



**YOUNGSTOWN  
STATE  
UNIVERSITY**

**BOARD OF TRUSTEES  
ACADEMIC EXCELLENCE AND STUDENT SUCCESS COMMITTEE**

**Molly S. Seals, Chair  
Joseph J. Kerola, Vice Chair  
All Trustees are Members**

**Wednesday, September 1, 2021  
12:30 p.m. or immediately following  
previous meeting**

**Presidents' Suite  
Kilcawley Center**

**AGENDA**

- A. Disposition of Minutes for Meeting Held June 2, 2021**
- B. Old Business**
- C. Committee Items**

**1. Academic Excellence and Student Success Consent Agenda Item\***

- C.1.a. = Tab 1      a. Resolution to Modify Affiliated Scholars Policy, 3356-10-03**  
Brien N. Smith, Provost and Vice President of Academic Affairs, will report.

**2. Academic Excellence and Student Success Action Items**

- C.2.a. = Tab 2      a. Resolution to Authorize Conferral of Honorary Degree – Aliyah Sabree**  
Brien N. Smith, Provost and Vice President of Academic Affairs, will summarize the credentials of Aliyah Sabree, who has been nominated to receive an honorary degree at the Fall 2021 commencement ceremony. Board approval is required.

- C.2.b. = Tab 3.      b. Resolution related to Academic Program Enhancement and Effectiveness Initiative (APEEI) Recommendations**  
Committee considers endorsement of APEEI recommendations in response to June 3, 2021 Governance Committee/BOT Resolution related to APEEI actionable outcomes following Summer 2021 consultations and Academic Senate consultation. Also, considers HLC Interim Report.

- C.2.c. = Tab 4      c. Resolution to Modify Graduate Faculty Policy, 3356-10-02**  
Brien N. Smith, Provost and Vice President of Academic Affairs, will report.

\*Items listed under Consent Agenda require Board approval; however, they may be presented without discussion as these items include only non-substantive changes.

- C.2.d. = Tab 5**     **d. Resolution to Authorize Associate Degree in Nursing**  
Brien N. Smith, Provost and Vice President of Academic Affairs, will report.
- C.2.e. = Tab 6**     **e. Resolution to Modify and Retitle Integrity in Research – Use of Human Participants Policy, 3356-10-14**  
Brien N. Smith, Provost and Vice President of Academic Affairs, and Sev Van slambrouck, Director of Office of Research, will report.
- C.2.f. = Tab 7**     **f. Resolution to Modify and Retitle Integrity in Research – Use and Care of Animals Policy, 3356-10-15**  
Brien N. Smith, Provost and Vice President of Academic Affairs, and Sev Van slambrouck, Director of Office of Research, will report.

### **3. Academic Excellence and Student Success Discussion Items**

- C.3.a. = Tab 8**     **a. Enrollment Optimization Update Fall 2021 and Beyond**  
Provide insights into the Enrollment Optimization Team activities to collaborate across the institution to enhance enrollment.
- C.3.b. = Tab 9**     **b. APEEI – Curricular Efficiency Insights and Actions**  
With a Curricular Efficiency Team helping guide this conversation and having had Curricular Efficiency Interactions with every academic program, insights and possible actions and/or next steps will be described that will optimize course enrollment, space utilization, and the student educational experience.  
Brien N. Smith, Provost and Vice President of Academic Affairs, and Jennifer Pintar, Associate Provost of Academic Administration, will report.
- c. Academic Senate Update**  
Chester R. Cooper, Jr., Chairperson, Academic Senate, will report.

### **D. New Business**

- D.1 = Tab 10**     **1. Update on Collin’s Law and Anti-Hazing Policy**  
Joy Polkabla Byers, Associate Vice President of Student Experience, will report.

### **E. Adjournment**



**YOUNGSTOWN  
STATE  
UNIVERSITY**

**RESOLUTION TO MODIFY  
AFFILIATED SCHOLARS POLICY, 3356-10-03**

**WHEREAS**, University Policies are reviewed and reconceptualized on an ongoing basis; and

**WHEREAS**, this process can result in the modification of existing policies, the creation of new policies, or the deletion of policies no longer needed; and

**WHEREAS**, action is required by the Board of Trustees prior to replacing and/or implementing modified or newly created policies, or to rescind existing policies; and

**WHEREAS**, the Affiliated Scholars policy has been reviewed and formatted in accordance with Policy 3356-1-09, Development and Issuance of University Policies.

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Trustees of Youngstown State University does hereby approve the modification of the University Policy Affiliated Scholars, policy number 3356-10-03, shown as Exhibit \_\_ attached hereto. A copy of the policy indicating changes to be made is also attached.

**Board of Trustees Meeting  
September 2, 2021  
YR 2022-**

**3356-10-03 Affiliated scholars.**

Previous Policy Number: ~~1003.01~~

Responsible Division/Office: Office of ~~Academic Affairs~~ the Provost

Responsible Officer: Provost and VP for Academic Affairs

Revision History: March 1998; March 2007; March 2011;

December 2016; September 2021

Board Committee: Academic Excellence and Student Affairs ~~Success~~

**Effective Date:** ~~December 1, 2016~~ September 2, 2021

Next Review: 2026 ~~7+~~

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- (A) Policy statement. The university encourages the affiliation of non-university individuals engaged in appropriate scholarly activity. Such appointments are either externally funded or non-remunerative.
- (B) Definition. “Affiliated scholars” are individuals with a record of ongoing scholarship or research who are ~~not full-time faculty-independent scholars, visitors, or adjunct faculty~~. Affiliated scholars are expected to hold the appropriate terminal degree and to be engaged in ongoing scholarly activity.
- (C) Parameters.
- (1) ~~The associate vice president for research, or designee, in cooperation with the college dean and the university research council, is responsible for the nomination of affiliated scholars. Offers of appointment as affiliated scholars are the responsibility of the provost/vice president for academic affairs. An affiliated scholars appointment is temporary and does not carry university duties.~~
  - (2) Affiliated scholars have access to university facilities and services, as defined by the appropriate department chair and dean.
  - (3) Usual and customary charges for the use of university facilities and services are the responsibility of the affiliated scholar.
  - (4) Affiliated scholars will credit Youngstown state university in publications stemming from scholarly activity conducted while

affiliated with the university. Copies of publications will be provided to the director of research services, associate vice president for research.

- ~~(3) Affiliated scholars have access to university facilities and services, as defined by the appropriate dean.~~
- ~~(4) Usual and customary charges for the use of university facilities and services are the responsibility of the affiliated scholar.~~
- (5) Affiliated scholars may serve as principal investigator, responsible for preparing applications for externally funded grants, sponsored agreements and contracts, when such approval is included in the letter of appointment. When applying for external funding and invoking the university affiliation, The affiliated scholars will follow university procedures and will assign to Youngstown state university indirect cost reimbursement awarded by the sponsor or sponsoring agency grantor.
- (6) The university administers any grant monies awarded to the affiliated scholar whose grant application names Youngstown state university as the institutional affiliation.

(D) Procedures.

- (1) An affiliated scholar request and/or endorsement letter from a faculty member, who takes responsibility for the affiliated scholar, ~~needs to~~ shall be submitted to the department chair.
- (2) The department chair, in cooperation with the dean of the college and the director of research services are responsible for the review and the nomination of the affiliated scholar to the provost and vice president of academic affairs.
- (3) Offers of appointment as affiliated scholars are the responsibility of the provost and vice president for academic affairs.

**3356-10-03    Affiliated scholars.**

Responsible Division/Office: Office of Academic Affairs  
Responsible Officer: Provost and VP for Academic Affairs  
Revision History: March 1998; March 2007; March 2011;  
December 2016; September 2021  
Board Committee: Academic Excellence and Student Success  
**Effective Date: September 2, 2021**  
Next Review: 2026

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- (A) Policy statement. The university encourages the affiliation of non-university individuals engaged in appropriate scholarly activity. Such appointments are either externally funded or non-remunerative.
- (B) Definition. “Affiliated scholars” are individuals with a record of ongoing scholarship or research who are independent scholars, visitors, or adjunct faculty. Affiliated scholars are expected to hold the appropriate terminal degree and to be engaged in ongoing scholarly activity.
- (C) Parameters.
  - (1) An affiliated scholars appointment is temporary and does not carry university duties.
  - (2) Affiliated scholars have access to university facilities and services, as defined by the appropriate department chair and dean.
  - (3) Usual and customary charges for the use of university facilities and services are the responsibility of the affiliated scholar.
  - (4) Affiliated scholars will credit Youngstown state university in publications stemming from scholarly activity conducted while affiliated with the university. Copies of publications will be provided to the director of research services.
  - (5) Affiliated scholars may serve as principal investigator, responsible for preparing applications for externally funded grants, sponsored agreements and contracts, when such approval is included in the

letter of appointment. The affiliated scholars will follow university procedures and assign to Youngstown state university indirect cost reimbursement awarded by the sponsor or sponsoring agency.

- (6) The university administers any grant monies awarded to the affiliated scholar whose grant application names Youngstown state university as the institutional affiliation.

(D) Procedures.

- (1) An affiliated scholar request and/or endorsement letter from a faculty member, who takes responsibility for the affiliated scholar, shall be submitted to the department chair.
- (2) The department chair, in cooperation with the dean of the college and the director of research services are responsible for the review and the nomination of the affiliated scholar to the provost and vice president of academic affairs.
- (3) Offers of appointment as affiliated scholars are the responsibility of the provost and vice president for academic affairs.



**YOUNGSTOWN  
STATE  
UNIVERSITY**

**RESOLUTION TO AUTHORIZE  
CONFERRAL OF HONORARY DEGREE**

**BE IT RESOLVED**, that the Board of Trustees of Youngstown State University does hereby authorize the conferral of a Doctor of Laws, honoris causa, upon Aliyah Sabree, with all the rights and privileges attendant thereto.

**Board of Trustees Meeting  
September 2, 2021  
YR 2022-**



**Aliyah Sabree**  
**Biography**  
**<https://judgesabree.com>**

Aliyah Sabree is currently a judge presiding over traffic and misdemeanor cases at the 36th district court, adjudicating approximately 1,200 cases per month.

Prior to her current position, Aliyah was appointed as Associate General Counsel for the Detroit Water and Sewerage Department (DWSD). In this role, she litigated on behalf of the department, reviewed contracts and negotiations, drafts ordinances, appeared before City Council, provided legal opinions to DWSD employees, and prepared intergovernmental cooperative agreements.

In 2014, Sabree was appointed by the Mayor of the City of Detroit to serve as his Liaison to the City Council. She served as the chief communicator between the City's Legislative and Executive branches and was responsible for lobbying the Administration's legislative priorities. She advised the Mayor and his cabinet members on all issues pertaining to City Council.

Preceding her appointment to the Mayor's Office, Sabree was appointed by the Detroit Board of Police Commissioners as the attorney and advisor for the Board. She conducted trial board appeals before the Board and the Police Chief. Additionally, she analyzed proposed rules and policies proffered by the Police Department, conducted training sessions for Commissioners, and advised the Board on a wide range of legal issues that affected the Board and the Police Department.

Sabree began her career with the Wayne County Prosecutor's Office as an Assistant Prosecuting Attorney in the Special Operations Division where she spent close to four years prosecuting violent habitual offenders. While there, she tried over thirty capital jury trials and conducted educational training sessions in schools across Wayne County on a variety of topics, including the criminal justice system, sexting, cyber-bullying, and truancy.

In 2010 Sabree earned her Juris Doctorate from Michigan State University College of Law with a concentration in Alternative Dispute Resolution. She was an Executive Board Member for the Black Law Students Association and a member of the Diversity Consortium. She earned her Bachelor of Science in Biology from Youngstown State University while on a full athletic scholarship for basketball.

Sabree values education and family and is an active member of the Detroit community. She serves as an advisory board member for the Boll Family YMCA and a junior board member for the Wish Upon a Teen Organization. She is a member of the Kiwanis Club No.1 and the Wolverine Bar Association. Sabree volunteers with the Big Brothers Big Sisters Organization and is an active member of Delta Sigma Theta Sorority, Inc.

**3356-10-05 Honorary degrees and commencement speakers.**

Responsible Division/Office: Academic Affairs  
Responsible Officer: Provost and VP for Academic Affairs  
Revision History: October 1997; July 2009; June 2011;  
June 2013; December 2015; December 2020;  
March 2021  
Board Committee: Academic Excellence and Student Success  
**Effective Date: March 4, 2021**  
Next Review: 2026

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- (A) Policy statement. The board of trustees shall review and authorize the list from which commencement speakers and honorary degree candidates will be recommended by the academic events committee of the academic senate to the president. The board of trustees shall grant honorary degrees in recognition of a significant impact on the university, on the community, state or nation, or on society. Such degrees will be conferred at commencements, special convocations, and other events. The honorary degree shall be clearly designated on the diploma as “Honorary degree of” followed by the name of the degree.
- (B) The following honorary degrees are those usually awarded at Youngstown state university:
- (1) Bus. D. (doctor of business), customarily awarded to a person making a unique contribution in the business community.
  - (2) LL.D. (doctor of laws), customarily awarded to a person distinguished in general service to the state, to learning and to mankind.
  - (3) LH.D. (doctor of humane letters), customarily awarded to a person distinguished in the humanities.
  - (4) Sc.D. (doctor of science), customarily awarded to a person distinguished in the sciences.
  - (5) Lett.D. (doctor of letters), customarily awarded to an acknowledged scholar in a particular discipline.

- (6) Mus.D. (doctor of music), customarily awarded to a distinguished performer or composer.
- (C) Procedures for selecting and approving candidates.
- (1) Criteria for nomination of commencement speakers and honorary degree candidates are determined by the provost/vice president for academic affairs, subject to board of trustees' approval.
  - (2) Faculty, staff, board of trustees members and/or anyone associated with the university may submit nominations for commencement speakers and/or honorary degree candidates to the academic events committee of the academic senate or directly to the provost/vice president for academic affairs.
  - (3) Per the academic senate bylaws, the academic events committee of the academic senate "shall be responsible for making recommendations concerning policy governing academic events such as graduation ceremonies, honors convocations, inaugural ceremonies, and recommend candidates for honorary degrees and commencement speakers to the university's president."
  - (4) The academic events committee will review the credentials of all the nominated candidates and will submit a list of no less than fifteen and no more than twenty recommended candidates for approval by the board of trustees during its regular June meeting. The list may be amended and reapproved by the board at any time throughout the year.
- (D) Selection of the commencement speaker.
- (1) The provost, in consultation with the president, shall select a commencement speaker from the board-approved list.
  - (2) The president will inform the board of the selection of the commencement speaker no later than the board meeting preceding the commencement ceremony.
- (E) Selection of the honorary degree recipient.

- (1) Only the board of trustees is authorized to approve the awarding of an honorary degree.
- (2) The provost, in consultation with the president, shall recommend candidates for an honorary degree from the approved list for recognition at an appropriate event.
- (3) The board shall approve the awarding of the degree no later than the board meeting preceding the event at which the honorary degree is to be conferred.

2021 APEEI

GROW +		GROW		SUSTAIN		ADJUST		SUNSET	
College	Program	College	Program	College	Program	College	Program	College	Program
<b>Bachelor's Level</b>		<b>Associate's Level</b>		<b>Associate's Level</b>		<b>Associate's Level</b>		<b>Associate's Level</b>	
STEM	Electrical Engineering	STEM	Information Technology A	BCLASSE	Associate of Arts	BCLASSE	Early Childhood PreK	STEM	Electric Utility Technology
WCBA	Finance	STEM	Civil and Construction Engineering Technology A	WCBA	Business Administration	<b>Bachelor's Level</b>		BCHHS	Medical Laboratory Technology
WCBA	Accounting	STEM	Electrical Engineering Technology A	BCHHS	Criminal Justice	BCHHS	Medical Laboratory Science	BCHHS	Emergency Medical Services
WCBA	Business Administration	STEM	Mechanical Engineering Technology A	<b>Bachelor's Level</b>		BCHHS	Respiratory Care	BCHHS	<b>Dietetic Technician</b>
BCHHS	Nursing RN-BSN	BCHHS	Hospitality Management	BCLASSE	Psychology	BCHHS	Hospitality Management	STEM	<b>Computer Information Systems A</b>
WCBA	Marketing Management	<b>Bachelor's Level</b>		BCLASSE	Early Childhood Intervention Specialist	WCBA	Communication Studies	BCHHS	<b>Medical Assisting Technology</b>
STEM	Mechanical Engineering	CCCA	Music Performance	BCLASSE	General Studies	BCHHS	Merch Fashion and Interiors	STEM	<b>Drafting and Design Technology</b>
BCHHS	Nursing BSN	WCBA	Human Resource Management	BCHHS	Long Term Care Administration	BCHHS	Dietetics	BCHHS	<b>Social Services Technology</b>
STEM	Computer Science	STEM	Biology	CCCA	Theater	WCBA	Journalism	<b>Bachelor's Level</b>	
<b>Masters Level</b>		BCLASSE	Political Science	BCLASSE	Middle Childhood	WCBA	Advertising and Public Relations	BCHHS	Gerontology
WCBA	Business Administration	STEM	Geology	CCCA	Art Education	BCHHS	Dental Hygiene	BCLASSE	Italian Education
BCHHS	Nursing MSN	STEM	Electrical Engineering Technology B	BCLASSE	Adolescent/Young Adult Education	WCBA	Business Economics	BCLASSE	Italian
<b>Doctoral Level</b>		BCLASSE	History	CCCA	Theater Studies	WCBA	Telecommunication Studies	STEM	Manufacturing Engineering
BCHHS	Physical Therapy	BCHHS	Public Health	CCCA	Studio Art	WCBA	Economics	BCLASSE	Religious Studies
BCLASSE	Educational Leadership	STEM	Information Technology B	BCLASSE	Sociology	WCBA	Information & Supply Chain	CCCA	Music Theory
		BCHHS	Social Work	BCLASSE	English	<b>Masters Level</b>		CCCA	Music History and Literature
		BCHHS	Criminal Justice	BCLASSE	Anthropology	STEM	Chemical Engineering	BCHHS	<b>Family and Consumer Studies</b>
		STEM	Mathematics	BCLASSE	Spanish Education	STEM	Electrical Engineering	STEM	<b>Computer Information Systems B</b>
		STEM	Chemistry	BCLASSE	Geography	BCHHS	Respiratory Care	CCCA	<b>Dance Management</b>
		BCHHS	Allied Health	BCLASSE	Philosophy	WCBA	Financial Economics	BCLASSE	<b>French</b>
		STEM	Industrial and Systems Engineering	CCCA	Music Composition	BCHHS	Health and Human Services	CCCA	<b>Art History</b>
		BCLASSE	Special Education	<b>Masters Level</b>		BCLASSE	Applied Behavior Analysis	<b>Masters Level</b>	
		STEM	Civil and Construction Engineering Technology B	BCHHS	Adult/Gerontology Acute Care Nurse	WCBA	Professional Communication	CCCA	Music History and Literature
		BCHHS	Exercise Science	BCLASSE	Intervention Services	BCLASSE	English	CCCA	Art Education
		STEM	Forensic Science	BCLASSE	Special Education	WCBA	Economics	BCLASSE	American Studies
		STEM	Civil Engineering	BCLASSE	Teacher Education	STEM	Chemistry	CCCA	Interdisciplinary Visual Arts
		STEM	Chemical Engineering	CCCA	Music Composition	WCBA	Accountancy	BCHHS	Gerontology
		STEM	Mechanical Engineering Technology B			BCLASSE	History	BCLASSE	Creative Writing
		BCLASSE	Professional and Technical Writing			STEM	Computing and Information		
		BCLASSE	Spanish						
		STEM	Environmental Science			<b>Education Specialist</b>			
		STEM	Physics Astronomy			BCLASSE	School Psychology		
		STEM	Biochemistry						
		STEM	Physics			<b>Supernat: Masters Level</b>			
		CCCA	Music Education			CCCA	Music Education		
		<b>Masters Level</b>							
		CCCA	Music Performance						
		BCLASSE	Counseling						
		CCCA	Music Jazz Studies						
		BCHHS	Social Work						
		BCHHS	Public Health						
		BCHHS	Athletic Training						
		STEM	Industrial and Systems Engineering						
		BCLASSE	Educational Administration						
		STEM	Mathematics						
		BCHHS	Criminal Justice						
		STEM	Mechanical Engineering						
		STEM	Civil and Environmental Engineering						
		STEM	Engineering Management						
		STEM	Biological Sciences						
		STEM	Environmental Science						
		<b>Doctoral Level</b>							
		STEM	Materials Science and Engineering						

NOTE: Programs in bolded italic were teach-out programs previously identified by the departments

Board of Trustees  
Resolution  
June 2, 2021

1. OAA will prioritize program resource allocation aligned with the findings of APEEI and the Plan for Strategic Actions to Take Charge of our Future.

2. OAA will work with Academic Senate and Graduate Council to conduct an impact study on programs that have been identified for Sunset, designated as inactive, or to reduce complexity of the academic programs.

3. OAA recommendations related to item #2 above will be presented to the Academic Excellence and Student Success Committee of the Board of Trustees in September 2021

This represents a snapshot in time of a continuous quality improvement process for which programs are positioned to improve and the institution can be better assured it has the most effective academic portfolio.

As such, this document is to be taken in its entirety with no column or program individually identified.



**RESOLUTION RELATED TO ACADEMIC PROGRAM ENHANCEMENT  
AND EFFECTIVES INITIATIVE (APEEI) RECOMMENDATIONS**

**WHEREAS**, findings related to the Academic Program Enhancement and Effectiveness Initiative (APEEI) were presented in a preliminary fashion to the Governance Committee of the Board of Trustees in June 2021; and

**WHEREAS**, the Governance Committee directed Provost Smith to use the months between the June and September meetings to further discuss the recommendations associated with APEEI and continue to interact with the Academic Senate, preferably in advance of the Board's September meetings; and

**WHEREAS**, additional discussion and consultation has occurred over the summer and the students of impacted programs will be advised as to completing their program of student via teach-out plans.

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Trustees of Youngstown State University does endorse the recommendations associated with grow+, grow, sustain, adjust, and sunset as illustrated in the attached document; and

**BE IT FURTHER RESOLVED**, that these recommendations and the annual update associated with such an APEEI process align with the Plan for Strategic Actions to Take Charge of Our Future and any evolving adjustments there-to.

Academic Excellence and Student Success  
Youngstown State University  
Board of Trustees  
September 1, 2021

Background materials related to recommendations associated with the Academic Program Enhancement and Effectiveness Initiative (APEEI).

The approach included multiple constituencies across time and those groups had opportunities for input into the process at various times during the process.

**December 6, 2017**

## **Principles and Practice of Shared Governance**

### **Youngstown State University**

#### **Principles of Shared Governance**

- Shared governance expects those who will be affected by a decision on policy or procedures can be informed and can influence governance decisions by their input.
- Shared governance relies upon consistent, trustworthy communication that is multidirectional and reciprocal and focused on our mutual goals of student success and institutional effectiveness.
- Shared governance requires mutual accountability of all members of the University community for the proper execution of their roles in a timely manner.
- Shared governance permeates all levels of decision-making within the University community.
- Full and active participation at all levels of shared governance is encouraged.
- Recommendations made through shared governance processes can influence university decision making.

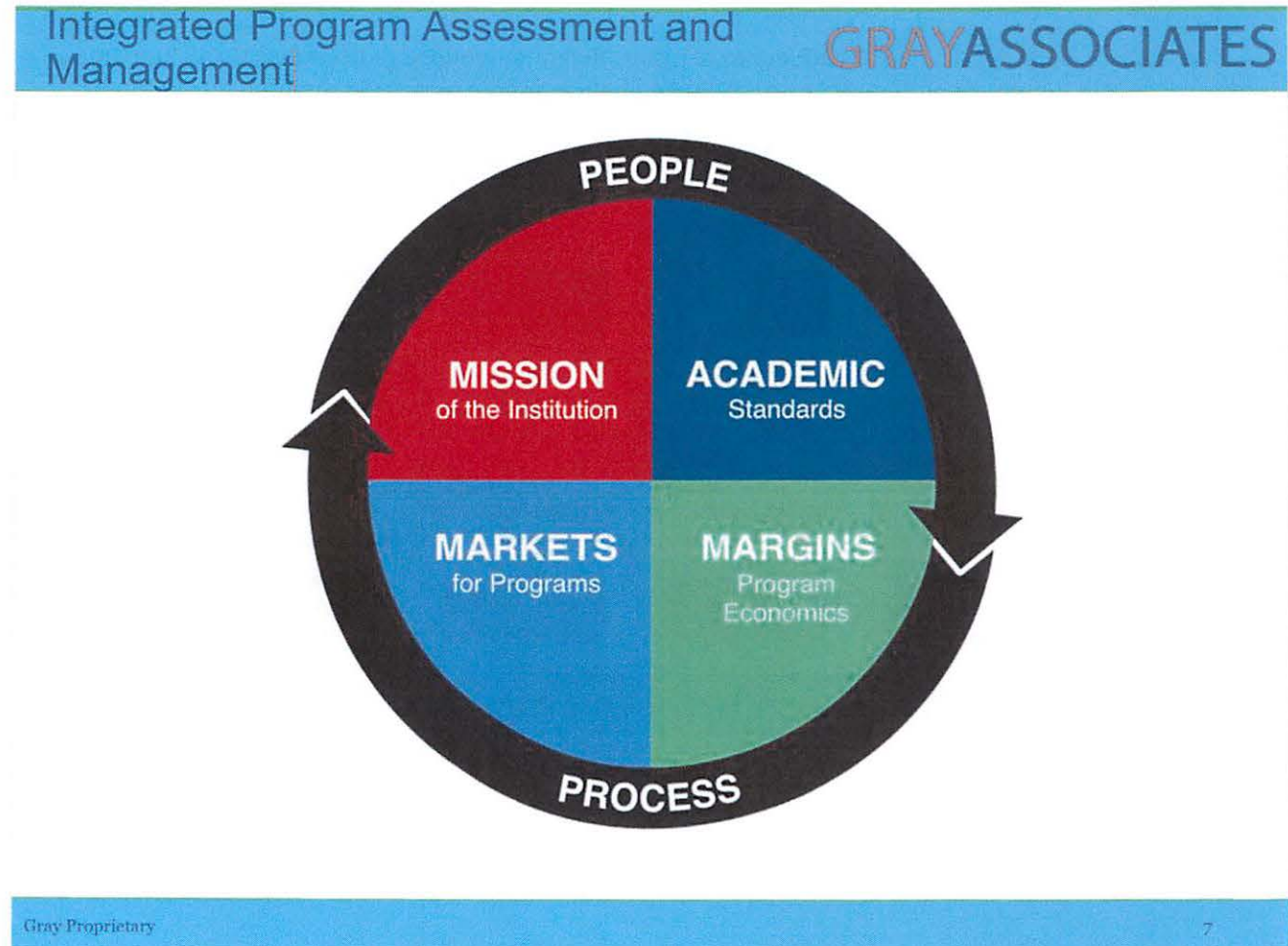


Figure 1: The Framework for APEEI had overarching principles associated with mission and standards.



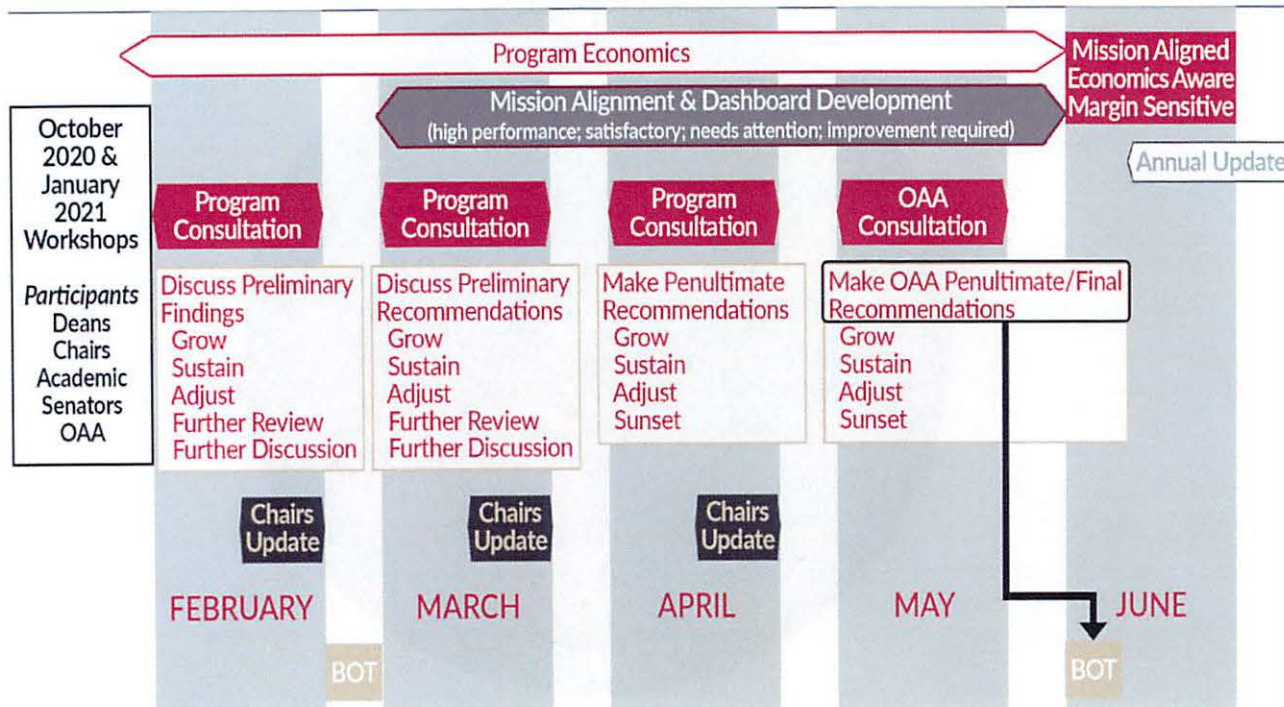


Figure 2: The ultimate perspective is for academic programs to exist in the context of alignment with the mission, inconsideration of economics, being sensitive to margin.

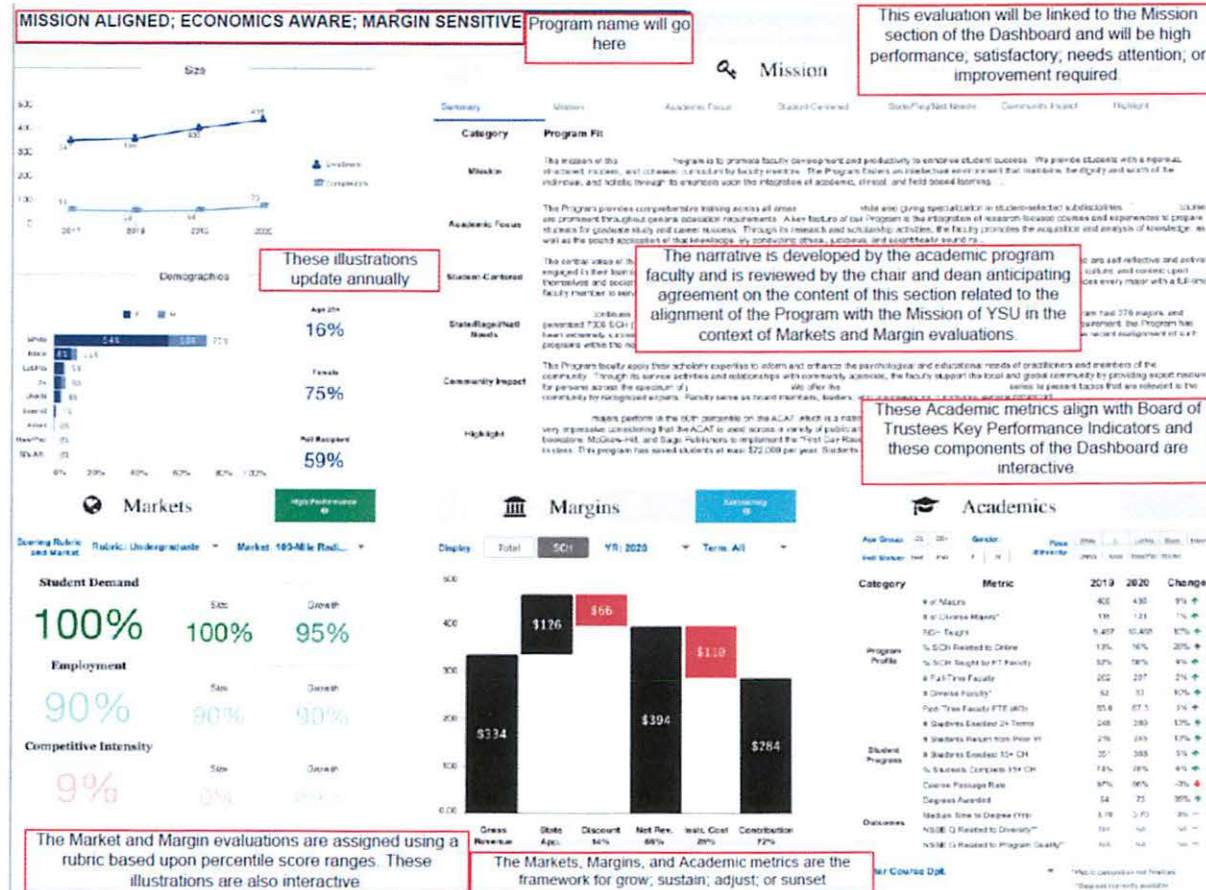
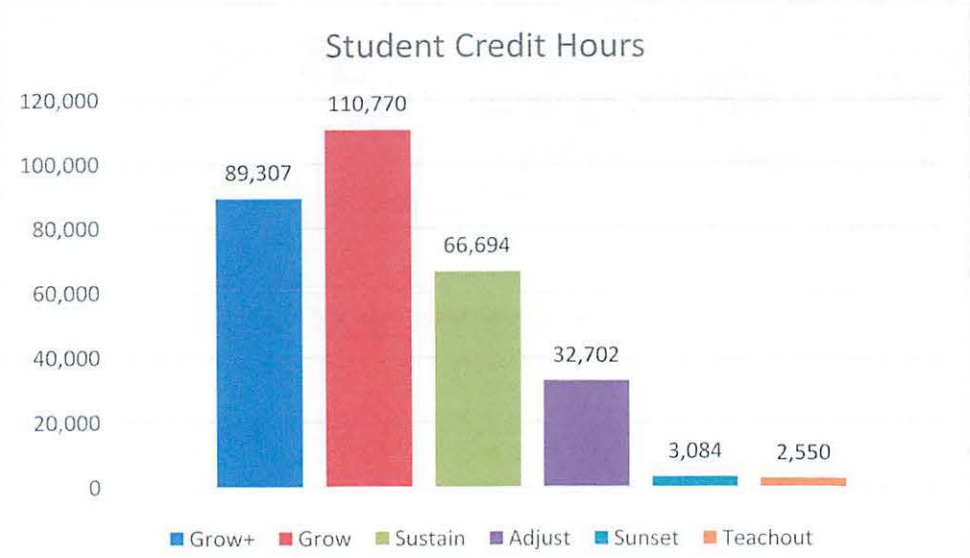
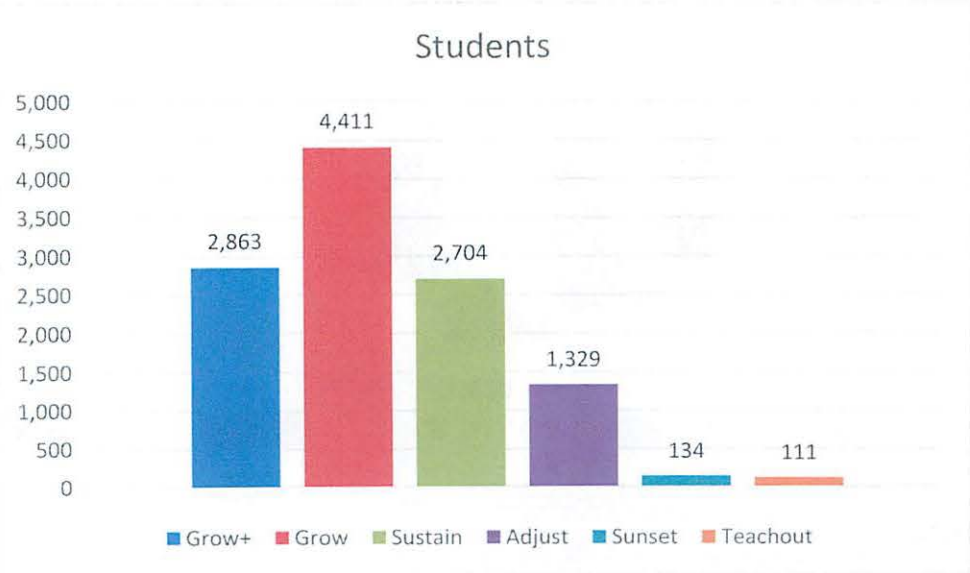


Figure 3: The APEEI process resulted in a Dashboard mimicking this illustration for each academic program that will help inform goals and strategies to align with the Plan for Strategic Actions to Take Charge of Our Future.

The following graphics (2019-2020) align with the handout titled: 2021 APEEI



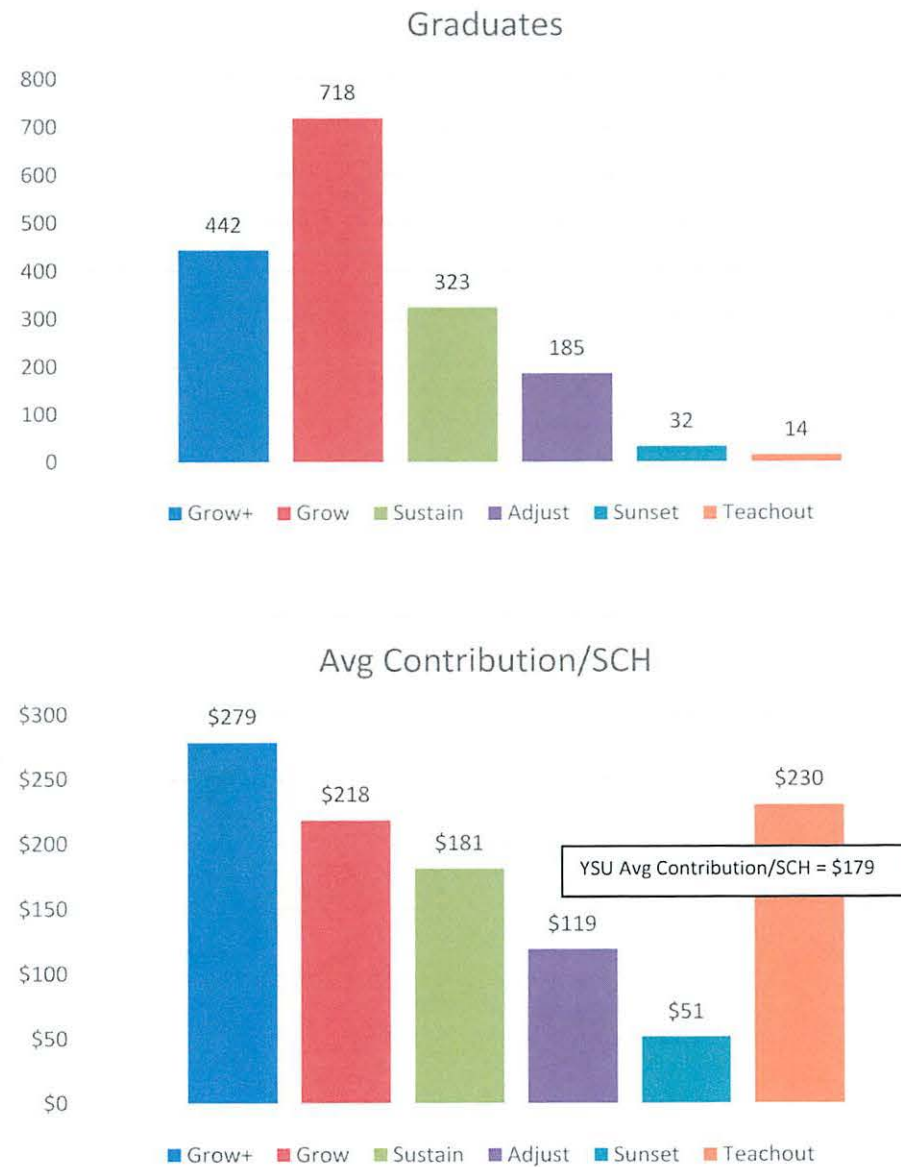


Figure 4: Teachout programs have students in them that are completing their degrees. These are programs that were sunsetted prior to APEEI.



**Explanation of Modifications to University Policy:**

**3356-10-02 Graduate faculty**

The policy was modified to align with changes to graduate faculty status approved by members of the graduate council including the ability of well-qualified part-time faculty to be considered for category one status, which is required to serve as the chairperson/advisor of a dissertation or thesis committee.

**Board of Trustees Meeting  
September 2, 2021  
YR 2022-**



**YOUNGSTOWN  
STATE  
UNIVERSITY**

**RESOLUTION TO MODIFY  
GRADUATE FACULTY POLICY, 3356-10-02**

**WHEREAS**, University Policies are reviewed and reconceptualized on an ongoing basis; and

**WHEREAS**, this process can result in the modification of existing policies, the creation of new policies, or the deletion of policies no longer needed; and

**WHEREAS**, action is required by the Board of Trustees prior to replacing and/or implementing modified or newly created policies, or to rescind existing policies; and

**WHEREAS**, the Graduate Faculty policy has been reviewed and formatted in accordance with Policy 3356-1-09, Development and Issuance of University Policies.

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Trustees of Youngstown State University does hereby approve the modification of the University Policy Graduate Faculty, policy number 3356-10-02, shown as Exhibit \_\_ attached hereto. A copy of the policy indicating changes to be made is also attached.

**Board of Trustees Meeting  
September 2, 2021  
YR 2022-**

**3356-10-02 Graduate faculty.**

Previous Policy Number: ~~1002.01~~  
Responsible Division/Office: College of Graduate Studies  
Responsible Officer: Provost and Vice President for Academic Affairs  
Revision History: December 1997; March 2007; March 2011;  
December 2016; 2021  
Board Committee: Academic Excellence and Student Affairs Success  
**Effective Date:** ~~December 1, 2016~~ September 2, 2021  
Next Review: ~~2024~~ 2026

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- (A) Policy statement. The graduate faculty shall consist of the president of the university, the provost/vice president for academic affairs, the dean of the college of graduate studies, the deans of the colleges, and faculty members qualified to teach graduate courses as determined by the dean of graduate studies and the graduate faculty.
- (B) Definition. Graduate faculty membership includes:
- (1) ~~Category three members who are not employed by Youngstown state university and whose academic entitlements are determined by the dean of graduate studies in consultation with the graduate council;~~ Category one. Category one faculty members are full and part-time faculty members employed by the Youngstown state university (university) who are selected by the College of Graduate Studies Committee (committee) and Graduate Council based on evidence of scholarship and professional development in the field or discipline appropriate to graduate faculty membership requirements established by the committee.
- (a) All category one faculty may teach and supervise master's and doctoral level work and serve on or serve as a chairperson/advisor of mater's level thesis committees and doctoral level dissertation committees. Those faculty serving as chairpersons/advisors of doctoral committees shall meet advanced requirements determined by the appropriate college departments and approved by the dean

of graduate studies in addition to those necessary for category one members.

- (b) Full-time category one faculty have full rights and privileges in governance of the college of graduate studies.
  - (c) Part-time category one faculty do not have the above full rights and committee privileges but may be appointed to serve on specific committees.
- (2) Category two members who may teach and supervise master's level graduate work and participate fully in activities of graduate studies committees and may vote in graduate faculty meetings: Category two. Category two faculty members are full and part-time faculty members employed by the university who are **appointed by the dean of graduate studies upon recommendation of the chair of the department and dean of the college selected by the committee** based on evidence of scholarship and professional development. Graduate faculty may be approved with a master's degree plus three years of significant and relevant professional experience in lieu of a terminal degree.
- (a) All category two faculty may teach and supervise master's level graduate work and serve as a member of master's thesis committees.
  - (b) Full-time category two faculty may participate fully in activities of graduate studies committees and may vote in graduate faculty meetings.
  - (c) Part-time category two faculty do not have the above full rights and committee privileges but may be appointed to serve on specific committees.
- (3) Category one members who may teach and supervise master's and doctoral level work and have full rights and privileges in governance of the college of graduate studies. In addition, those faculty serving as chairpersons of doctoral committees shall meet



~~advanced requirements determined by the appropriate college departments and approved by the dean of graduate studies in addition to those necessary for category one members. Category three. Category three members are not employed by the university and their academic entitlements are determined by the dean of graduate studies in consultation with the graduate council.~~

(C) Parameters.

- (1) The graduate council is the representative governance unit for the graduate faculty and the college of graduate studies.
- (2) Criteria and internal college procedures for appointment to the graduate faculty are recommended by the individual colleges and approved by the graduate council.
- (3) The graduate faculty recommends and maintains standards for graduate admissions, courses, programs, and degrees, plus rules and procedures to give uniformity to the quality of graduate instruction throughout the university. It shall make recommendations concerning curricular activities required for graduate degrees and make suggestions to the departments concerning courses for graduate credit. It shall encourage the development and improvement of graduate work and research.
- (4) Graduate council policies and procedures are found in the "College of Graduate Studies Academic Policy Book."

**3356-10-02 Graduate faculty.**

Responsible Division/Office: College of Graduate Studies  
Responsible Officer: Provost and Vice President for Academic Affairs  
Revision History: December 1997; March 2007; March 2011;  
December 2016; 2021  
Board Committee: Academic Excellence and Student Success  
**Effective Date: September 2, 2021**  
Next Review: 2026

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- (A) Policy statement. The graduate faculty shall consist of the president of the university, the provost/vice president for academic affairs, the dean of the college of graduate studies, the deans of the colleges, and faculty members qualified to teach graduate courses as determined by the dean of graduate studies and the graduate faculty.
- (B) Definition. Graduate faculty membership includes:
- (1) Category one. Category one faculty members are full and part-time faculty members employed by the Youngstown state university (university) who are selected by the College Graduate Studies Committee (committee) and Graduate Council based on evidence of scholarship and professional development in the field or discipline appropriate to graduate faculty membership requirements established by the committee.
- (a) All category one faculty may teach and supervise master's and doctoral level work and serve on or serve as a chairperson/advisor of mater's level thesis committees and doctoral level dissertation committees. Those faculty serving as chairpersons/advisors of doctoral committees shall meet advanced requirements determined by the appropriate college departments and approved by the dean of graduate studies in addition to those necessary for category one members.

- (b) Full-time category one faculty have full rights and privileges in governance of the college of graduate studies.
    - (c) Part-time category one faculty do not have the above full rights and committee privileges but may be appointed to serve on specific committees.
  - (2) Category two. Category two faculty members are full and part-time faculty members employed by the university who are appointed by the dean of graduate studies upon recommendation of the chair of the department and dean of the college based on evidence of scholarship and professional development. Graduate faculty may be approved with a master's degree plus three years of significant and relevant professional experience in lieu of a terminal degree.
    - (a) All category two faculty may teach and supervise master's level graduate work and serve as a member of master's thesis committees.
    - (b) Full-time category two faculty may participate fully in activities of graduate studies committees and may vote in graduate faculty meetings.
    - (c) Part-time category two faculty do not have the above full rights and committee privileges but may be appointed to serve on specific committees.
  - (3) Category three. Category three members are not employed by the university and their academic entitlements are determined by the dean of graduate studies in consultation with the graduate council.
- (C) Parameters.
- (1) The graduate council is the representative governance unit for the graduate faculty and the college of graduate studies.

- (2) Criteria and internal college procedures for appointment to the graduate faculty are recommended by the individual colleges and approved by the graduate council.
- (3) The graduate faculty recommends and maintains standards for graduate admissions, courses, programs, and degrees, plus rules and procedures to give uniformity to the quality of graduate instruction throughout the university. It shall make recommendations concerning curricular activities required for graduate degrees and make suggestions to the departments concerning courses for graduate credit. It shall encourage the development and improvement of graduate work and research.
- (4) Graduate council policies and procedures are found in the “College of Graduate Studies Academic Policy Book.”



**YOUNGSTOWN  
STATE  
UNIVERSITY**

**RESOLUTION TO APPROVE ASSOCIATE DEGREE IN NURSING  
(ASSOCIATE OF APPLIED SCIENCE)**

**WHEREAS**, Youngstown State University offered an associate degree program in nursing from 1967-1989; and

**WHEREAS**, YSU decided to close the associate program when the bachelor's program gained in popularity in 1979-1984 and other diploma programs were meeting the need for nurses; and

**WHEREAS**, YSU's community health and practice partners have recently expressed a need for a larger registered nursing workforce in Youngstown and the Mahoning Valley; and

**WHEREAS**, YSU has maintained a consistent record of training excellent nursing graduates; and

**WHEREAS**, representatives from hospitals and health care facilities expressed significant interest in adding more educational opportunities for students interested in nursing during a recent Centofanti School of Nursing Advisory Council meeting.

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Trustees of Youngstown State University does approve of the Centofanti School of Nursing offering an Associate Degree in Nursing program.

**Board of Trustees Meeting  
September 2, 2021  
YR 2022-**

CIP: 51.3801 Registered Nursing

Market: 100-Mile Radius

Modality: All

Award Level: Associates and Below

Select Program

CIP: 51.3801 Registered Nursing

Market: 100-Mile Radius

Total Score: 51

Percentile: 99

**Student Demand**  
Score: 29 Percentile: 99

Category	Pctl	Criterion	Value	Score
Size	98	Inquiry Volume (12 Months)	177	8
	95	Int'l Page Views (12 Months)	4,519	NS
	98	Google Search Volume (3 Months)*	29,888	8
	99	On-ground Completions at In-Market Institutions	2,473	NS
	99	Online Completions by In-Market Students	135	NS
	99	Sum of On-ground and Online Completions	2,608	10
Growth	0	Inquiry Volume YoY Change (Units)	-1,096	-2
	98	Google Search YoY Change (Units)*	4,876	2
	99	Completion Volume YoY Change (Units)	119	2
	36	Inquiry Volume YoY Change (%)	-86%	-1
	86	Google Search YoY Change (%)*	20%	1
	62	Completion Volume YoY Change (%)	5%	1

**Competitive Intensity**  
Score: -2 Percentile: 24

Category	Pctl	Criterion	Value	Score
Volume of Competition	99	Campuses with Graduates**	38	-6
	98	National Online Institutions (Units)**	52	NS
	98	Institutions with Online In-Market Students**	24	NS
	1	Institutions YoY Change (Units)**	-3	2
	97	Average Completions by Local Institution	65	3
	97	Median Completions by Local Institution	40	3
	41	YoY Median Program Change (Units)	-2	-2
	59	YoY Median Program Change (%)	-6%	-1
	68	Nat'l Online % of Institutions	4%	NS
	64	Nat'l Online % of Completions	4%	NS
Market Saturation	19	Average Cost per Inquiry**	\$7	1
	86	Google Search * Cost per Click**	\$20	-1
	85	Google Competition Index**	0.62	-1

**Employment\***  
Score: 25 Percentile: 98

Category	Pctl	Criterion	Value	Score
Size (Direct Prep)	99	Job Postings Total (12 Months)*	20,872	8
	99	BLS Current Employment*	87,178	8
	98	BLS Annual Job Openings*	5,632	4
Size (Generalist)	98	BLS Share of Generalist Employment*	6,377	NS
	98	BLS Share of Generalist Openings*	572	NS
Growth (Direct Prep)	54	BLS 1-Year Historical Growth*	2%	1
	37	BLS 3-Year Historic Growth (CAGR)*	-1%	0
	81	BLS 10-Year Future Growth (CAGR)*	0.7%	NS
Saturation (Direct Prep)	59	Job Postings per Graduate*	2.8	-2
	47	BLS Job Openings per Graduate*	0.7	-2
Wages (Direct Prep)	95	BLS 10th-Percentile Wages*	\$62,759	8
	85	BLS Mean Wages*	\$83,626	NS
National American Community Survey Outcomes	81	Nat'l ACS Wages (Age < 30)	\$52,186	NS
	42	Nat'l ACS Wages (Age 30-60)	\$82,780	NS
	31	Nat'l ACS % with Any Graduate Degree	26%	NS
	34	Nat'l ACS % with Masters	21%	NS
	47	Nat'l ACS % with Doct/Prof Degree	7%	NS
	11	Nat'l ACS % Unemp. (Age <30)**	2%	NS
	8	Nat'l ACS % Unemp. (Age 30-60)**	1%	NS
	100	Nat'l ACS % in Direct Prep Jobs	82%	NS

**CIP Description:**

A program that generally prepares individuals in the knowledge, techniques and procedures for promoting health, providing care for sick, disabled, infirmed, or other individuals or groups. Includes instruction in the administration of medication and treatments, assisting a physician during treatments and examinations, Referring patients to physicians and other health care specialists, and planning education for health maintenance.

**Degree Fit:**  
Score: -1 Percentile: 58

Category	Pctl	Criterion	Value	Score
NHEBI Natl 2 Year	93	Cost Index**	1.72	-1
	69	Student: Faculty Index	1.08	0

**National Completions by Level**  
Score: 0

Award Level	Completions (National)	Completions (Market)	Inquiries (Market)
Certificate	1%	7%	3%
Associates	32%	28%	0%
Bachelors	59%	56%	51%
Postbaccalaureate Certificate	0%	0%	0%
Masters	7%	7%	17%
Post-masters Certificate	0%	0%	0%
Doctoral	0%	1%	0%
Unknown	0%	0%	29%

**National Workforce Ed. Attainment**  
Score: 0

Award Level	BLS Educational Attainment
No College	1%
Some College	5%
Associates	31%
Bachelors	48%
Masters	12%
Doctoral	3%

\* - Google search, employment data and Jobs Per Grad Ratio do not filter by award level.  
 \*\* - Color scale in reverse.  
 NA - No data available/not currently tracked.  
 NS - Not Scored in Rubrics (values = 0).  
 2-yr - Associates & certificate programs only.  
 PCTL - Percentile

Total Percentile	0	20+	40+	70+	90+	95+	98+	100
Total Score	-63	-17	-4	5	14	21	27	56

\*\* Color Scale in Reverse

Percentile (Reverse)	<40	40+	70+	90+	95+	98+
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**Explanation of Modifications to University Policy:**

**3356-10-14 Integrity in research – use of human participants.**

The policy was updated and modified to be in accordance with policy 3356-1-09, Development and issuance of university policies – (F) (3) Policy format. The changes to the order and requirements include:

- Addition of (B) purpose
- Addition of (C) scope
- Addition of information (D) to ensure comprehension and compliance with the policy, such as applicable regulations, Institutional Review Board (IRB) charges, procedures available online and electronic submission.
- 

In addition, “Integrity in research” was removed from the title, aligning with the title of this policy at other institutions, and the policy statement was rewritten with no major changes to content. The new title is “Use of human subjects.”

**Board of Trustees Meeting  
September 2, 2021  
YR 2021**



**YOUNGSTOWN  
STATE  
UNIVERSITY**

**RESOLUTION TO MODIFY AND RETITLE  
INTEGRITY IN RESEARCH –  
USE OF HUMAN PARTICIPANTS POLICY, 3356-10-14**

**WHEREAS**, University Policies are being reviewed and re-conceptualized on an ongoing basis; and

**WHEREAS**, this process can result in the modification of existing policies, the creation of new policies, or the deletion of policies no longer needed; and

**WHEREAS**, action is required by the Board of Trustees prior to replacing and/or implementing modified or newly created policies, or to rescind existing policies;

**WHEREAS**, the Integrity in Research – Use of Human Participants policy has been reviewed pursuant to the five-year review cycle, and formatted in accordance with Policy 3356-1-09, Development and Issuance of University Policies.

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Trustees of Youngstown State University does hereby approve the modification of the University Policy governing Integrity in Research – Use of Human Participants, policy number 3356-10-14, to be retitled as Use of Human Subjects, shown as Exhibit \_\_ attached hereto. A copy of the policy indicating changes to be made is also attached.

**Board of Trustees Meeting  
September 2, 2021  
YR 2022-**



**3356-10-14 Integrity in research—use of human participants. Use of hHuman subjects.**

Previous Policy Number: ~~1014.01~~

Responsible Division/Office: Office of Research Services

Responsible Officer: Provost and Vice President for Academic Affairs

Revision History: June 1999; December 2010; June 2016;  
September 2021

Board Committee: Academic Excellence and Student AffairsSuccess

**Effective Date:** ~~June 15, 2016~~September 2, 2021

Next Review: ~~2024~~2026

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(A) Policy statement. The university is committed to~~conducts research with integrity requiring~~ the protection of the rights, well-being, and personal privacy of all human subjects in research persons utilized as participants. ~~The university is responsible for the development of procedures that are in conformance with, but not limited to, relevant federal and state regulations. All research projects conducted under university auspices that involv~~inges human subjects, samples or data obtained from them, directly or indirectly, with or without consent must follow university procedures and receive approval from the Institutional Review Board (“IRB”), regardless of funding or funding source shall fall under the purview of this policy and its procedures.

(B) Purpose. To promote research best practices that meet high ethical standards and adhere to all applicable federal and state laws for research involving human subjects.

(C) Scope. This policy applies to all faculty, staff and students involved in human subjects research at the university.

(D) Parameters.

(1) ~~The associate provost for research and dean of graduate studies and research is responsible for the administration of this policy and its procedures.~~

(12) The director of research services~~associate provost vice president for research and dean of graduate studies and research~~ annually

~~forms an IRB committee composed institutional review board composed of both university and non-university personnel. The committee is charged with maintaining review procedures for research projects and programs that utilize human subjects.~~

- (2) The IRB committee provides oversight and monitors all research involving human subjects in accordance with federal regulations (45 CFR 46, 21 CFR 50, and 21 CFR 56), the Belmont Report of the National Commission for the Protection of Human Subjects and Behavioral Research, the Food and Drug administration, human research ethical codes and university policy, to protect the rights and welfare of human subjects while participating in research.
- (3) The IRB is charged with:
- (a) Maintaining review procedures for research projects and programs that utilize human subjects.
  - (b) Reviewing all research involving human subjects. This review process includes authority to approve, require modification, disapprove, suspend or terminate activities that fall within its jurisdiction.
  - (c) Conducting continuing review of approved and ongoing research, including requiring progress reports, observing the informed consent process, auditing study conduct and progress.

~~(E)~~ Procedures.

- (1) The IRB~~institutional review board~~ has established procedures that are in accordance with federal and state regulations~~regulations to review, approve, modify, or disapprove research activities involving human participants~~. These procedures and other information concerning human subjects issues and procedures are available in the office of ~~grants and sponsored programs research~~research services or online at <https://ysu.edu/office-research-services/human-subjects-research-irb>.

(2) All human subjects studies should be prepared and submitted to the office of research services via the electronic submission system for processing and reviewing.

**3356-10-14 Use of human subjects.**

Responsible Division/Office: Office of Research Services  
Responsible Officer: Provost and Vice President for Academic Affairs  
Revision History: June 1999; December 2010; June 2016;  
September 2021  
Board Committee: Academic Excellence and Student Success  
**Effective Date: September 2, 2021**  
Next Review: 2026

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- (A) Policy statement. The university is committed to the protection of the rights, well-being, and personal privacy of all human subjects in research in conformance with, but not limited to, relevant federal and state regulations. All research projects conducted under university auspices involving human subjects, samples or data obtained from them, directly or indirectly, with or without consent must follow university procedures and receive approval from the Institutional Review Board (“IRB”), regardless of funding or funding source.
- (B) Purpose. To promote research best practices that meet high ethical standards and adhere to all applicable federal and state laws for research involving human subjects.
- (C) Scope. This policy applies to all faculty, staff and students involved in human subjects research at the university.
- (D) Parameters.
- (1) The director of research services annually forms an IRB committee composed of both university and non-university personnel.
  - (2) The IRB committee provides oversight and monitors all research involving human subjects in accordance with federal regulations (45 CFR 46, 21 CFR 50, and 21 CFR 56), the Belmont Report of the National Commission for the Protection of Human Subjects and Behavioral Research, the Food and Drug administration, human research ethical codes and university policy, to protect the

rights and welfare of human subjects while participating in research.

- (3) The IRB is charged with:
  - (a) Maintaining review procedures for research projects and programs that utilize human subjects.
  - (b) Reviewing all research involving human subjects. This review process includes authority to approve, require modification, disapprove, suspend or terminate activities that fall within its jurisdiction.
  - (c) Conducting continuing review of approved and ongoing research, including requiring progress reports, observing the informed consent process, auditing study conduct and progress.

(E) Procedures.

- (1) The IRB has established procedures that are in accordance with federal and state regulations. These procedures and other information concerning human subjects issues and procedures are available in the office of research services or online at <https://ysu.edu/office-research-services/human-subjects-research-irb>.
- (2) All human subjects studies should be prepared and submitted to the office of research services via the electronic submission system for processing and reviewing.



**Explanation of Modifications to University Policy:**

**3356-10-15 Integrity in research – use and care of animals.**

The policy was updated and modified to be in accordance with policy 3356-1-09, Development and issuance of university policies – (F)(3) Policy format. The changes to the order and requirements include:

- Addition of (B) purpose
- Addition of (C) scope
- Addition of information (D) to ensure comprehension and compliance with the policy, such as applicable regulations, Institutional Animal Care and Use Committee (IACUC) charges and procedures.
- The sentences in the previous version's IACUC charges were removed since these were redundant, as these are included in semi-annual animal care and use program review or are inherent to the review process by the IACUC committee

In addition, “Integrity in research” was removed from the title and the title was updated to “Animal care and use,” aligning with the title of this policy at other institutions. The policy statement was rewritten with no major changes to content.



**YOUNGSTOWN  
STATE  
UNIVERSITY**

**RESOLUTION TO MODIFY AND RETITLE  
INTEGRITY IN RESEARCH –  
USE AND CARE OF ANIMALS POLICY, 3356-10-15**

**WHEREAS**, University Policies are being reviewed and re-conceptualized on an ongoing basis; and

**WHEREAS**, this process can result in the modification of existing policies, the creation of new policies, or the deletion of policies no longer needed; and

**WHEREAS**, action is required by the Board of Trustees prior to replacing and/or implementing modified or newly created policies, or to rescind existing policies;

**WHEREAS**, the Integrity in Research – Use and Care of Animals policy has been reviewed pursuant to the five-year review cycle, and formatted in accordance with Policy 3356-1-09, Development and Issuance of University Policies.

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Trustees of Youngstown State University does hereby approve the modification of the University Policy governing Integrity in Research – Use and Care of Animals, policy number 3356-10-15, to be retitled as Animal Care and Use, shown as Exhibit \_\_ attached hereto. A copy of the policy indicating changes to be made is also attached.

**Board of Trustees Meeting  
September 2, 2021  
YR 2022-**

3356-10-15 Animal Care and Use Integrity in research—use and care of animals.

Responsible Division/Office: Office of Research Services  
Responsible Officer: Provost and Vice President for Academic Affairs  
Revision History: December 1999; March 2007; March 2011;  
March 2017, September 2021  
Board Committee: Academic Excellence and Student Affairs Success  
**Effective Date:** ~~March 16, 2017~~  
September 2, 2021  
Next Review: ~~20272026~~

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~~(A)~~ (A) Policy statement. The university is committed to ensuring ~~conducts~~ research with integrity requiring the humane care and treatment and ~~care of all animals utilized in such research, teaching and other~~ activities. ~~The university has developed and maintains procedures,~~ which are in conformance with, but not limited to, relevant federal and state regulations. All activities involving animals are subject to review by the Institutional Animal Care and Use Committee ("IACUC"), regardless of funding or funding source.

~~(B)~~ (B) Purpose. To ensure compliance with federal and state regulations to humanely, efficiently, effectively, and legally use live vertebrate animals in research, teaching and other activities, conducted on behalf of the university.

~~(C)~~ (C) Scope. ~~This policy applies to all YSU faculty, staff and students who work with vertebrate animals in research, teaching and other activities performed at the university or through collaborations.~~

~~BD)~~ (D) Parameters.

- (1) In accordance with the Health Research Extension Act of 1985 (Pub. L. No. 99-158), the chief executive officer, i.e., the president, is required to annually appoint an IACUC institutional animal care and use committee ("IACUC") as specified by federal regulations. At Youngstown state university the presidential authority to appoint the IACUC is delegated to the associate vice president for



research director of the office of research services as the authorized institutional official (IO) of the university.

- (2) The IACUC provides oversight of the university's animal care and use program components and facilities in accordance with the United State Public Health Service (PHS) policy on Humane Care and Use of Laboratory Animals by the National Research Council, and the Animal Welfare Act by the United States Department of Agriculture and their applicable laws and regulations.

~~is charged with reviewing all research projects and programs that involve animals. This review process will be in accordance with all state and federal regulations and it will include authority to approve, require modification, disapprove, or suspend research activities involving vertebrate animals.~~

- (3) The IACUC is further charged with:

- (a) ~~is charged with reviewing all new research and teaching projects and activities program that involve animals, as well as significant changes to the use of animals in ongoing projects.- This review process includes the authority to will be in accordance with all state and federal regulations and it will include authority approve, require modification, withhold approval disapprove, or suspend research activities involving vertebrate animals.~~

~~Requiring adequate scientific justification prior to approval, including consideration of alternative or in vitro methods, of use of live animals, especially when any pain or suffering is a possible result.~~ (b) Conducting annual reviews Maintaining appropriate systematic continuing review and and monitoring of previously or approved and ongoing protocols, including complete review at least every three years and maintaining a -and a process to suspend or terminate approval of research that is not being conducted in accordance with the committee's requirements or that has been associated with unexpected results.

- (c) Overseeing and reviewing the university's animal care and use program, training and inspection of all university's animal facilities, at least semi-annually. -comprehensive

veterinary care program for all animal colonies that includes diagnostic resources, preventative medicine, postsurgical care, and a mechanism for emergency care.

(d) Reporting findings of the semi-annual animal care and use program reviews and inspections, and making recommendations about the program and the animal facilities to the IO ~~Assuring a training program for both researchers and animal care technicians that includes information on the humane practice of animal care and use and training to minimize animal distress.~~

(e) Informing the investigator(s) and IO in writing of the decision to approve or withhold approval of the proposed activity involving the use of animals ~~Maintaining an adequate system to track, report, and maintain compliance with the Animal Welfare Act, "Guide for the Care and Use of Laboratory Animals," the Health Research Extension Act of 1985, and applicable state and federal law.~~

~~(E)~~ Procedures. Persons contemplating research utilizing the use of live animals or animal tissues should contact the IACUC at YSUIACUC@ysu.edu for information through the office of research for the proper on forms and current procedures. Applications, modifications, and transfer forms must be submitted to YSUIACUC@ysu.edu.

~~(D)~~ Note: Further information may be found in the "Guide to Sponsored Program Development," Pub. L. No. 99-158 (1985) and Pub. L. No. 89-544 (1966), as amended, (Pub. L. No. 91-597, Pub. L. No. 94-279, and Pub. L. No. 99-198), 7 U.S.C. 2131 et seq. Implementing regulations are published in the Code of Federal Regulations, Title 9, Chapter 1, subchapter (A), parts (1), (2), and (3), and are administered by the U.S. department of agriculture.

**3356-10-15 Animal care and use**

Responsible Division/Office: Office of Research Services  
Responsible Officer: Provost and Vice President for Academic Affairs  
Revision History: December 1999; March 2007; March 2011;  
March 2017, September 2021  
Board Committee: Academic Excellence and Student Success  
**Effective Date: September 2, 2021**  
Next Review: 2026

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- (A) Policy statement. The university is committed to ensuring the humane care and treatment of all animals utilized in research, teaching and other activities, in conformance with, but not limited to, relevant federal and state regulations. All activities involving animals are subject to review by the Institutional Animal Care and Use Committee (“IACUC”), regardless of funding or funding source.
- (B) Purpose. To ensure compliance with federal and state regulations to humanely, efficiently, effectively, and legally use live vertebrate animals in research, teaching and other activities, conducted on behalf of the university.
- (C) Scope. This policy applies to all YSU faculty, staff and students who work with vertebrate animals in research, teaching and other activities performed at the university or through collaborations.
- (D) Parameters.
  - (1) In accordance with the Health Research Extension Act of 1985 (Pub. L. No. 99-158), the chief executive officer, i.e., the president, is required to annually appoint an IACUC as specified by federal regulations. At Youngstown state university the presidential authority to appoint the IACUC is delegated to the director of the office of research services as the authorized institutional official (IO) of the university.
  - (2) The IACUC provides oversight of the university’s animal care and use program components and facilities in accordance with the United State Public Health Service (PHS) policy on Humane Care

and Use of Laboratory Animals by the National Research Council, and the Animal Welfare Act by the United States Department of Agriculture and their applicable laws and regulations.

- (3) The IACUC is charged with:
  - (a) Reviewing all new research and teaching projects and activities that involve animals, as well as significant changes to the use of animals in ongoing projects. This review process includes the authority to approve, require modification, withhold approval, or suspend activities.
  - (b) Conducting annual reviews and monitoring of previously approved and ongoing protocols, including complete review at least every three years and maintaining a process to suspend or terminate approval of research that is not being conducted in accordance with the committee's requirements or that has been associated with unexpected results.
  - (c) Overseeing and reviewing the university's animal care and use program, training and inspection of all university's animal facilities, at least semi-annually.
  - (d) Reporting findings of the semi-annual animal care and use program reviews and inspections, and making recommendations about the program and the animal facilities to the IO.
  - (e) Informing the investigator(s) and IO in writing of the decision to approve or withhold approval of the proposed activity involving the use of animals.
- (E) Procedures. Persons contemplating research utilizing the use of live animals or animal tissues should contact the IACUC at [YSUIACUC@ysu.edu](mailto:YSUIACUC@ysu.edu) for information on forms and procedures. Applications, modifications, and transfer forms must be submitted to [YSUIACUC@ysu.edu](mailto:YSUIACUC@ysu.edu).

# FALL 2021 SEMESTER BILLING BUDGET

We want you to be able to make a financial plan for the fall semester before your bill is due in August. Use this form to budget the costs of tuition and fees so that you have an estimate of your financial responsibilities!

<p><b>Full-Time Registration</b></p>	<p>(12-18 credits) List the estimated tuition and fees for fall semester here. Ohio Resident — List <b>\$4,977</b> Non-Resident—List <b>\$5,157</b></p>	<p>EXPENSE</p>
<p><b>Course Fees</b></p>	<p>Some courses have additional fees. List an estimated total for fall semester here. Course fees can range and are hard to estimate. We recommend listing an estimate between <b>\$75–\$500</b></p>	<p>+</p> <p>EXPENSE</p>
<p><b>Living On Campus</b></p>	<p>List the estimated room and board for fall semester here. Residence Halls — List <b>\$4,888</b> University Courtyard — List <b>\$5,010</b> Off Campus Housing — Check your lease, but do not list.</p>	<p>+</p> <p>EXPENSE</p>
<p><b>Parking Pass</b></p>	<p>Some students need to park on campus. List an estimated total for fall semester here. Commuter Permit — List <b>\$45</b> Overnight Permit — List <b>\$90</b></p>	<p>+</p> <p>EXPENSE</p>
<p><b>YSU Financial Aid Offer</b></p>	<p>Review your offer. List gift aid. If you plan on using self-help aid, list that too. Parent Plus Loan — List amount if parent applied and was approved. Work Study — Do not list; you must get a campus job for these funds.</p>	<p>-</p> <p>ASSET</p>
<p><b>Estimated Bill Balance for Fall Semester</b></p>	<p>Take the total red and subtract the total green to get your balance.</p>	<p>=</p> <p>TOTAL</p>

**Negative Balance**  
(For example, **-\$1,000**)

Yay! You should have enough funds to pay your YSU bill. You will also receive a refund of the excess funds to cover some of your indirect costs. We recommend setting up direct deposit for your refund.

**Zero Balance**

(For example, \$0)  
Yay! You should have enough funds to pay your YSU bill. You will need to find a way to cover your indirect costs.

**Positive Balance**  
(For example, **\$1,000**)

You may not have enough funds to pay your YSU bill. Your options are:

- Pay Balance by Sept 2
- Enroll in Payment Plan by Aug 5
- Reexamine Financial Aid Offer

**Payment Plan**  
(Five Payments Available)

Payment 1: \$50 + \_\_\_\_\_  
Payment 2: \_\_\_\_\_  
Payment 3: \_\_\_\_\_  
Payment 4: \_\_\_\_\_  
Payment 5: \_\_\_\_\_

For questions, contact the Penguin Service Center at (330) 941-6000.



YOUNGSTOWN STATE UNIVERSITY  
Penguin Service Center  
A ONE STOP FOR CAMPUS



YOUNGSTOWN STATE UNIVERSITY

# Fall 2021 Billing Budget



YOUNGSTOWN STATE UNIVERSITY  
**Penguin Service Center**  
A ONE-STOP FOR CAMPUS

# Penguin Service Center

**WE PROVIDE ENROLLMENT COUNSELING  
AND PROBLEM RESOLUTION FOR:**

**REGISTRATION & RECORDS**

Course Registration  
Enrollment Verification  
FERPA Release  
Information Changes  
Transcript Requests

**FINANCIAL AID**

Offer Explanation  
Award Acceptance  
Aid Eligibility  
Loan Disbursement

**STUDENT BILLING**

Account Holds  
Billing Statements  
Fee/Charge Explanation  
Direct Deposit Assistance  
Payment Plans



M-Th 8am-5pm & F 9am-5pm  
330-941-6000 • onestop@ysu.edu  
second floor, Meshel Hall

# Let's Get Started!

These virtual appointments are designed to help you gain a better understanding of your estimated YSU tuition bill for fall 2021 and provide a tool you may utilize to budget for future terms.

You will also have the opportunity to discuss and submit a FERPA release form, if you wish.

## FALL 2021 SEMESTER BILLING BUDGET

We want you to be able to make a financial plan for the fall semester before your bill is due in August. Use this form to budget the costs of tuition and fees so that you have an estimate of your financial responsibilities!

<b>Full-Time Registration</b>	(12-18 credits) List the estimated tuition and fees for fall semester here. Ohio Resident — List <b>\$4,977</b> Non-Resident — List <b>\$5,157</b>	EXPENSE
<b>Course Fees</b>	Some courses have additional fees. List an estimated total for fall semester here. <b>Course fees can range and are hard to estimate.</b> We recommend listing an estimate between <b>\$75-\$500</b>	+ EXPENSE
<b>Living On Campus</b>	List the estimated room and board for fall semester here. Residence Halls — List <b>\$4,888</b> University Courtyard — List <b>\$5,010</b> Off Campus Housing — Check your lease, but do not list.	+ EXPENSE
<b>Parking Pass</b>	Some students need to park on campus. List an estimated total for fall semester here. Commuter Permit — List <b>\$45</b> Overnight Permit — List <b>\$90</b>	+ EXPENSE
<b>YSU Financial Aid Offer</b>	Review your offer. List gift aid. If you plan on using self-help aid, list that too. Parent Plus Loan — List amount if parent applied and was approved. Work Study — Do not list; you must get a campus job for these funds.	- ASSET
<b>Estimated Bill Balance for Fall Semester</b>	Take the total red and subtract the total green to get your balance.	= TOTAL

### Negative Balance (For example, -\$1,000)

Yay! You should have enough funds to pay your YSU bill. You will also receive a refund of the excess funds to cover some of your indirect costs. We recommend setting up direct deposit for your refund.

### Zero Balance (For example, \$0)

Yay! You should have enough funds to pay your YSU bill. You will need to find a way to cover your indirect costs.

### Positive Balance (For example, \$1,000)

You may not have enough funds to pay your YSU bill. Your options are:  
- Pay Balance by Sept 2  
- Enroll in Payment Plan by Aug 5  
- Reexamine Financial Aid Offer

### Payment Plan (Five Payments Available)

Payment 1: \$50 + \_\_\_\_\_  
Payment 2: \_\_\_\_\_  
Payment 3: \_\_\_\_\_  
Payment 4: \_\_\_\_\_  
Payment 5: \_\_\_\_\_

For questions, contact the Penguin Service Center at (330) 941-6000.





# Let's Look at Estimated Tuition Charges First!

## Full-Time Registration

(12-18 credits)

List the estimated tuition and fees for fall semester here.

Ohio Resident — List **\$4,977**

Non-Resident—List **\$5,157**

EXPENSE

# Next, You May Have Some Course Fees

## Course Fees

Some courses have additional fees.  
List an estimated total for fall semester here.  
Course fees can range and are hard to estimate.  
We recommend listing an estimate between **\$75–\$500**

A rounded rectangular input field with a red border. The left side is a red vertical bar with the word "EXPENSE" written vertically in white. The right side is a white area for entering a value.

# Are You Living On Campus?

## Living On Campus

List the estimated room and board for fall semester here.

Residence Halls — List **\$4,888**

University Courtyard — List **\$5,010**

Off Campus Housing — Check your lease, but do not list.



EXPENSE	
---------	--

# Will You Be Needing A Parking Pass?

## Parking Pass

Some students need to park on campus.  
List an estimated total for fall semester here.

Commuter Permit — List **\$45**

Overnight Permit — List **\$90**

+

EXPENSE	
---------	--

# Are You Using Any Gifted or Self-Help Aid?

## YSU Financial Aid Offer

Review your offer. List gift aid.

If you plan on using self-help aid, list that too.

**Parent Plus Loan** — List amount if parent applied and was approved.

**Work Study** — Do not list; you must get a campus job for these funds.

ASSET



# Let's Do The Math!

$$\begin{aligned} \text{Tuition + Course Fees + Housing + Parking Pass} &= \underline{\hspace{2cm}} \\ - \text{Financial Aid Offer} &\underline{\hspace{2cm}} \end{aligned}$$

---

**Estimated Bill  
Balance  
for Fall  
Semester**

Take the total red and subtract the total green  
to get your balance.

**=** **TOTAL**

# What's Your Result?

## Negative Balance

(For example, -\$1,000)

Yay! You should have enough funds to pay your YSU bill. You will also receive a refund of the excess funds to cover some of your indirect costs. We recommend setting up direct deposit for your refund.

## Zero Balance

(For example, \$0)

Yay! You should have enough funds to pay your YSU bill. You will need to find a way to cover your indirect costs.

## Positive Balance

(For example, \$1,000)

You may not have enough funds to pay your YSU bill.

Your options are:

- Pay Balance by Sept 2
- Enroll in Payment Plan by Aug 5
- Reexamine Financial Aid Offer

## Payment Plan

(Five Payments Available)

### Due Dates

Payment 1: \$50 + \_\_\_\_\_ August 5  
Payment 2: \_\_\_\_\_ **September 2**  
Payment 3: \_\_\_\_\_ October 1  
Payment 4: \_\_\_\_\_ November 2  
Payment 5: \_\_\_\_\_ December 2



Office of the Registrar, Penguin Service Center  
 Authorization and Request for RELEASE OF RECORDS  
 and INFORMATION (FERPA)  
 Second Floor, Meshel Hall  
 Phone: 330-941-6000  
 Email: onestop@ysu.edu

This authorization shall be considered as a waiver of any and all of my rights and/or privileges as provided under the Family Educational Rights and Privacy Act of 1974 (FERPA) and/or Gramm-Leach-Bliley Act of 1999 (GLBA).

I, \_\_\_\_\_, hereby authorize the disclosure, furnishing and release of the following information relating to or concerning me to the person(s) listed below without my further consent:

Print Name: \_\_\_\_\_ Relationship: \_\_\_\_\_

Print Name: \_\_\_\_\_ Relationship: \_\_\_\_\_

- Academic Grades/Records     Academic Advising     Billing Records  
 Financial Aid Records     Housing Information/Action     Student Conduct  
 Student Outreach & Support Office     Other Information (please specify): \_\_\_\_\_

NOTE TO STUDENT: To finalize the processing of your authorization, you must deliver this form IN PERSON to the Office of the Registrar, Penguin Service Center along with photo identification. This form will not be accepted without proof of identification in order to ensure the protection of your information.

Student Signature: \_\_\_\_\_

Student ID#: \_\_\_\_\_ Date: \_\_\_\_\_

This authorization can be withdrawn at any time. In the future, if you wish to rescind your request to release records, you must return to the office where you submitted this form and sign below:

I hereby cancel my request to release information to the above named individual(s).

Student Signature: \_\_\_\_\_ Date: \_\_\_\_\_

FOR OFFICE USE ONLY			
<input type="checkbox"/> Student ID Verified	<input type="checkbox"/> Comments Placed in Banner	<input type="checkbox"/> Staff Initials	Rev. 11/20/20

# FERPA

## Family Educational Rights and Privacy Act

FERPA is a federal law that protects your educational records.

YSU cannot disclose any educational record without **specific, written consent** from you





# CONTACT US!

330-941-6000

[onestop@ysu.edu](mailto:onestop@ysu.edu)

second floor, Meshel Hall

Monday – Thursday 8am-5pm  
& Friday 9am-5pm



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## Enrollment Optimization ~ September 2021, Board of Trustees

### Office of International Programs-Institutional Effectiveness

- An International Enrollment Strategy has been drafted.
  - Principle element is connectedness to the institutional diversity, equity and inclusion strategy
    - Aligned with a proposed scholarship strategy targeting specified regions of the world
      - Feedback is being sought from various campus constituencies
  - Anticipate presenting to the Board of Trustees in December 2021

### University Bursar-Finance & Administration

- FY22 Budget that included a significant reduction in the out-of-state surcharge also applicable to International students (more than 1,250 eligible individuals were contacted)
- Working with the Registrar, Student Success, Student Affairs, and others, has adjusted deadlines and expectations associated with automatic disenrollment
  - Automatic disenrollment has been unautomated to facilitate the desirable action which is enrollment
    - Appropriate office reaches out to assist with reconciling the issue typically associated with automated disenrollment
  - 190 students registered whose outstanding balance was discharged given established operating guidelines and principles

### Office of Admissions-Student Enrollment & Business Services, Student Affairs

#### Application initiatives

- Acceptance Phone Calls (Freshman and Transfer Students)
  - Since April, all accepted students have been called to congratulate them on their acceptance – this offers us an opportunity to have a personal connection with the student
  - Beginning August 3, the phone calls emphasis was to congratulate them but also provide their Banner ID, YSU username and Portal instructions to assist them with registering for orientation as soon as possible
- Missing Credentials Phone
  - Beginning August 3, phone calls were made daily to students who were missing documents needed to make their admissions decision. These calls were made to both freshmen and transfer students. So far, 66 calls (emails sent if not able to contact student) were done and 28 students have been admitted, to date.
- Application Processing
  - Once the Admissions Office has all of the required documents, the review of the application to make an admissions decision is done within a 24- to 48-hour period

#### Orientation Reservations

- Text campaigns
  - Began weekly texts to admitted freshman the week of April 4 to register for orientation
    - 165 reservations were made the same day – after text was sent out
    - 153 reservations were made the following day – after text sent out
  - 4 “no show” text messages were sent to those who did not attend their scheduled session – encourage them to reschedule
    - 46 students rescheduled since starting the campaign

- 2 targeted messages were sent to those who had their final high school transcripts sent to YSU but did not register for orientation – total of 241 students
  - 48 students registered
- Phone Calls by our Admissions Ambassadors
  - Our AAs called the 241 students who had final high schools sent but didn't register
- Post card
  - A post card was sent to the those who didn't attend their scheduled orientation session and those not registered

#### Reduction in Out-Of-State Surcharge (Freshmen and Transfer Students)

- Email – sent at the end of June to over 1,250 students
- Post cards sent to both freshman and transfer students with messages to apply, complete application or register orientation (classes for transfer students)

#### Housing (Freshmen)

- Housing campaign to encourage students to live on campus and complete housing application – sent two emails

#### Register for classes (Transfer Students)

- Email sent to accepted transfer students to explain next steps in their process

#### June Penguin Preview Day

- Hosted a special session for the 2021 high school seniors
- Of the 197 students who attended the June program, 75 were interested in Fall 2021 (73 freshmen and 2 transfers)
  - 70 accepted (includes 6 of the walk-ins; 4 accepted after the program)
    - 67 – registered for orientation (14 registered the day of PPD or afterward)
      - 63 attended orientation and registered for Fall 2021
      - 2 have orientation on 8/19/2021
      - 1 withdrew
      - 1 Did not attend
    - 3 never registered for orientation
    - 1 student denied
    - 2 did not apply
  - 2 Transfers
    - 1 accepted and registered
    - 1 applied but did not submit documents for decision

### University Relations-Marketing and Communication-Institutional Effectiveness

#### ZeeMee Matriculation Enhancement Social Media Platform

- Assess the impact and effectiveness of ZeeMee app on incoming Fall 2021 class engagement and melt. To do this, we will
  - Involve the Enrollment Optimization Team in the assessment methodology and analysis of the impact/influence of such social media strategies on matriculation
    - Sample Fall 2021 ZeeMee app users to ascertain **engagement** (did ZeeMee influence decisions to attend/not attend, Orientation in particular).
      - Target date: late-October 2021
- Build out ZeeMee engagement strategies for 2022 recruitment calendar
  - Schedule polling, events, bulk messaging, announcements (as needed)

- Schedule live sessions including chat events with campus departments (housing night, academic departments, meet current students, etc.), speed-friending, virtual world events.
  - Target date: early-October 2021
- Creation of faculty influencer team to interact with students on social media channels (ZeeMee, etc.).
  - Target date: on-going
- Assess opportunities for optimal integration of such technologies with EAB enrollment strategies including alternate social media platforms
  - Explore options for using data from ZeeMee for student prospecting (identifying students who are on ZeeMee but not identified as prospects at YSU).
    - Target date: on-going

## **Student Success-Academic Affairs**

### **Orientation**

- Conducted 17 virtual Orientation sessions (I'll provide updated attendance after we get attendance for the 8/19 session)
  - Registered but cancelled prior to event = 36/1801 = 2%
    - Strong Start = 6
    - Honors = 1
    - Regular admit = 29
  - Registered but did not attend = 89/1801 = 4.9%
    - Strong Start = 26
    - Honors = 5
    - Regular Admit = 57
    - Admitted with restrictions = 1
  - Registered and attended = 1676/1801 = 93.1%
  - (Attended and then cancelled enrollment = 4/1676 = 0.2%)
- Contacting students who did not attend to encourage them to reschedule
- IGNITE - August 23, 24 & 25
- Contacting students and encouraging them to sign up for an IGNITE date

### **Student Success Seminar (YSU 1500)**

- Tracking YSU 1500 drops and contacting students to re-register
- 61 sections of YSU 1500 scheduled for Fall 2021
- COVID grant supported summer training program for Success Specialists
- Introducing a customized textbook for YSU 1500

### **Advising redesign**

- Reduction of advising loads beginning Fall 2021 to support holistic, student-success approach to advising and enable optimization of CRM Advise
- CRM Advise live on August 16; the Implementation Team will be reconfigured to monitor the system and make recommendations for future configuration
- Directors of Advising positions approved/posted to ensure that standards of advising practice are met
- Directors of Advising and Deans to work in partnership with Associate Provost, Student Success to develop/implement universal standards for advising at YSU

## **Registrar-Institutional Effectiveness**

- Implemented DegreeWorks (PenguinPass) degree audit system
  - Can now determine the percent of a degree completed and attributes of academic progress (courses in major; gen ed; electives)

- At the beginning of June, each college was given a list of students having completed Spring 2020 in good standing who were not registered for fall 2021.
  - Periodically, updated lists were distributed to each college for outreach efforts made by the Advisors and Academic Departments.
- In July, the Registrar’s Office distributed degree audits for all juniors and seniors not registered. As outreach efforts continued, emphasis was placed on juniors and seniors.
  - To date, 51% of this group of students not registered as of 07/02/2021 are now registered.
- The first table shows all students, the second illustrates results for juniors and seniors.

Colleges	Not Registered 07/02/21	# Registered as of 8/30/2021	% Registered
CLASSE	284	96	34%
CCA	44	21	48%
HHS	274	86	31%
STEM	281	118	42%
WCBA	152	77	51%
<b>Total</b>	<b>1035</b>	<b>398</b>	<b>38%</b>

Colleges	Jrs & Srs Not Registered 07/02/21	# Registered as of 8/30/2021	% Registered
CLASSE	113	58	51%
CCA	18	13	72%
HHS	131	55	42%
STEM	134	70	52%
WCBA	46	29	63%
<b>Total</b>	<b>442</b>	<b>225</b>	<b>51%</b>

# Curricular Efficiency Team Workshop

Who: Chairs/Directors, Deans, Program coordinators/directors  
When: July 20, 2021 9am-3pm  
Where: Ohio Room, Kilcawley Center

- 9:00-9:10 am Opening remarks: Provost Smith
- 9:10-9:50 am What is and why do we need to consider curricular efficiency?: Jenn Pintar
- 9:50am - 1 pm Walk through Curricular Efficiency Team Idea Box
  - 9:50-10:20am Consider Necessity of Course Offerings: Gregg Sturuss
  - 10:20-10:50am Explore Measures of Student Success: Sara Michaliszyn and Alan Tomhave
  - 10:50-11:00am BREAK
  - 11-11:30am Review Appropriate Pedagogy with Today's Learner in Mind: Joy Christiansen Erb
  - 11:30-12noon LUNCH BREAK – please bring your own meal/drinks
  - 12-12:30pm Curricular Mapping to Identify Academic Gaps, Redundancies and Misalignments: Hillary Fuhrman
  - 12:30-1:00pm Carousel Development to Examine Curricular Rotation: Jeremy Schwartz
- 1-1:30pm Discuss adds/changes to Curricular Efficiency Team Idea Box using illustrative data set:  
Breakout Session
- 1:30-2pm Report out session
- 2-2:30pm How do you perceive moving this forward with your faculty members: Breakout Session #2
- 2:30-3pm Report out session



**Curricular Efficiency**  
**Board of Trustees Update**  
**September 1, 2021**

**Brien Smith, Provost & Vice President for Academic Affairs**

**Jennifer Pintar, PhD**  
**Associate Provost for Academic Administration**



# Curricular Efficiency

<b>Pursuit of Appropriate Goals / Doing Right Things</b>	<b>Effective</b>	Pursuing right goals, but inefficient (costs are high)	Pursuing right goals and efficient (high-ROI, cost-efficient)
	<b>Ineffective</b>	Pursuing wrong goals and inefficient (not producing enough and are expensive)	Pursuing wrong goals but is efficient (not producing enough but low-cost)
		<b>Inefficient</b>	<b>Efficient</b>
		<b>Use of Resources / Doing Things Right</b>	



# Curricular Improvement

## January

- First Curricular Efficiency Team meeting

## July 20 Workshop

- Understand YSU's Overall Curricular Efficiency
- Present "Idea Box" or "Tool kit" developed by Curricular Efficiency Team

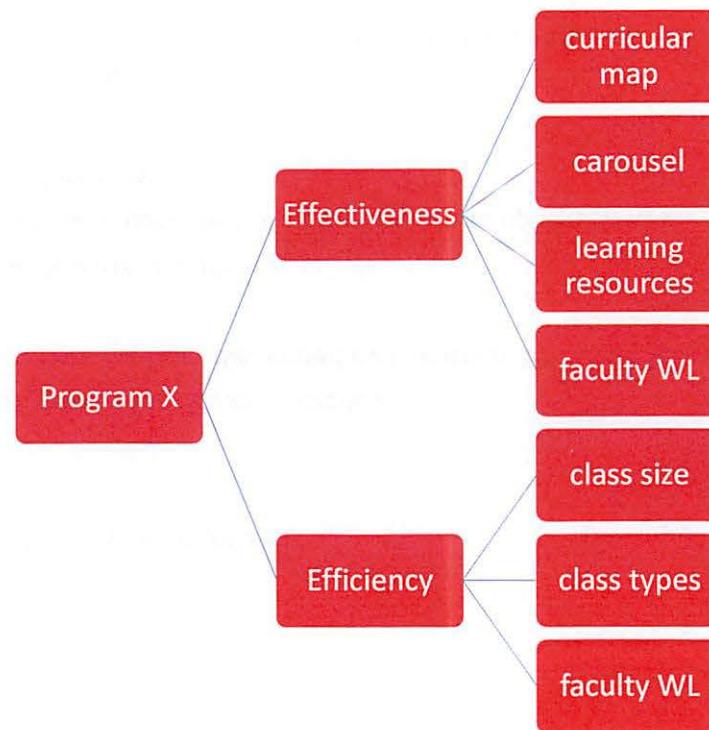
## July 21-30 Individual Department Meetings

- Understand individual department-level efficiency and opportunities
- Modify current CET document

## August 23<sup>rd</sup> Kickoff Meetings

- Identify opportunities by academic department faculty members

# Both Effectiveness & Efficiency



# Why are we doing this? How does it impact the institution?

- Student Centered Focus
  - Retain students
  - Improve graduation rates
  - Control student and YSU costs
  - Ensure student learning by aligning the program content to learning outcome
- Ensure the Strategic Plan for Action is a living document
  - Free-up funds to Invest in our growth and Take Charge of our Future
  - Tool for sustainable management of a university
  - Create space in faculty schedules to allow for increased time for activities that align with the Strategic Plan
- Find opportunities to reduce costs
  - Determine ways to identify the “least-bad” ways to cut academic costs.
  - To minimize the extent to which budget cuts translate into higher workloads or inferior education

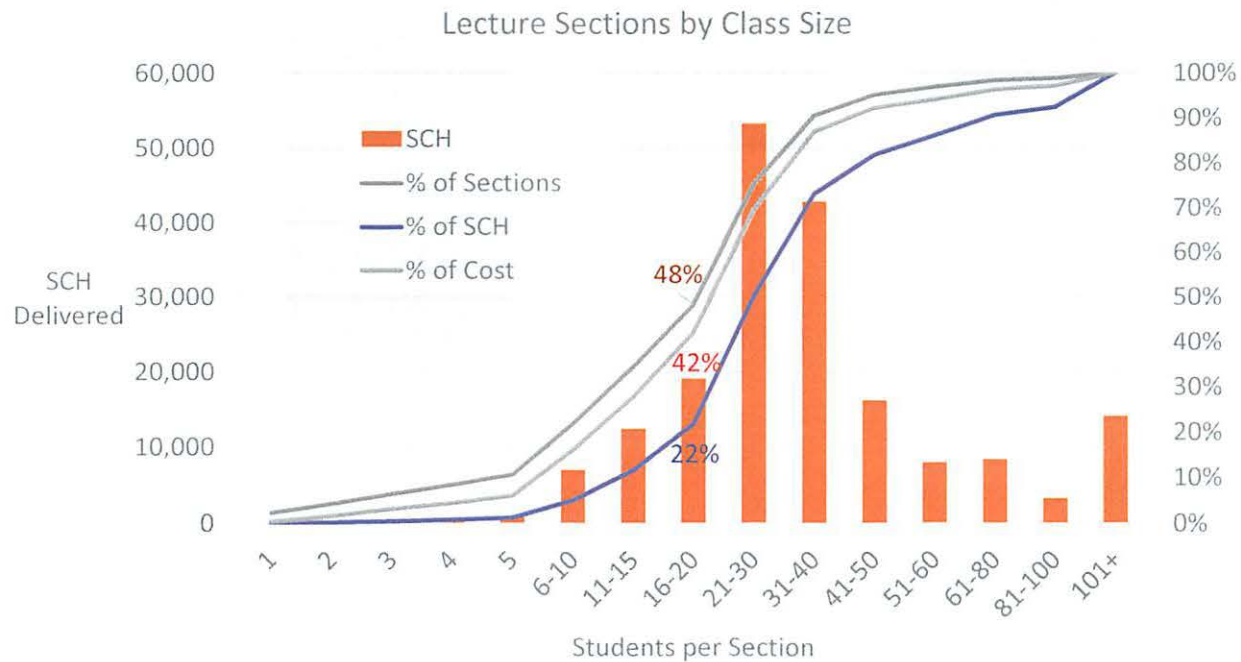
# Next Steps

Integrate curricular efficiency data, tools, and thinking in routine decisions

- Course scheduling
- Budgeting
- Evaluating hiring needs
- Program and curricular planning
- New course development/approval
- Reviewing requests for independent studies and other customized offerings

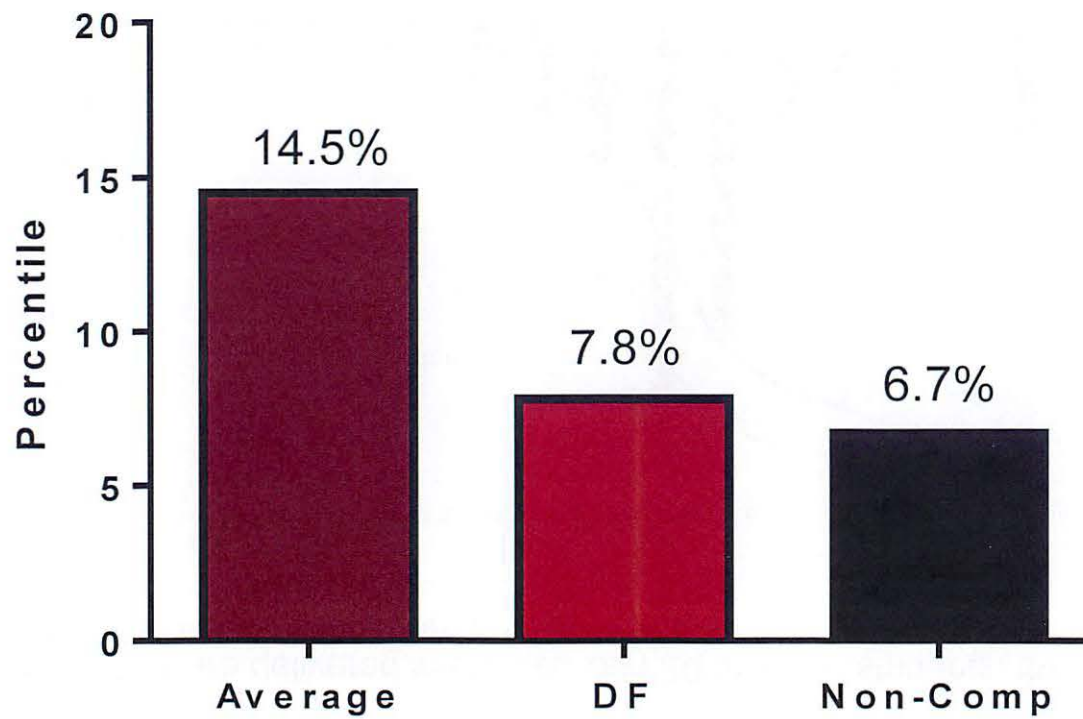
## Class Size Effect on Costs and Students

22% of lecture SCH are delivered in classes with 20 or fewer students; these classes account for 42% of lecture costs and 48% of sections.



Cross-listed courses are treated as one section with all students combined.  
 Fall and Spring semesters only.  
 Includes all section types with "LE" as component.

# YSU's F20 Average DFW Rate

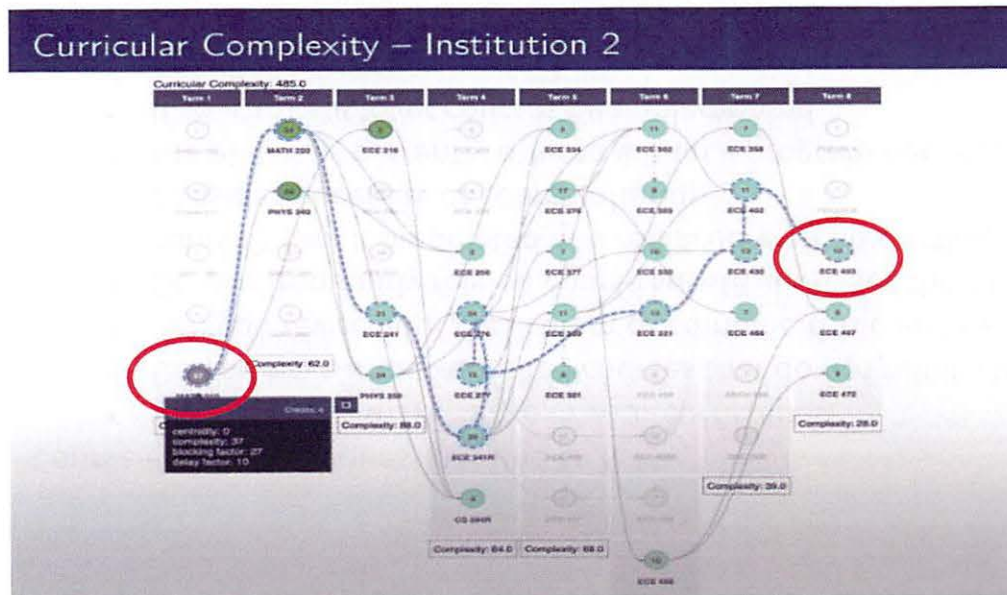


# Course Proliferation

## Course Proliferation questions and tools:

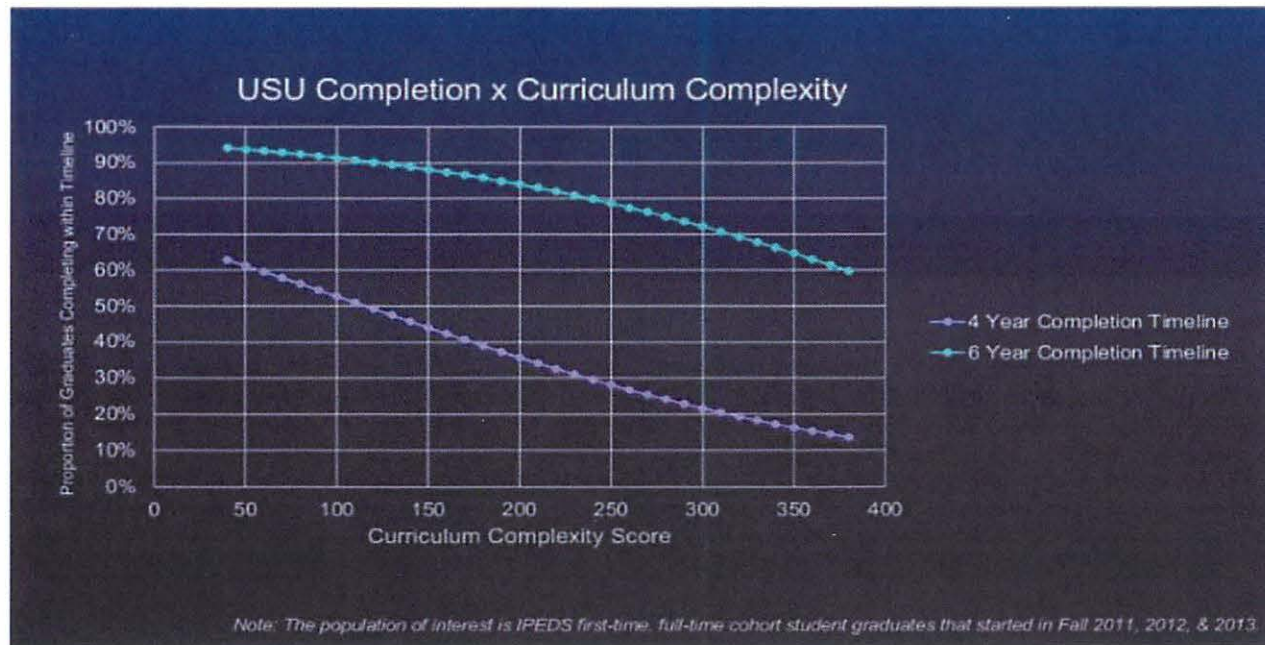
- What courses make sense in your curriculum?
- Do you have under-enrolled courses that do not fulfill a learning outcome?
- Can you revise your curriculum or combine this course with another?
- Do you frequently rely on course substitutions for the same under-enrolled course? Can it be deleted and replaced with an existing course?
- Consider necessity of course offerings
- Are all tracks currently offered within a program necessary?
- If so, can crossover courses be implemented
- Are all electives necessary?
- Can the program withstand having all electives?
- Delete courses on books that may attract students but will never be taught

# Curricular Complexity





# Quality vs. Complexity



<https://ysu.edu/strategic-planning>

## Strategic Planning

### INITIATIVES

- **Academic Program Enhancement and Effectiveness** - APEEI is supported by Gray Associates having developed an information interface with data on nearly all fields of study catalogued in the U.S. Department of Education's Classification of Instructional Programs (CIP). With the Gray Associates platform, it is possible to assess competitors' program offerings, local and national student demand, and employment opportunities for over 1,000 fields of study. These data are useful in identifying new programs to be considered, and opportunities for enhancing the viability of the current academic programs.
- **Curricular efficiency** - Curricular efficiency and effectiveness focuses on improving student/academic success through a variety of different measures that ultimately improves, among others, student learning, student retention, graduation rates and costs both to the student and the University. Curricular effectiveness focuses on doing the right things in pursuit of appropriate goals and using resources to their fullest. The curricular efficiency team has reviewed course data from across the University and developed tools to assist programs and the University

<https://ysu.edu/strategic-planning/cei>

ABOUT

PRESENTATIONS

RESOURCE TOOLKIT

Curricular efficiency and effectiveness focuses on improving student/academic success through a variety of different measures that ultimately improves, among others, student learning, student retention, graduation rates and costs both to the student and the University. Curricular effectiveness focuses on doing the right things in pursuit of appropriate goals and using resources to their fullest. The curricular efficiency team has reviewed course data from across the University and developed tools to assist programs and the University in the following:

- Student Centered Focus
  - Retain students
  - Improve graduation rates
  - Control student and YSU costs
  - Ensure student learning by aligning the program content to learning outcomes
- Ensure the Strategic Plan for Action is a living document
  - Support sustainable management of a university
  - Create space in faculty schedules to allow for increased time for activities that align with the Strategic Plan
  - Free-up funds to Invest in our growth and Take Charge of our Future
- Find opportunities to reduce costs
  - Determine ways to identify the "least-bad" ways to cut academic costs.
  - To minimize the extent to which budget cuts translate into higher workloads or inferior education

This website will provide a timeline of the process (see below); a summary of our July 20 workshop and a summary of feedback from the participants (see Presentation tab); and Action Items (see Resource Toolkit tab) to guide the departments through the Curricular Efficiency Resource Toolkit (CERT).

[https://ysu.edu/strategic-planning/cei#t\\_resource-toolkit](https://ysu.edu/strategic-planning/cei#t_resource-toolkit)

## Curricular Efficiency

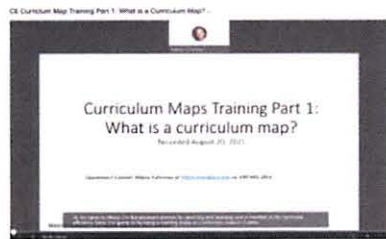
ABOUT

PRESENTATIONS

RESOURCE TOOLKIT

### CURRICULUM MAP TRAINING VIDEOS

(all links use the password: Penguins1)



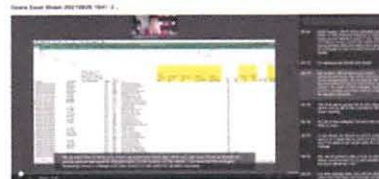
[CE Curriculum Map Training Part 1: What is a curriculum map?](#)

- Walkthrough 00:00-7:55
- Purposes of a curriculum map 7:55-9:38



### DEANS EXCEL SPREADSHEET

- Spreadsheet
- Instructions



[Dean's Excel Spreadsheet Instructions](#)

(password: Penguins1)

- Workload Policy (needed for Columns T, U and V)
- HEI Classifications (needed for columns Y-AP)
- Course Level for Review (needed for Column AX - Repeat Class Regulation)
- Subsidy (needed for Column AX - Repeat Class Regulation)

# AN ACT

To amend section 2903.31 and to enact sections 2903.311, 3333.0417, and 3345.19 of the Revised Code to enact Collin's Law: The Ohio Anti-Hazing Act with regard to hazing policies at colleges and criminal prohibitions against hazing.

*Be it enacted by the General Assembly of the State of Ohio:*

SECTION 1. That section 2903.31 be amended and sections 2903.311, 3333.0417, and 3345.19 of the Revised Code be enacted to read as follows:

Sec. 2903.31. (A) As used in this section, ~~"hazing"~~:

(1) "Hazing" means doing any act or coercing another, including the victim, to do any act of initiation into any student or other organization or any act to continue or reinstate membership in or affiliation with any student or other organization that causes or creates a substantial risk of causing mental or physical harm to any person, including coercing another to consume alcohol or a drug of abuse, as defined in section 3719.011 of the Revised Code.

(2) "Organization" includes a national or international organization with which a fraternity or sorority is affiliated.

(B)(1) No person shall recklessly participate in the hazing of another.

(2) No administrator, employee, ~~or~~ faculty member, teacher, consultant, alumnus, or volunteer of any organization, including any primary, secondary, or post-secondary school or of any other educational institution, public or private, shall recklessly permit the hazing of any person associated with the organization.

(C)(1) No person shall recklessly participate in the hazing of another when the hazing includes coerced consumption of alcohol or drugs of abuse resulting in serious physical harm to the other person.

(2) No administrator, employee, faculty member, teacher, consultant, alumnus, or volunteer of any organization, including any primary, secondary, or post-secondary school or any other educational institution, public or private, shall recklessly permit the hazing of any person associated with the organization when the hazing includes coerced consumption of alcohol or drugs of abuse resulting in serious physical harm to that person.

(D) Whoever violates this section is guilty of hazing. A violation of division (B)(1) or (2) of this section is a misdemeanor of the fourth ~~second~~ degree. A violation of division (C)(1) or (2) of this section is a felony of the third degree.

Sec. 2903.311. (A) As used in this section, "hazing" and "organization" have the same meanings as in section 2903.31 of the Revised Code.

(B) No administrator, employee, faculty member, teacher, consultant, alumnus, or volunteer of any organization, including any primary, secondary, or post-secondary school or any other public

or private educational institution, who is acting in an official and professional capacity shall recklessly fail to immediately report the knowledge of hazing to a law enforcement agency in the county in which the victim of hazing resides or in which the hazing is occurring or has occurred.

(C) A violation of this section is a misdemeanor of the fourth degree, except that the violation is a misdemeanor of the first degree if the hazing causes serious physical harm.

Sec. 3333.0417. (A) As used in this section:

(1) "Hazing" and "organization" have the same meanings as in section 2903.31 of the Revised Code.

(2) "Institution of higher education" has the same meaning as in section 3345.19 of the Revised Code.

(B) The chancellor of higher education shall develop a statewide educational plan for preventing hazing at institutions of higher education. The plan shall include at least both of the following:

(1) A model anti-hazing policy that prohibits students enrolled in an institution of higher education, or other individuals associated with an organization recognized by or operating under the sanction of an institution, from engaging in hazing or a violation of section 2903.31 of the Revised Code. The model policy shall meet the requirements prescribed under division (B) of section 3345.19 of the Revised Code. The chancellor shall provide the model policy to each institution.

(2) Guidelines regarding anti-hazing education and training for all of the following:

(a) Students enrolled in an institution;

(b) Administrators, faculty members, and individuals employed by an institution;

(c) Organizations recognized by, or operating under the sanction of, an institution.

Sec. 3345.19. (A) As used in this section:

(1) "Hazing" and "organization" have the same meanings as in section 2903.31 of the Revised Code.

(2) "Institution of higher education" means the following:

(a) A state institution of higher education as defined in section 3345.011 of the Revised Code;

(b) A nonprofit institution holding a certificate of authorization pursuant to Chapter 1713. of the Revised Code;

(c) An institution holding a certificate of registration from the state board of career colleges and schools;

(d) A private institution exempt from regulation under Chapter 3332. of the Revised Code as prescribed in section 3333.046 of the Revised Code.

(B) Each institution of higher education shall develop an anti-hazing policy that prohibits students enrolled in an institution of higher education, or other individuals associated with an organization recognized by or operating under the sanction of an institution, from engaging in hazing or a violation of section 2903.31 of the Revised Code. The policy shall apply to an act conducted on or off-campus if the act is determined to constitute hazing or a violation of section 2903.31 of the Revised Code. The policy shall apply only if the hazing or violation of section 2903.31 of the Revised Code takes place between two or more people who are affiliated with the institution. The policy shall include all of the following:

(1) Rules prohibiting hazing;

(2) A method to enforce the policy;

(3) Appropriate penalties for violations of the policy, which may include any of the following:

(a) The imposition of fines;

(b) Withholding of diplomas or transcripts pending compliance with the rules or payment of fines;

(c) The revocation of permission for an organization to operate on campus or to otherwise operate under the recognition or sanction of the institution;

(d) The imposition of probation, suspension, dismissal, or expulsion.

A penalty imposed under the policy adopted under division (B) of this section shall be in addition to a penalty imposed for a violation of section 2903.31 of the Revised Code, the criminal laws of this state, or for a violation of any other rule of the institution to which the individual or organization who committed the violation may be subject.

(C) Each institution shall provide a copy of the policy, including the institution's rules, penalties, and method to enforce the policy, to each organization within the institution. Additionally, each institution shall post the policy on the institution's publicly accessible web site.

(D)(1) Beginning in the 2022-2023 academic year, each institution shall maintain a report of all violations of the institution's policy adopted under division (B) of this section or other state law regarding hazing that are reported to the institution. Each institution shall post the report on its publicly accessible web site. Each report shall include all of the following:

(a) The name of the subject of the report;

(b) The date when the subject of the report was charged with a violation of the institution's policy or other state law regarding hazing;

(c) A general description of the violation, any investigation and findings by the institution, and any penalties imposed on the subject of the report;

(d) The date on which the matter was resolved.

(2) Each institution shall post the initial report issued under division (D) of this section on the institution's publicly accessible web site not later than January 15, 2023. Thereafter, each institution shall update the report on the first day of January and August of each year and shall post the updated report on the institution's publicly accessible web site. However, each institution shall retain reports for five consecutive years.

(3) The initial report issued under division (D) of this section shall include information concerning hazing violations that have been reported to the institution for the five consecutive years prior to the effective date of this section to the extent that the institution has retained information concerning the violations.

(4) Each report issued under division (D) of this section shall not include the personal identifying information of an individual and shall be subject to the "Family Educational Rights and Privacy Act of 1974," 20 U.S.C. 1232g.

(E)(1) Each institution shall provide students with an educational program on hazing, which shall include information regarding hazing awareness, prevention, intervention, and the institution's policy developed under division (B) of this section. The educational program may be conducted in-person or online. The institution must offer at least one opportunity for students to complete the

program during a new student orientation session. Each institution shall verify each student's attendance at the program. Each institution shall prohibit a student who does not attend the program from participating in an organization recognized by or operating under the sanction of the institution until the student attends the program. An organization shall not accept or initiate any person who has not attended the program.

(2) Each institution shall provide all staff and volunteers that advise or coach an organization recognized by or operating under the sanction of an institution and who have direct contact with students with mandatory training on hazing, which shall include information on hazing awareness, hazing prevention, and the institution's policy adopted under division (B) of this section.

(3) Each institution shall adopt rules requiring any organization recognized by or operating under the sanction of that institution to conduct mandatory training on hazing for any volunteer who has contact with students.

(4) Each institution shall ensure that the educational program and training prescribed under this division comply with the guidelines prescribed under division (B)(2) of section 3333.0417 of the Revised Code.

(F) Nothing in this section shall be construed to create a private right of action against any individual or institution of higher education.

SECTION 2. That existing section 2903.31 of the Revised Code is hereby repealed.

SECTION 3. This act shall be known as Collin's Law: The Ohio Anti-Hazing Act.

SECTION 4. Nothing in this act shall be construed to create private right of action against any individual or institution of higher education.

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*Speaker* \_\_\_\_\_ *of the House of Representatives.*

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*President* \_\_\_\_\_ *of the Senate.*

Passed \_\_\_\_\_, 20\_\_

Approved \_\_\_\_\_, 20\_\_

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*Governor.*



Am. Sub. S. B. No. 126

134th G.A.

The section numbering of law of a general and permanent nature is complete and in conformity with the Revised Code.

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*Director, Legislative Service Commission.*

Filed in the office of the Secretary of State at Columbus, Ohio, on the \_\_\_\_ day of \_\_\_\_\_, A. D. 20 \_\_\_\_.

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*Secretary of State.*

File No. \_\_\_\_\_ Effective Date \_\_\_\_\_

• NEWS RELEASES

# Governor DeWine Signs Collin's Law

July 06, 2021

(COLUMBUS, Ohio)—Ohio Governor Mike DeWine today signed Senate Bill 126 into law, also known as Collin's Law. Collin's Law is Ohio's Anti Hazing Act, enacting a number of changes intended to end hazing and any cultural issues that allow hazing to persist.



"Simply put - we cannot tolerate hazing," said Governor DeWine in his remarks before signing the bill. "I believe Collin's Law will help change the culture surrounding hazing and save lives."

Collin's Law makes a number of changes, including but not limited to:

- Expands the definition of hazing and specifies that hazing may include "coercing another to consume alcohol or a drug of abuse."
- Increases the penalty for hazing to a 2nd degree misdemeanor.
- Expands the list of officials required to report hazing.
- Widens the scope of those who can be punished for participating in or permitting hazing. (A violation that results in serious harm is a 3rd degree felony.)
- Requires that those aware of hazing report it to authorities, with penalties up to a 1st degree misdemeanor for failing to do so.
- Requires the Ohio Department of Higher Education to implement a statewide anti-hazing plan.
- Requires staff and volunteers at colleges and universities to undergo training on hazing awareness and prevention.

Governor DeWine was joined at the bill signing by the parents and family of both Collin Wiant, for whom the bill is named, and Stone Foltz. Wiant and Foltz both died as the result of hazing at separate

incidents at Ohio universities.

Collin's Law will be effective in 90 days.