



**YOUNGSTOWN
STATE
UNIVERSITY**

**BOARD OF TRUSTEES
GOVERNANCE COMMITTEE**

**John R. Jakubek, Chair
Charles T. George, Vice Chair
James E. "Ted" Roberts
Molly S. Seals
Michael A. Peterson**

**Wednesday, September 1, 2021
2:00 p.m. or immediately following
previous meeting**

**Kilcawley Center
Presidents' Suites**

AGENDA

A. Disposition of Minutes

B. Old Business

C. Committee Items

1. Governance Action Items

**Tab C.1.a = Tab 1 a. Resolution Related to Higher Learning Commission (HLC) Interim Report on Academic Program Enhancement and Effectiveness Initiative (referenced as Program Review in the HLC Assurance Document)
Presenters: Mike Sherman, Brien Smith**

2. Governance Discussion Items

**Tab C.2.a = Tab 2 a. Recommendations for Board of Trustees and Institutional Focus for Academic Year 2021-2022
Presenter: Mike Sherman**

**Tab C.2.b = Tab 3 b. Implementing the Plan for Strategic Actions to Take Charge of Our Future 2021-2022
Presenters: Mike Sherman, Brien Smith, Neal McNally, Holly Jacobs**

Tab. C.2.c = Tab 4 c. Revision of the YSU Board of Trustees Bylaws

Tab. C.2.d = Tab 5 d. Board of Trustees 2022 Meeting Schedule

D. New Business

E. Adjournment

Although Youngstown State University has recently put in place procedures for regular program review, the team is concerned there was a long period without any true program review occurring, particularly at the undergraduate level. In addition, while preliminary feedback from the piloting of the new process is favorable and processes are now in place to potentially allow for successful review, it is too early for the site visit team to evaluate the effectiveness of this new approach. As a result, the team recommends an embedded monitoring report in the regularly scheduled Year Four evaluation.

This monitoring report needs to provide evidence of adherence to an established schedule of program reviews at the undergraduate as well as the graduate level, with examples of completed program reviews.

- Provide narrative and illustrations of the entirety of the process undertaken 2020-2021 to evolve to the Dashboard level for ALL programs (UG&G)

The examples provided need to include the departmental self-study and documentation of review having occurred at all levels specified in the new program review model.

- Provide the one-page illustration of a Dashboard and indicate one exists for every program at every level and/or send a Dashboard for all ~145 programs
 - If the one-page illustration, provide a brief narrative that describes the attributes and purposes of the sections of the Dashboard

Finally, the report should include evidence of how information from the program review process was used to inform changes at the department, college, and/or institutional level.

- Provide narrative that responds to the continuous improvement process expectation by highlighting the components of the Dashboard that link to goals and strategies associated with the Plan for Strategic Actions to Take Charge of Our Future
 - Draw out in the illustration how elements of responding to this section should/will influence the Academic metrics table
- Provide an illustration and narrative of the annual approach to reviewing/assessing/evaluating the Dashboard in the context of shifts in categories of grow+; grow; sustain; adjust; sunset
 - Every later Winter update market and program economics data
 - Every Spring in consideration of updated data adjust goals and strategies
 - Implement beginning Fall semester



**RESOLUTION RELATED TO HIGHER LEARNING COMMISSION (HLC)
INTERIM REPORT ON ACADEMIC PROGRAM ENHANCEMENT AND
EFFECTIVENESS INITIATIVE (PROGRAM REVIEW)**

WHEREAS, Youngstown State University was re-accredited through 2027 with an interim report requested in September 2021 to address Academic Program Review as follows, “As a result, the team recommends an embedded monitoring report in the regularly scheduled Year Four evaluation. (p.40);” and

WHEREAS, the previous Strategic Plan was through 2020 and concurrent with and following the re-accreditation process a new strategic plan was in development that was guided by several resolutions, components of which related to Academic Program Review as follows:

- ...BE IT FURTHER RESOLVED, that the Board of Trustees endorses the use of an external resource to assist with the academic program effectiveness and enhancement initiative (program prioritization) in consideration of the optimal use of instructional resources as well as the quality, distinction, and sustainability of the academic programs; and...*March 2020*: Resolution related to strategic allocation and reallocation of resources
- Whereas...an academic program effectiveness and advancement process should have actionable steps and outcomes with the Board to be updated no later than March 2020...preliminary recommendations and insights no later than December 2020; and with well-considered recommended actions no later than March and/or June 2021 Board meetings having engaged in consequential shared governance throughout the process... *September 2019*: Resolution related to sustainability
- Whereas...the academic program effectiveness and advancement process...context for a clear and strong linkage between educational experience and employability. *September 2019*: Resolution related to sustainability
- Resolved...annual process of optimization, prioritization, and potential investment to align with the budget to support the strategic plan will be foundational to the continued vibrancy and success of YSU... *December 2018*: Resolution to approve a planning process
- Resolved...annual process of optimization, prioritization, and potential investment to align with the budget to support the strategic plan will be foundational to the continued vibrancy and success of YSU... *December 2018*: Resolution to approve a planning process

WHEREAS, the Board approved a Resolution endorsing the strategic plan titled the Plan for Strategic Actions to Take Charge of Our Future (Plan) that included the following goals and strategies related to Academic Program Review, including



Academic Program Review being titled the Academic Program Enhancement and Effectiveness Initiative (APEEI):

- GOAL: Develop a culture of assessment that ensures the quality of academic program majors, minors, and other credentials
 - Strategy: Complete program effectiveness and enhancement review including rubrics for recommendations regarding actionable outcomes

WHEREAS, the Plan website directly referenced the APEEI process to provide a method of communication with the campus community that also illustrated the process, outcomes of steps in the process, as well as presentations and data related to the process; and

WHEREAS, an external partner was involved in data analysis and representation of market (student interest, jobs, and competition) and program economics (revenue, expense, and contribution margin) for every program of study and the representation of the data was discussed with the faculty members associated with each program of study; and

WHEREAS, there was involvement over a four-month period by department chairs with faculty to assess the market and economics information and to develop narrative for each program of study related to mission; academic focus; student-centeredness; regional/state/national needs; community impact, including highlights; and

WHEREAS, a Dashboard including this information is developed for each program including academic metrics and goals and strategies associated with implementing the *Plan*, that also includes an overall program rating, and ratings associated with market, program economics, and eventually academic metrics; and

WHEREAS, the underlying data will be updated annually that will align with an annual assessment process for growing, sustaining, adjusting or sunseting academic programs, with the results of the process being reported annually to the Board of Trustees.

NOW, THEREFORE, BE IT RESOLVED, that this Resolution and background materials as well as actions taken by the Board of Trustees as recommended via the Academic Excellence and Student Success Committee for the first APEEI be submitted to the Higher Learning Commission with an appropriate letter of transmittal from President Tressel.

Board of Trustees Meeting
September 2, 2021
YR 2022-

HLC Interim Report—Program Review

Youngstown State University

September 2021

Overview

This interim report documents Youngstown State University's (YSU) academic program review initiative, which began in advance of and was formalized following its Higher Learning Commission (HLC) reaccreditation review in 2018. This academic program review initiative, known formally as the Academic Program Enhancement and Effectiveness Initiative (APEEI), was integrated into YSU's new strategic plan, which was developed concurrent with and following the reaffirmation process. Not only was academic program review integrated into this new strategic plan, but the initiative played a pivotal role in implementing that plan beginning in 2019 and continuing into the current academic year and beyond. This report—in combination with attached materials including YSU Board of Trustee resolutions, APEEI timelines, example program dashboards and scorecards, and links to additional materials on YSU's strategic planning website—outlines the scope of the APEEI initiative, documents the initiative's progress, and demonstrates YSU's full compliance with the Higher Learning Commission's request for an interim report regarding academic program review. In particular, it responds to the Assessment Team's monitoring report recommendations:

This monitoring report needs to provide evidence of adherence to an established schedule of program reviews at the undergraduate as well as the graduate level, with examples of completed program reviews. The examples provided need to include the departmental self-study and documentation of review having occurred at all levels specified in the new program review model. Finally, the report should include evidence of how information from the program review process was used to inform changes at the department, college, and/or institutional level.

YSU Strategic Plan

YSU's strategic plan was in development in advance of and was formalized following the 2018 HLC reaffirmation of accreditation process. The implementation of this strategic plan is documented on the [YSU strategic planning website](#), which outlines the five phases of this project: [Organization & Conversation](#), [Development](#), [Review & Feedback](#), [Preparation & Publication](#), and [Implementation](#).

Confronted by many challenges including concerns regarding the perceived value, cost, and time associated with attaining a college degree, declining numbers of high school graduates in the region, differences in the diversity of university student populations relative to that of the communities YSU serves, and community issues such as health, education, arts/culture, and economics that impact regional prosperity, the YSU Board of Trustees endorsed a 2020

strategic plan. This plan, titled [Plan for Strategic Actions to Take Charge of Our Future](#), was based upon the ideals of engaging university constituents, incorporating the spirit of shared governance and shared responsibility with consequential governance, building public trust by increasing collaboration aligned with community solutions, and inspiring the entire university community to continuously improve.

Multiple components of the strategic plan relate directly to academic program review including:

- ...BE IT FURTHER RESOLVED, that the Board of Trustees endorses the use of an external resource to assist with the academic program effectiveness and enhancement initiative (program prioritization) in consideration of the optimal use of instructional resources as well as the quality, distinction, and sustainability of the academic programs; and...*March 2020*: Resolution related to strategic allocation and reallocation of resources
- Whereas...an academic program effectiveness and advancement process should have actionable steps and outcomes with the Board to be updated no later than March 2020...preliminary recommendations and insights no later than December 2020; and with well-considered recommended actions no later than March and/or June 2021 Board meetings having engaged in consequential shared governance throughout the process... *September 2019*: Resolution related to sustainability
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Within the *Plan for Strategic Actions to Take Charge of Our Future* is a [Plan for Academic Actions](#) that outlines strategic actions (goals and strategies to achieve those goals) for 2020 and beyond. The fifth goal, “Develop a culture of assessment that ensures the quality of academic program majors, minors, and other credentials,” directly impacts academic program review at YSU. That goal contains two strategies:

- Strategy: Complete program effectiveness and enhancement review including rubrics for recommendations regarding actionable outcomes.
- Strategy: Develop a mechanism to continually identify, assess, and implement new academic programs, badges, credentials, certifications, or coursework integration.

Charged by the YSU Board of Trustees and guided by the strategic plan’s goal and strategies, YSU modified its previous approach to program review to create a more comprehensive and

fully-integrated academic program enhancement and effectiveness initiative. All of the materials contained and discussed in this interim report are publicly available on the [Academic Program Enhancement and Effectiveness Initiative](#) site of the YSU strategic planning website. The site contains a wealth of information including the initiative timeline, YSU Board of Trustee-related items, documentation of campus presentations, and an academic program dashboard illustration.

Academic Program Enhancement and Effectiveness Initiative (APEEI)

As YSU began the roll-out of APEEI, it established the following objectives:

- Assure campus-wide awareness of the Initiative including the process, criteria for decision-making, timeline, feedback loops, decision points in time, and decision-makers.
- Optimize campus engagement at the most ideal points in the process to secure legitimately informed consideration of the emerging recommendations for decision-making.
- Optimize campus engagement to include a strategic overlap and integration of awareness and engagement.

One of the first steps taken by YSU academic leadership was a recognition of the need for more data regarding its academic programs as well as expertise in evaluating, optimizing, and enhancing academic programs. Thus, it was decided to issue a request for proposals seeking a higher education-focused firm in support of APEEI.

YSU issued a request for proposals on December 31, 2019. This request for proposals (RFP #20-123119) emphasized the pivotal role the desired firm would play in YSU's academic program review efforts:

This Request for Proposals (RFP) seeks to secure a collaboratively-oriented, higher education focused firm with vast and broad expertise in assisting institutions to evaluate, optimize, and enhance academic programs. Preference is given to firms with experience in high quality and multiple market knowledge inputs and projects, significant experience engaging academic communities in discussions prioritizing current and potential new programs of study, creating an understanding for data-informed decision-making regarding course and program offering for efficiency and effectiveness, as well as understanding in a comprehensive manner the marginal cost of courses, academic programs, college profiles, and institutional financial measures that facilitates creating a vibrant future that is sustainable.

The RFP assessment team included the Chair of the YSU Academic Senate, a previous president of the Ohio Education Association, a dean, a department chairperson, an associate provost, two vice presidents, and the director of procurement.

From a group of four respondents to the RFP, the committee recommended Gray Associates, Inc., a data analytics, software, and strategy consulting firm focused on higher education. Gray Associates assists universities in developing data-informed academic program strategies that maximize outcomes for students, institutions, and their constituencies. The Gray Associates subscription software is exclusively built for evaluating academic program portfolios and for analyzing competitive and employer markets. YSU immediately began partnering with Gray Associates by providing and verifying 2016-2020 academic data that were aligned with YSU audited financial statements.

The [Gray Associates Program Evaluation System \(PES\)](#) provides data on student demand, employment, and competition for every each academic program in a variety of defined markets. Because PES allows the use of custom scoring rubrics and customized visualizations, the YSU team was able to customize its scoring rubric at the beginning of the Program Assessment Workshop (discussed in the next section). The PES provides comprehensive, current data on student demand, jobs, and competition by census tract with more than 55 million qualified inquiries, Google search volumes for 200 programs, all Title IV completions, Bureau of Labor Statistics jobs, wages, and employments trends, and current job postings from Burning Glass Technologies. And because PES scores every academic program in YSU's markets, the access to an array of market data also enables YSU to identify new markets that are considered to be a good fit for its programs.

Program Portfolio Assessment Workshop

The first major APEEI event was conducted on October 29-30, 2020, with Gray Associates supporting the YSU leadership-structured discussions. The purpose of the two-day Program Assessment Workshop was to evaluate all of YSU's current academic programs as well as to evaluate potential new academic programs. All of the YSU academic leadership participated including the Office of Academic Affairs, deans, chairpersons, and representative members of the Academic Senate.

In his email invitation to workshop participants, Provost Brien Smith emphasized the role of the workshop participants' knowledge and expertise in interpreting the data provided by Gray Associates:

The University has engaged Gray Associates to assist us in the assessment, using their market data on student demand, employment, and competition in the markets we serve. Gray has also worked with us to model the revenue, instructional cost, and margins for our programs, classes, and sections. While this data should inform our program assessment, your knowledge and judgment remain critical to the effective outcome of this work.

The goal of the Workshop is to achieve this combination of data and judgment. The Workshop will enable us to understand, discuss, and integrate the data on market opportunity, workforce requirements, and financial contribution so we can better assess

the health of each current and potential program. During the discussion, we should also keep in mind the Plan for Strategic Actions to Take Charge of Our Future and the priorities it has set for us. WE (emphasis not added) look forward to your participation in the Workshop both as stewards of the University and as experts in your disciplines and the communities we serve.

Consistent with their normal practices, representatives from Gray Associates facilitated the workshop sessions but did not make any program recommendations during or after the workshop. In fact, during interactions with the academic leadership and faculty, it is emphasized that Gray makes neither recommendations nor decisions but will offer observations if asked. It was reiterated at the workshop that all preliminary findings and recommendations would flow through the appropriate shared governance processes. Following these shared governance processes assured the continued engagement of the deans and chairpersons, through whom the department faculty would become and remain involved. In the closing of his workshop invitation, Provost Smith noted, "Completing this work over this academic year will help assure our academic program portfolio aligns with our mission, vision, and values and contributes to academic vibrancy and regional vitality."

The two-day workshop culminated in preliminary findings regarding YSU's current academic program portfolio as well as potential new academic programs. The first day considered market opportunities for possible new programs, whereas the second day focused on an assessment of YSU current portfolio of more than 147 majors/degrees from the perspectives of market, economics, and competition. The market assessment considered student demand, employment, competition, and alignment with degrees offered. The economic assessment considered gross revenue, discounts, net revenue, instructional costs, and contribution margin. The competition assessment included the saturation of the market by other institutions in the defined market including their numbers of graduates.

After customizing the PES scoring rubric at the beginning of the workshop, the YSU collective group rated nearly every academic program (a handful of programs were not able to be scored by two scoring teams due to time constraints) as either Grow, Sustain, Adjust, Further Review, or Further Discussion.

Because the results were only considered to be preliminary findings, and because YSU had scheduled much additional consultation to occur in order to eventually create preliminary and then final recommendations, the workshop outcomes were presented at a very general level to the YSU Board of Trustees during its APEEI update at the December 2020 quarterly meeting as follows:

Preliminary Findings

Rating Type	# of Programs
Grow	22
Sustain	47

Adjust	14
Further Review	17
Further Discussion	25

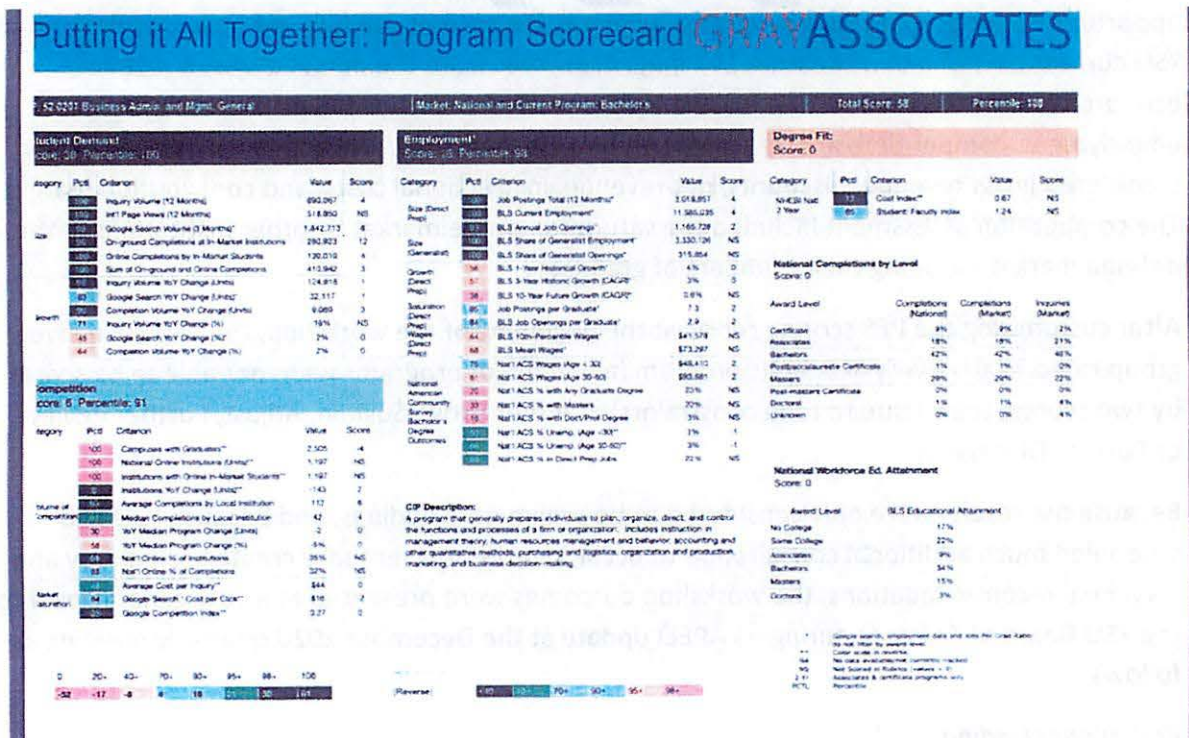
Approach to New Programs

A total of 28 potential new program findings were identified by Gray for consideration and were then considered and rated by YSU breakout teams.

- One program was identified as high-interest by four of the five breakout teams and received the most votes (13) from the full group.
- Five programs received between six to eight votes.
- Seven programs received four or five votes.
- There was a moderate level of interest in an additional 15 programs.

Program Scorecards and Department Meetings

Following and based upon the criteria established at the October 2020 Program Assessment Workshop, Gray Associates collaborated with YSU to create scorecards for every YSU academic program (see appendices for selected examples of YSU Program Scorecards).



Gray Associates, in collaboration with members of YSU’s Office of Academic Affairs, conducted another workshop on January 19, 2021, to discuss the scorecards and the process for gathering additional data to build Academic Dashboards. (Faculty, chairs, and deans compiled this

information during the Spring 2021 semester. The role of the Academic Dashboards in APEEI will be discussed in greater detail later in this report.)

Recognizing that YSU faculty members would benefit from further conversation about the content of their Program Scorecards, individualized, hour-long virtual sessions were scheduled with every YSU academic department. In collaboration with members of the YSU Office of Academic Affairs, a Gray Associates analyst explained and discussed with faculty members of each academic program the content of the various scorecards and how that data might be used by the faculty to reflect critically on the markets and economics for their programs.

As can be seen on the samples, each Program Scorecard provides a wealth of data in the categories of Student Demand, Employment Opportunities, Degree Fit, and Competitive Intensity in addition to National Completions by Level and Program Economics (see appendices for scorecard definitions). Following their virtual session, faculty members engaged with their chairs and deans throughout spring semester to discuss opportunities for continuous improvement and growth for their programs.

Program Dashboards: Mission Alignment and Continuous Improvement

During the spring 2021 semester, faculty members in each academic program were charged with adding narrative content to their Program Dashboards, the APEEI feature that allows academic programs to demonstrate how they are mission aligned, economics aware, and margin sensitive (see appendices for sample Program Dashboards).

Each Program Dashboard features **Size** (enrollment and completions) and **Demographics** illustrations that update annually. The **Markets** and **Margins** sections of the dashboard draw upon the Program Scorecard evaluations and are assigned a score using a rubric based upon percentile score ranges. These illustrations are interactive using drop-down menus. The **Academics** metrics of the dashboard align with YSU Board of Trustees Key Performance Indicators. These components of the dashboard are also interactive using drop-down menus. The Markets, Margins, and Academics metrics provide the framework for decisions about whether to grow, sustain, adjust, or sunset each individual program.

The Program Dashboards build upon the information provided in the Program Scorecards by allowing programs to describe and document their mission alignment and goals and proposed actions for continuous improvement. In the section for **Goals and Actions for Continuous Improvement**, each program notes significant goals and proposed actions for continuous improvement. Each goal is tagged according to its strategic impact related to one of three central themes of the YSU mission associated with the Plan for Strategic Actions to Take Charge of Our Future:

- Academic Distinction & Discovery of Knowledge
- Student Futures & Lifelong Learning
- Collective Impact with the Region

After a program records each individual goal, its strategic impact, the proposed action, and the status of that goal, there is space provided on the dashboards for departmental chairpersons and deans to provide comments and notes. The Review Cycle Information section of the dashboard allows programs to note any program or institutional accreditor reviews impacting or affecting that program. Program Dashboards will be updated during each spring semester as part of the continuous improvement cycle.

The **Mission** section of the dashboards allow academic programs to demonstrate in detail how the program aligns with YSU's mission. Each of the categories in the Mission section relates to aspects of YSU's mission: Academic Focus, Student-Centered, State/Regional Needs, and Community Impact. The Highlight category allows a program to note particular areas and examples of excellence in terms of performance and mission alignment. This narrative content was developed by the academic program faculty members in collaboration with the program's chairperson and dean. This collaboration continued throughout the spring 2021 semester until consensus was reached on the content of the section related to the alignment of the program with the YSU mission in the context of market and margin evaluations. This section of the dashboard will also continue to be updated annually during the spring semester.

Once all the data was compiled, the Academic Dashboards enabled deans and department chairpersons to engage in consensus-building discussions with their faculty members about the strength of each academic program's connection to the YSU mission.

Following these discussions during the spring 2021 semester, each dean was charged with assigning a Mission score for each academic program in the college. This Mission score was used later in the APEEI process to help determine that academic program's overall evaluation.

In consultation with deans, it was decided that the Mission score would be best determined at the college level through a college committee. Most deans elected to draw upon their Dean's Advisory Committee for this task. Deans determined the size of their college committee, but all committees had to include "significant faculty representation of 50% or more." To determine the Mission score, each committee was encouraged to ask a series of questions for each academic program including:

- Is the program connected to the university mission?
- What level of connection does the program have to the mission?
- Does this program influence the university's mission?
- What impact does this program have on the university's mission?
- What branch of the mission is being affected?

If a program was determined to be "High Performance" based upon the answers to these Mission questions, the program was assigned a score of 3. If the program was considered "Satisfactory," it was scored as a 2. If the program was deemed "Needs

Attention/Improvement,” it was scored as a 1. All programs were assigned a Mission score by their college in spring 2021.

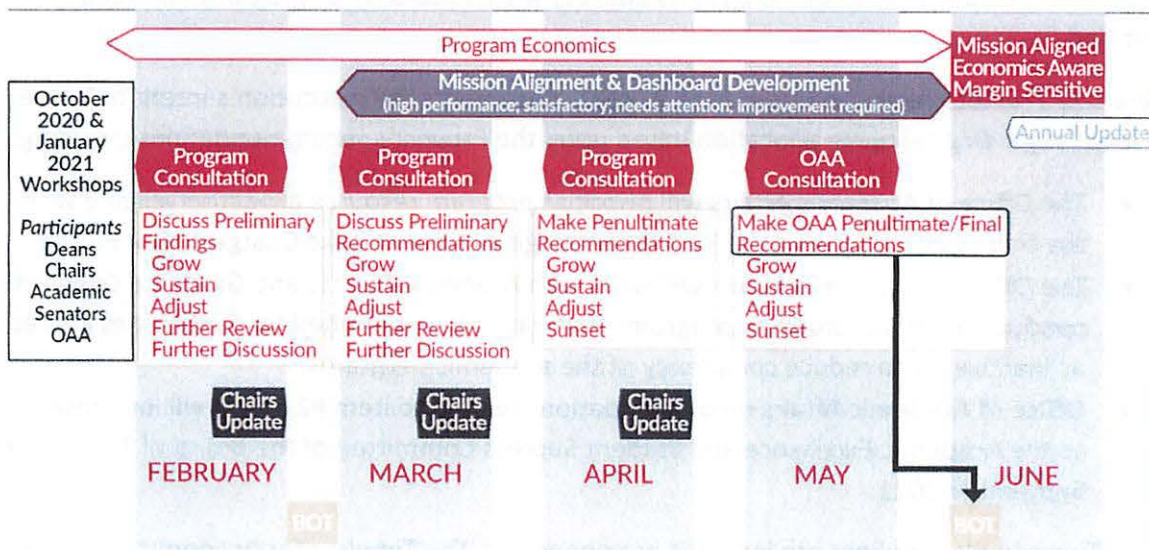
From Preliminary Findings to Final Recommendations

Once each college had assigned the Mission evaluation for each academic program in the college, APEEI advanced to the next phase of making recommendations. Each program’s Mission score was added to two data scores from the Program Scorecard (the Scorecard Composite Percentile and the Economic Total Contributions Data) for final consideration. Thus, the final assessment considered:

- Scorecard Composite Percentile (strength of program’s potential): 1-3 points
- Economic Total Contributions Data (strength of program’s performance): 1-3 points
- Mission Data (strength of program’s connection to the mission): 1-3 points

The total of the three categories represented the final “score” for each program. The attached appendices contain more information about the scoring breakdown for each of the categories, but in general, the highest scoring programs were placed in a recommendation category as a starting point for reviewing for potential growth (Grow). Programs falling into the middle category would be tasked with aiming for efficiency, but the majority would be sustained (Sustain). Finally, while all programs merit review, the programs grouped in the lowest category would merit further careful review (Adjust/Sunset).

Timeline for Academic Program Enhancement and Effectiveness Initiative



As can be seen in the [Timeline for Academic Program Enhancement and Effectiveness Initiative](#), APEEI began with preliminary findings at the October 2020 and January 2021 workshops with the goal of culminating in final recommendations by the Provost to the YSU Board of Trustees

at its June quarterly meeting. In January and February 2021, the preliminary findings from the workshops were shared with the faculty. These findings were categorized as Grow, Sustain, Adjust, Further Review, and Further Discussion. In March 2021, the deans and chairs continued to consult with program faculty, progressing to preliminary recommendations based upon the same categories of Grow, Sustain, Adjust, Further Review, and Further Discussion. As was discussed earlier, the YSU Board of Trustees was updated at its March quarterly meeting about the progress of the initiative.

In April and May 2021, the deans, in consultation with their chairs and faculty members, were charged with making penultimate recommendations for their programs according to the categories of Grow, Sustain, Adjust, and Sunset. The Provost's charge to the deans was that all of the faculty in their colleges had to be informed of the deans' recommendations before the official end of the spring 2021 semester.

Once the deans issued their penultimate recommendations, the Provost consulted with the deans on numerous occasions before submitting his recommendations (see appendices) to the YSU Board of Trustees at the June quarterly meeting. One of the products of the discussions with the deans was the realization of a need for a new category termed "Grow+" to signify programs especially situated for growth. Concerned that faculty members might become fixated on their program's category rather than the overall goal of continuous improvement, the Provost added the following note to the list of recommendations: "This represents a snapshot in time of a continuous 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."

A Board of Trustees resolution from June 2, 2021, documents the institution's intent to "close the loop" regarding resource allocation based upon the Provost's recommendations including:

- The Office of Academic Affairs will prioritize program resource allocation aligned with the findings of APEEI and the Plan for Strategic Actions to Take Charge of Our Future.
- The Office of Academic Affairs 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.
- Office of Academic Affairs 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.

Note: Two sample timelines are included as appendices. The [Timeline for Academic Program Enhancement and Effectiveness Initiative](#) linked on the YSU strategic planning website provides a condensed summary of the APEEI activities that began in October 2020 and progressed to final recommendations to the YSU Board of Trustees at the June 2021 and September 2021 quarterly meetings.

Shared Governance

The APEEI process embodies all tenets of shared governance at YSU. Faculty across campus were engaged in the process over several years, including monthly meetings in spring 2021 and individual meetings with each department seeking feedback from faculty, chairs, deans, academic affairs representatives and board members as well as members of YSU's Academic Senate. As was reported in the [YSU Board of Trustees summary of the June 2 and 3 meetings](#), Dr. Chet Cooper, Academic Senate chair, told the committee that he is "pleased" and "proud" of the shared governance principles followed in the APEEI process. Faculty were involved throughout the process, he said, from the selection of a consultant to analysis of data. Some people may disagree with the recommendations, "but they can't say that shared governance wasn't taken into account," Cooper told trustees.

Academic Program Enhancement and Effectiveness Decisions

Decisions regarding the rating of YSU's academic programs as either Grow+, Grow, Sustain, Adjust, and Sunset will be shared with the YSU Board of Trustees at its September quarterly meeting (see appendices for 2021 APEEI decisions). During his presentation to the board of trustees, Provost Brien Smith will discuss the number of academic programs in each rating category. APEEI results will guide priorities for investment in Grow+ programs and any new programs being introduced. The Provost's presentation will feature graphs illustrating the number of students, student credit hours, graduates, and average contribution/student credit hour for each of the rating categories. Smith will also discuss the number of students that will be affected by programs identified in the Sunset category and describe teach-out plans already implemented and underway. Smith will close his presentation by reporting his discussions with the chair and members of the executive committee of the YSU Academic Senate. This presentation was accompanied by the endorsement via Resolution (attached) of the provost's recommendations by the Academic Excellence and Student Success Committee of the Board of Trustees.

Following that action, the Governance Committee of the Board of Trustees accepted the recommendation from the Academic Excellence and Student Success Committee to endorse the provost's recommendations and approved a resolution outlining the strong intersection of evolving and implementing the Plan for Strategic Actions to Take Charge of Our Future and APEEI (as illustrated in the introductory comments of this document).

On September 2, 2021 the Youngstown State University Board of Trustees formally adopted both resolutions at their regularly scheduled meeting.

Ongoing Review: College of Graduate Studies Working Group

During the transition to APEEI, the College of Graduate Studies formed a working group to develop a process to streamline program review for those graduate programs accredited by an external accrediting agency. Several programs participated in this review process during spring

2020. Self-study documents and other information were reviewed by members of the working group and were evaluated using YSU's existing program review criteria. Members of the working group consisted of graduate faculty, graduate program directors, and College of Graduate Studies administrators including: Dr. Morgan Bagley, Dr. Jane Beese, Dr. Brian Bonhomme, Dr. Pam Epler, Dr. Ou Hu, Dr. Ken Learman, Dr. Sal Sanders, and Dr. Dolores Sisco. Programs were asked to provide additional information as needed.

The following programs were reviewed during spring 2020:

- Doctor of Physical Therapy (DPT)
- Master of Athletic Training (MAT)
- Master of Business Administration (MBA)
- Master of Science in Education in Counseling (MSEd)
- Master of Science in Nursing—Family Nurse Practitioner track (MSN)
- Master of Science in Nursing—Nurse Anesthetist Track (MSN)
- Master of Science in Nursing—Nurse Education Track (MSN)
- Master of Science in Nursing—Adult Gerontology Acute Care Nurse Practitioner (MSN)

The College of Graduate Studies reported these programs to the Ohio Department of Higher Education (ODHE) and the Chancellor's Council on Graduate Studies (CCGS) as existing degree programs reviewed during the academic year. A more detailed explanation of the process/plan and links to previous reviews can be found at the YSU [Graduate Program Review](#) website.

Next Steps: Curricular Efficiency

During spring and summer 2021, the Curricular Efficiency Team met regularly to explore Gray Associates data and brainstorm ways to improve curricular efficiency across all YSU academic programs. Led by an Associate Provost, this team consisted of seven academic chairpersons representing each of the colleges. The team's meetings resulted in a set of data-informed concepts to present to faculty members, program coordinators/directors, chairs, and deans during a six-hour workshop during summer 2021. Using anonymous but representative data from the Gray Associates database, presenters at the workshop outlined and explained the current curricular inefficiencies and patterns observed by the team. Feedback was solicited from more than 60 workshop participants regarding whether ideas in the Curricular Efficiency Resource Toolkit (CERT) seemed reasonable and what additions could be made to the CERT based upon their knowledge of their own programs.

Following this workshop, one-hour meetings were scheduled with each academic department to further explore ideas within the CERT and other opportunities that might be unique to the department. These departmental meetings were open to faculty members, program coordinators/directors, chairs, and deans. Feedback from the workshop and individual departmental meetings were then discussed by the Curricular Efficiency Team and integrated into the CERT document.

In fall 2021, a series of narrated resources will be provided to departments for viewing during departmental meetings as faculty strive for increased curricular efficiency based upon the spring and summer 2021 work of the committee members and workshop participants. By utilizing these resources, faculty in each academic program will be able to conduct a thorough review of the courses currently being offered as well as inactive courses remaining in the catalog. Faculty in these programs will also consider Higher Education Information (HEI) classification, course capacity sizes, workload, course contact hours, and the necessity of listed pre-requisites and co-requisites.

Upon completion of this review, each program will be required to conduct curricular mapping (core courses and electives) and a curricular complexity review. Faculty in each academic program will also make curricular revisions by officially deleting from the academic catalog any courses not currently utilized by the program. Faculty in the programs will consider curricular rotation to ensure courses are taught in the correct sequence with the correct frequency to allow students to progress through the program. Additionally, faculty will conduct a thorough review of the DFW grades as well as the non-attendance F grades assigned in program courses.

An Annual Continuous Improvement Cycle

During the 2020-2021 academic year, faculty members in every academic program were actively engaged in compiling, composing, and updating the dashboards for their programs. Although a representative sampling of program dashboards was included in this report, dashboards currently exist for every YSU academic program.

Now that YSU has completed one full cycle of program review under APEEI, the initiative will follow an annual cycle of continuous improvement at both the undergraduate and graduate levels.

Goals and Actions for Continuous Improvement

Goal	Strategic Impact	Proposed Action	Status	Comments
			H	

Review Cycle Information

Program Accredited Name	Institutional Accredited Name	Reviewed by	Faculty and Staff
		Reviewed by Academic Complexity Bias Pre- and Post Prerequisite	

In Year 2 and beyond, APEEI will focus on the Goals and Actions for Continuous Improvement outlined in each program dashboard. The dashboards were

intentionally constructed to encourage this perspective on ongoing and continuous improvement:

For instance, the Status and Comment columns in the dashboards allow a program to indicate recent progress on goals and proposed actions in pursuit of those goals. The Review Cycle Information box at the bottom of each dashboard provides space to note information regarding Program Accreditor Reviews and Institutional Accreditor Reviews. There is also space for initials and dates of review at each level: Program Director, Program Chair, Dean, and Academic Leadership.

As this report has documented, the results of the first iteration of APEEI informed changes at the department, college, and/or institutional level. YSU will continue to “close the loop” with its annual approach to reviewing, assessing, and evaluating the program dashboards in the context of shifts in the Grow+, Grow, Sustain, Adjust, and Sunset categories. Each year, the market and program economics data in the program dashboards will be automatically updated in the December-January time period. **Once the dashboards are updated (and continuing throughout the spring semester), faculty will consider the updated data, update progress on goals and proposed actions in pursuit of those goals, and adjust goals and strategies as needed. Academic leadership will have the opportunity to inform and update the YSU Board of Trustees at the June quarterly meetings before implementing changes beginning in the following fall semester.**

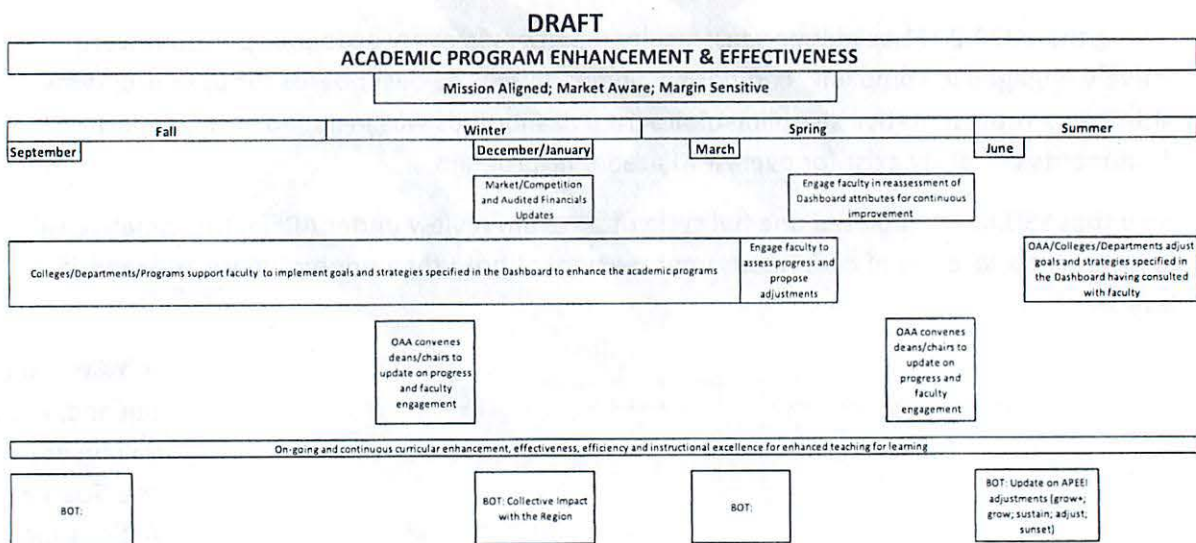


Figure 1: Draft Illustration of an annual approach to APEEI.

Significant progress has occurred during recent academic years as YSU implemented both a new strategic plan as well as the Academic Program Enhancement and Effectiveness Initiative. Close alignment between the strategic plan and APEEI helped ensure the success of both initiatives. The first iteration of APEEI was challenging yet productive, and the necessary processes and procedures have now been established and implemented in order to ensure continued success in the future.

Conclusion

This report has met the expectations of the reaccrediting team as YSU has:

- Provided evidence of adherence to an established schedule of program reviews at the undergraduate as well as the graduate level, with examples of completed program reviews;
- Provided examples of departmental self-study and documentation of review having occurred at all levels specified in the new program review model; and
- Provided evidence of how information from the program review process was used to inform changes at the department, college, and/or institutional level.

1. A Survey of the Board in Fall 2019 indicated the desire to spend more time on transformational and strategic issues, less time on rules, operational and functional issues, and significantly less time on standard operational issues. Considering the meetings over this past year, was this accomplished? If yes, provide an example or two and if no or somewhat, why do you think that was the case and what do you suggest be done to make the shift or to shift further?

Yes	Votes	30.77%
No	Vote	7.69%
Somewhat	Votes	15.38%
Write-In	Votes	53.85%

No; We had to dedicate more time to Covid related issues and the labor agreements

Somewhat; I am a recent addition to the BOT but what I have witness was a dedication to strategic issues regarding faculty. I would agree on what I have I been able to witness.

Yes; I think we were more consistent in the use of the Consent Agenda.

Yes; This being my first year I cannot really speak for how things have changed, but I can say I felt we dealt with policy and direction, not day to day operations. I believe that is a Boards responsibility and we are going in the right direction.

Yes; we spend a considerable amount of time discussing our future and the future of higher education. I strongly believe that this focus has positioned ysu in a good position to do more than just survive. I believe we have put ourselves in a position to emerge stronger. The leadership team does a great job of staying focused on the future and assessing the challenges we are facing

The pandemic and our response required significant attention to operational issues. I think we devoted as much time as we possibly could to more transformational and strategic issues given the pandemic and the urgency required to respond to that.

Yes; I was not on the Board in 2019 but I feel the meetings are very strategic in the issues we discuss.

2. Given the state of higher education and the State of the University, particularly considering the Plan for Strategic Actions to Take Charge of Our Future, what are the top five topics that might be considered for additional focus by the BOT and the Leadership Team?

1. Increasing enrollment 2. Use of technology including more on-line classes/programs 3. Increasing role of YSU in broader community (this includes D&I) 4. Increased leverage of corporate partners and YSU strategic assets, e.g. ETC 5. Alignment with faculty on programs, etc.

Retention Rates of students Increasing the sense of community on campus Promoting YSU's various opportunities and how we can empower our students to take charge Partner with various organizations to help promote the betterment of Youngstown as a whole and YSU Promoting healthy relationships with Faculty and Staff

Growth opportunities, How to operate more efficiently, Community inclusion, On going Program review, Retention and Graduation rate improvements

Fixing the tuition costs for the students first 4 years and working to get them out in 4. Increasing intern programs and the credit students get for them. Update and modernize our student areas to enhance the experience of the students living on or near campus. Find additional partners to utilize the ETC and make it a revenue producer. Continue to stay focused on our Athletics and use the community involvement of the coaches and players to raise the Universities profile.

1.marketing to a broader audience: there are many positives about this university. One being you do not get what you pay for....a student gets much more. In todays environment parents are looking for "a great deal" that they can feel great about. We call it "ysu" 2 mental health; how do we educate our students on how to deal with adversity and life's challenges. I love that we provide mental health services but we can have a proactive impact on the students' mental stability as well 3 student athletics visibility: although we get a report by the ad on athletics i believe that ysu has amazing athletes and coaching staff. Just as we bring students and faculty in to hear about projects or experiences it would be beneficial to the board to do the same with athletics 4. Student activity/ experience programs

1) Financial stability and liquidity for the long haul 2) streamlining and ridding our systems from redundancy. 3) Racial Equity and Inclusion 4) Educational Quality 5) Student Success

1. Future direction of higher education. 2. Programs for faculty development. 3. Student Life issues, especially after COVID. 4. Leadership development for the Board. 5. Importance of diversity, equity and inclusion in hires.

3. Considering the past year, has there been sufficient communication by the Leadership Team and the Board in between official Board meetings? If yes, do you have any comments and if no, what are topics or issues around which you would desire to have more information?

Yes, communication has been very good. Interim calls are useful.

I would say yes for the parts that I have been able to be a part of.

Overall the communication was good. there is always room to improve and we need to keep the lines open.

Yes. I feel as though ysu leadership does an excellent job informing the board. I would like to get more information regarding faculty/ student success stories or achievements. This would allow the board members to reach out and congratulate/acknowledge their accomplishments.

More advance notice on issues likely to become hot buttons.

The Leadership team is to be commended on their efforts at improved communication with the Board. They do an excellent job and the leadership shown by the President is superb!

4. Are there other perspectives that you would like to offer considering either this past year or in contemplating the upcoming year?

The post covid business world is changing the relationship between employees and companies. How will this impact YSU and how do we prepare our students to be leaders.

I want to shed light on the students who chose not to continue their education at YSU and see what we can do to improve our quality but also a sense of community to help keep our students.

I am still learning and feel I need to continue to listen more than talk. We need to continue to look forward without forgetting where we came from and what YSU is about.

3 student athletics visibility: although we get a report by the ad on athletics .i believe that ysu has amazing athletes and coaching staff. Just as we bring students and faculty in to board meeting to hear about projects or experiences it would be beneficial to the board to do the same with athletics

We did good to not lose sight of our strategic planning efforts over last 12 months. Let's keep this up?

None at this time.

5. In consideration of a Board of Trustees Advance (we do not Retreat) in the Fall, what are the top five topics for consideration for the Agenda?

1. Growth 2. YSU 2030 - Vision for Future 3. Alignment with Faculty, Admin, Students, Community 4. Impact of Technology in Education 5. Changing Role of Board

-Strengthening Faculty and Staff Relationships with BOT and students - Enhancing YSU's facilities or overall appearance -Strengthen Academic Advising and hold advisors accountable for their students -Work on making this year cohesive -Finding what makes our students happy and how to support them

Enrollment. Proper Staffing levels Courses/Majors that student want and need for the future. I think you are on that track. Facilities Community involvement. Have our students go to the High School career days

On-line education clarity/finalization on the strategic plan and the process to get there mental health services for students attracting and retaining the best talent (faculty)

1) Educational Quality 2) Racial Equity and inclusion 3) Financial Liquidity and stability 4) Faculty Engagement and Succession and Planning (including Adjuncts) 5) Program Effectiveness and redundancies

Having been a member of the Board for only a short time, I will trust that the Advance program will enhance and develop the necessary skills for Board effectiveness.

6. Please provide suggestions related to the use of OnBoard or suggestions regarding materials to place in the Resources section of OnBoard

OnBoard has been a positive step. I would add as much as possible for background reading

I have found this very helpful and informative, I am not a heavy tech user and find it very simple.

NA

Pre-meeting questions relating to presentations Post- meeting evaluations
Leadership Org Chart Policy Manual

I love OnBoard! It is both effective and efficient. Excellent decision to us this program for Board input.

**YSU Future State Conversation
Board of Trustees
September, 2021**

YSU Value Proposition: *The Future*
University of Opportunity

Create a multi-year plan to achieve enrollment that respects YSU's mission, vision, and values and provides a pathway to fiscal sustainability, academic vibrancy, and regional vitality.
Develop an integrated marketing and communication strategy.

Envision the Future

Academic Program Enhancement & Effectiveness

Current-and Future-state marketing communication alignment

EAB (Enrollment/Scholarships)

Gray (Market/Programs)

To be selected? (Brand)

Citizen of the World
Engaged in Work
Engaged in the Community



Y I am Proud
Y and Proud
Y makes Me Proud



Plan for Strategic Actions to Take Charge of Our Future

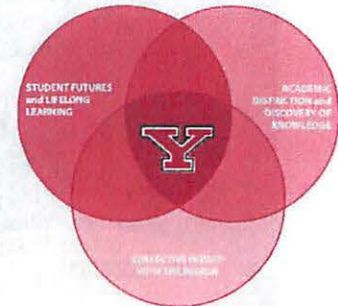
Goal: Develop a Culture of Assessment that Ensures the Quality of Academic Program Majors, Minors, and other Credentials

Strategy: Develop a mechanism to continually identify, assess, and implement new academic programs, badges, credentials, certifications, or coursework integration

Strategy: Complete program effectiveness and enhancement review including rubrics for recommendations regarding actionable outcomes

Goal: YSU will be recognized as a Community-Engaged campus by the Carnegie Foundation in education, health, prosperity and equity, and arts and culture

Strategy: Aggressively pursue and secure regional, state, national, and foundation funding in support of university and community priorities



65%: State of Ohio 2025 Attainment Goal

https://www.google.com/search?q=ohio+attainment+goal+2025&rlz=1C1GCEB_enUS900US900&og=ohio+attainment+&ags=chrome.0.0j69i57j0i22i30l3.4159j1j7&sourceid=chrome&ie=UTF-8

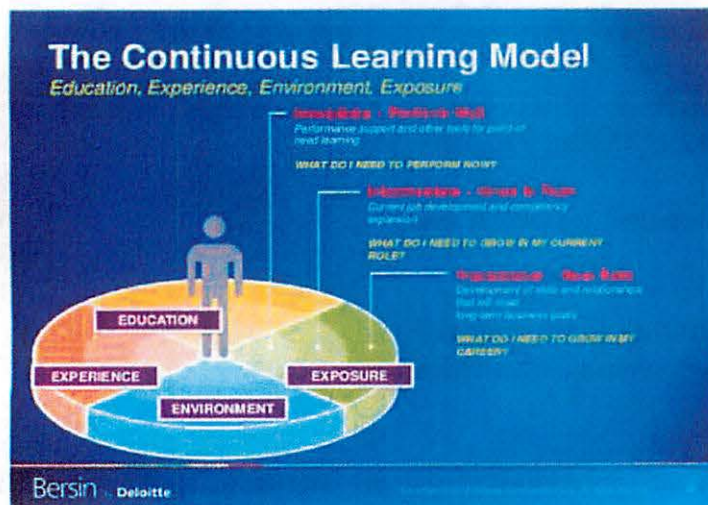
The following is from the above.

“Unfortunately, at the current rate Ohio students are earning degrees and certificates, our state will fall well short of closing that gap; in fact, if we stand back and do nothing, we actually will lose ground, resulting in an even larger gap. To produce the number of highly skilled workers with postsecondary credentials required to meet the needs of employers, Ohio will need to produce, by 2025, an estimated 1.3 million more adults with high-quality postsecondary certificates or degrees. Stated another way, at Ohio’s current rate of production, by 2025, almost 2 million Ohioans will lack the postsecondary education or training needed to be competitive in the labor market. Urgent and significant action is needed; even if we improve Ohio’s performance by increasing college access and increasing college credentials to the same level as leading states, we will still have a shortfall of hundreds of thousands of credentialed workers with the knowledge and skills needed to fill projected workforce needs in Ohio in 2025.”

From the YSU Future State #2 Conversation

The slide below is via Josh Bersen (number 37 of 70 located at: <https://www.slideshare.net/jbersen/21st-century-talent-management-imperatives-for-2014-and-2015/37-37The-Continuous-Learning-ModelEducation-Experience>)

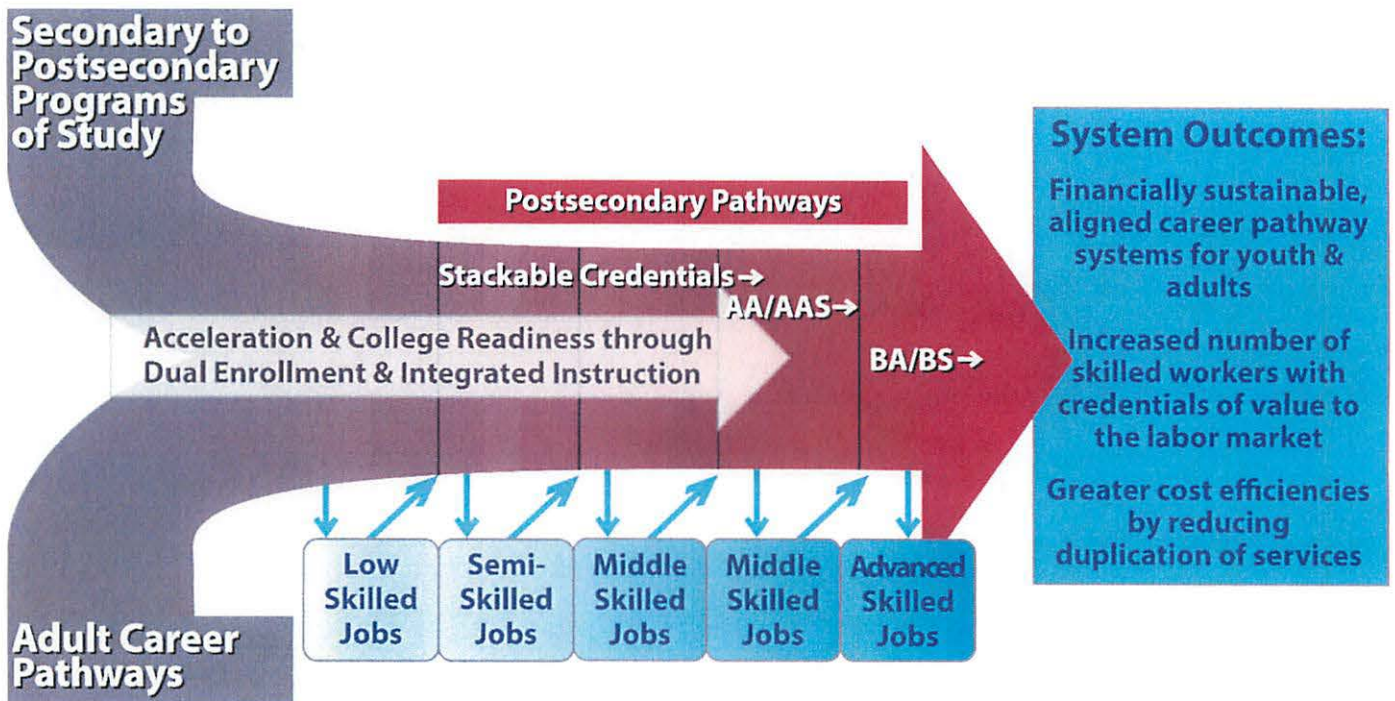
REGIONAL VITALITY



A continuous learning model is an approach to consider, particularly given economic developments in the region and creating an educational experience that supports YSU alumni being engaged in their work and in their communities.



Edited illustration below is from: Advancing Career and Technical Education (CTE) in State and Local Career Pathways Project: Final Report; Mary Gardner Clagett, Jobs for the Future, December 2015; US Department of Education, Office of Career, Technical and Adult Education



A University of Opportunity: YSU inspires individuals, enhances futures, and enriches lives

Above is from: <https://ysu.edu/mission>

Consider the following: Are we a...

A **Comprehensive** University of Opportunity: YSU inspires individuals, enhances futures, and enriches lives

Or, are we a...

A University of **Comprehensive** Opportunity: YSU inspires individuals, enhances futures, and enriches lives

OR a different word than comprehensive or...???

Bold.....Proud.....

Bylaws

BOARD *of* TRUSTEES



**YOUNGSTOWN
STATE UNIVERSITY**

Youngstown State University
BOARD OF TRUSTEES

Bylaws

**This printing is an update
of the Bylaws printed July 1, 1995,
revised July 26, 1999
revised June 15, 2001
revised June 23, 2006
revised June 17, 2011
revised March 16, 2016**

Effective December 7, 2017

Print Date March 7, 2018

Dear Fellow Trustees and the University Community:

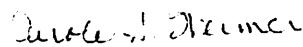
The *Bylaws of the Board of Trustees of Youngstown State University* is the primary reference for the self-governance functions and procedures of the Board of Trustees of Youngstown State University (YSU). Newly appointed and current trustees are well advised to be familiar with the *Bylaws*, as such an understanding will allow them to administer their duties and responsibilities in an effective and efficient manner.

For centuries, the American model of higher education has upheld the unique concept of volunteer citizen trusteeship that provides for autonomy, independence and academic freedom without direct governmental control or overwhelming influence by any self-serving interest. At its core, public trusteeship requires that trustees adhere to core principles pertaining to effective trusteeship as advocates for their university: ensuring its institutional mission, educational quality and fiscal vitality; selecting, supporting and assessing its chief executive while respecting the balance between governing and managing; charging the chief executive with leading strategic planning, participating in the process and monitoring its progress; engaging with the university's major constituents to provide community perspective; participating in fundraising and practicing personal philanthropy; ensuring that institutional and board policies and processes are current and effective; and conducting business in an exemplary fashion to ensure transparency, high ethical standards, and adherence to open meetings and public records laws. Finally, YSU trustees are advocates for the university to further its mission and enhance its legacy to the local, regional and global communities. As fiduciaries, it is our duty to maintain the highest level of accountability to the taxpayers of the State of Ohio, as public higher education is challenged to meet its public purpose on the national level.

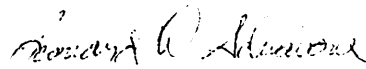
Like all governance documents, the *Bylaws* have evolved over time since YSU was created by statute in 1967. A complete structural revision of the *Bylaws* occurred in 2001, during which time the Board's standing committees were condensed from eleven to four, along with two special committees, and all trustees were made members of all standing committees. Statute created investment and audit committees in 2003. During the past two years, the Board of Trustees has embraced a governance agenda that is more strategic, especially linking budget and planning to better develop a vision for the future. The Board supports and embraces the best practices recommended by the Association of Governing Boards (AGB). In that spirit, the Board directed the administration to assist with a total review of all guidebook policies beginning in 2009. Additionally, when the Board directed a new strategic planning process in 2010, an opportunity existed to review our own *Bylaws* to align the Board's agenda with the goals of the strategic plan. The new *Bylaws* revision will assist the Board by re-focusing our committees, meeting agendas and structure around the discussion and review of key strategic indicators to assess the accomplishment of our plan for the future.

We wish to express appreciation to the trustees, President James P. Tressel, Board Secretary Franklin S. Bennett, Jr., General Counsel Holly Jacobs, and members of the President's office staff, all of whom assisted in making this revised and updated version of the *Bylaws of the Board of Trustees of Youngstown State University* possible.

Sincerely,



Carole S. Weimer
Chairperson



Leonard D. Schiavone
Vice-Chairperson

Spring 2016

Youngstown State University

BOARD OF TRUSTEES

Bylaws

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ORC Chapter 3356 as of August 22, 2015

§ 3356.01. Appointment of trustees – term

- (A) There is hereby created Youngstown state university. The government of Youngstown state university is vested in a board of eleven trustees, who shall be appointed by the governor, with the advice and consent of the senate. Two of the trustees shall be students at Youngstown state university, and their selection and terms shall be in accordance with division (B) of this section. Except for the terms of student members, terms of office shall be for nine years, commencing on the second day of May and ending on the first day of May. Each trustee shall hold office from the date of appointment until the end of the term for which the trustee was appointed. Any trustee appointed to fill a vacancy occurring prior to the expiration of the term for which the trustee's predecessor was appointed shall hold office for the remainder of such term. Any trustee shall continue in office subsequent to the expiration date of the trustee's term until the trustee's successor takes office, or until a period of sixty days has elapsed, whichever occurs first. No person who has served a full nine-year term or more than six years of such a term shall be eligible to reappointment until a period of four years has elapsed since the last day of the term for which the person previously served. The trustees shall receive no compensation for their services but shall be paid their reasonable necessary expenses while engaged in the discharge of their duties. A majority of the board constitutes a quorum.
- (B) The student members of the board of trustees of Youngstown state university have no voting power on the board. Student members shall not be considered as members of the board in determining whether a quorum is present. Student members shall not be entitled to attend executive sessions of the board. The student members of the board shall be appointed by the governor, with the advice and consent of the senate, from a group of five candidates selected pursuant to a procedure adopted by the university's student governments and approved by the university's board of trustees. The initial term of office of one of the student members shall commence on May 2, 1988 and shall expire on May 1, 1989, and the initial term of office of the other student member shall commence on May 2, 1988 and expire on May 1, 1990. Thereafter, terms of office of student members shall be for two years, each term ending on the same day of the same month of the year as the term it succeeds. In the event

that a student member cannot fulfill a two-year term, a replacement shall be selected to fill the unexpired term in the same manner used to make the original selection.

Cite as R.C. § 3356.01

History. Effective Date: 07-26-1988; 03-31-2005

§ 3356.02. Election and appointment of officers of board – bond of treasurer

The board of trustees of Youngstown state university shall annually elect from their members a chairperson and a vice-chairperson; and they may also appoint a secretary of the board, a treasurer, and such other officers of the university as the interest of the university requires, who may be members of the board. The treasurer, before entering upon the discharge of official duties, shall give bond to the state or be insured for faithful performance of the treasurer's duties and the proper accounting for all moneys coming into the treasurer's care. The amount of said bond or insurance shall be determined by the board, but shall not be for a sum less than the estimated amount which may come into the treasurer's control at any time, less any reasonable deductible.

Cite as R.C. § 3356.02

History. Effective Date: 08-15-1967; 2008 HB562 09-22-2008

§ 3356.03. Powers and duties of board of trustees

The board of trustees of Youngstown state university shall employ, fix the compensation of, and remove the president and such number of professors, teachers, and other employees as may be deemed necessary. The board shall do all things necessary for the creation, proper maintenance, and successful continuous operation of the university. The board may accept donations of lands and moneys for the purpose of such university.

Cite as R.C. § 3356.03

History. Effective Date: 08-15-1967

§ 3356.04. Board of trustees to receive and hold property or funds

The board of trustees of Youngstown state university may receive and hold in trust, for the use and benefit of the university, any grant or devise

of land, and any donation or bequest of money or other personal property, to be applied to the general or special use of the university, unless otherwise directed in the donation or bequest. The board of trustees of Youngstown state university may make and enter into all contracts and agreements necessary or incidental to the operation of such university.

Cite as R.C. § 3356.04

History. Effective Date: 08-15-1967

§ 3356.05. General assembly to support university – other sources

The general assembly shall support Youngstown state university by such sums and in such manner as it may provide, but support may also come from other sources.

Cite as R.C. § 3356.05

History. Effective Date: 08-15-1967

§ 3356.10. *[Repealed Effective 9/10/2017]* Conveyance of Youngstown University parcels

During the five-year period after the effective date of this section, the governor may execute deeds in the name of the state conveying to one or more purchasers and the purchasers' heirs and assigns or successors and assigns all of the state's right, title, and interest in any or all parcels of real estate held for the use and benefit of Youngstown state university and located in the city of Youngstown, Mahoning county, in an area known as "smokey hollow" and bounded on the north by the east-bound service road of the Madison avenue expressway, on the east by Andrews avenue, on the south by Rayen avenue, and on the west by Wick avenue. The parcel or parcels of real estate may be transferred individually or as a group or multiple groups to a single purchaser or to multiple purchasers.

The consideration for conveyance of the parcel or parcels of real estate shall be a purchase price and any terms and conditions acceptable to the board of trustees of Youngstown state university. The consideration may include in whole or in part the benefit that will inure to the university and the students attending the university from development of a mixed-use urban neighborhood that will provide convenient housing, retail outlets, parks, and employment opportunities on a site adjacent to the university's core campus.

All costs of the conveyance of the parcel or parcels of real estate shall be paid by the board of trustees of the Youngstown state university unless otherwise specified in the agreement for transfer of the property.

Upon adoption of a resolution by the board of trustees of Youngstown state university specifically describing the parcel or parcels of real estate to be conveyed, identifying the purchaser or purchasers of the real estate, and specifying the consideration paid or to be paid, the auditor of state, with the assistance of the attorney general, shall prepare a deed or deeds to the parcel or parcels of real estate described in the resolution. The deed or deeds shall state the consideration specified in the resolution. The deed or deeds shall be executed by the governor in the name of the state, countersigned by the secretary of state, sealed with the great seal of the state, presented in the office of the auditor of state for recording, and delivered to the purchaser or purchasers. The purchaser or purchasers shall present the deed or deeds for recording in the office of the Mahoning county recorder.

Each deed to any property described in this section shall contain any exceptions, reservations, or conditions and any right of reentry or reverter clause specified in the resolution. Any exceptions, reservations, or conditions or any right of reentry or reverter clause contained in any deed authorized by this section may be released by the university without the necessity of further legislation, provided the release is specifically authorized by the board of trustees of Youngstown state university.

The net proceeds of the sale of the parcel or parcels of real estate shall be paid to Youngstown state university and deposited in university accounts for purposes to be determined by the board of trustees.

Cite as R.C. § 3356.10

History. Repealed by 129th General Assembly File No.127, HB 487, §105.10, eff. 9/10/2017.

Added by 129th General Assembly File No.127, HB 487, §101.01, eff. 9/10/2012.

Section 369.180 Am. Sub. H.B. 64 of 131st General Assembly (Enacted June 2015 – Budget Bill)

SECTION 369.180. HIGHER EDUCATION - BOARD OF TRUSTEES

(A) Funds appropriated for instructional subsidies at colleges and universities may be used to provide such branch or other off-campus

undergraduate courses of study and such master's degree courses of study as may be approved by the Chancellor of Higher Education.

- (B) In providing instructional and other services to students, boards of trustees of state institutions of higher education shall supplement state subsidies with income from charges to students. Except as otherwise provided in this act, each board shall establish the fees to be charged to all students, including an instructional fee for educational and associated operational support of the institution and a general fee for noninstructional services, including locally financed student services facilities used for the benefit of enrolled students. The instructional fee and the general fee shall encompass all charges for services assessed uniformly to all enrolled students. Each board may also establish special purpose fees, service charges, and fines as required; such special purpose fees and service charges shall be for services or benefits furnished individual students or specific categories of students and shall not be applied uniformly to all enrolled students. A tuition surcharge shall be paid by all students who are not residents of Ohio.

The board of trustees of a state institution of higher education shall not authorize a waiver or nonpayment of instructional fees or general fees for any particular student or any class of students other than waivers specifically authorized by law or approved by the Chancellor. This prohibition is not intended to limit the authority of boards of trustees to provide for payments to students for services rendered the institution, nor to prohibit the budgeting of income for staff benefits or for student assistance in the form of payment of such instructional and general fees.

Each state institution of higher education in its statement of charges to students shall separately identify the instructional fee, the general fee, the tuition charge, and the tuition surcharge. Fee charges to students for instruction shall not be considered to be a price of service but shall be considered to be an integral part of the state government financing program in support of higher educational opportunity for students.

- (C) The boards of trustees of state institutions of higher education shall ensure that faculty members devote a proper and judicious part of their work week to the actual instruction of students. Total class credit hours of production per academic term per full-time faculty member is expected to meet the standards set forth in the budget data submitted by the Chancellor of Higher Education.

(D) The authority of government vested by law in the boards of trustees of state institutions of higher education shall in fact be exercised by those boards. Boards of trustees may consult extensively with appropriate student and faculty groups. Administrative decisions about the utilization of available resources, about organizational structure, about disciplinary procedure, about the operation and staffing of all auxiliary facilities, and about administrative personnel shall be the exclusive prerogative of boards of trustees. Any delegation of authority by a board of trustees in other areas of responsibility shall be accompanied by appropriate standards of guidance concerning expected objectives in the exercise of such delegated authority and shall be accompanied by periodic review of the exercise of this delegated authority to the end that the public interest, in contrast to any institutional or special interest, shall be served.

Bylaws of the Board of Trustees

ARTICLE I. DEFINITIONS

As used in these Bylaws:

- A. "Board" means the Board of Trustees of Youngstown State University.
- B. "University" means Youngstown State University.
- C. "Chairperson" means the Chairperson of the Board of Trustees of Youngstown State University.
- D. "Vice Chairperson" means the Vice Chairperson of the Board of Trustees of Youngstown State University.
- E. "Trustee" means a member of the Board appointed for a term of nine years, or for the remainder of such a term, by the Governor of the State of Ohio pursuant to Ohio Revised Code Section 3356.01.
- F. "Student Trustee" means a student member of the Board appointed by the Governor of the State of Ohio pursuant to Ohio Revised Code Section 3356.01.
- G. "President" means the President of Youngstown State University.
- H. "Secretary" means the Secretary to the Board of Trustees of Youngstown State University.

ARTICLE II. MEETINGS

Section 1. Regular Meetings

- A. The Board shall meet no less than four times each year, and at such other times as may be necessary for the best interests of the University. Meetings shall be called at such times as the Board prescribes; provided, however, that meetings will usually be held in the months of September, December, March, and June. At the time of the adjournment of each meeting, the Board shall provide, by resolution, the date, time, and place for holding the Board's next regular meeting. No less than seven (7) days prior to the date of a regular meeting, the Secretary shall provide

written notice of said meeting to every member of the Board. Notices may be hand-delivered or sent via facsimile, electronic mail or by first class mail to the residence or business address of a Board member.

- B. Any Board member may waive notice of a regular meeting. Attendance of a Board member at a regular meeting shall constitute a waiver of notice of the regular meeting.

Section 2. Special Meetings

- A. Special meetings of the Board may be called by written request (the "Call") signed by the Chairperson, the President, or by three Trustees, and delivered to the Secretary. The Call for a special meeting shall specify the date, time, place, and purposes thereof, although other business than that specified in the Call may be considered at any such meeting. Upon receipt of a Call for a special meeting, and no less than forty-eight (48) hours prior to the time of commencement of the special meeting, the Secretary shall provide notice of the special meeting to every member of the Board and to the President. Notice of a special meeting shall include the date, time, place, and purposes thereof, as set forth in the Call. Notice of a special meeting may be given in oral or written form, and may be given directly to the Board member by telephone or direct conversation, or by facsimile, hand delivery, electronic or first class mail sent to the Board member's residence or place of business.
- B. Any Board member may waive notice of a special meeting. Attendance of a Board member at a special meeting shall constitute a waiver of notice of the special meeting.

Section 3. Emergency Meetings

- A. In the event of an emergency wherein the best interests of the University require immediate official action by the Board, the Chairperson (or in his or her absence or disability, the Vice Chairperson) or the President (or in his or her absence, the Provost of the University) may call an emergency meeting of the Board. In such event, all reasonable effort shall be made to schedule the emergency meeting in order to permit all of the members of the Board to attend the emergency meeting. In such event, all reasonable effort shall be made to notify all of

the members of the Board of the date, time, place, and nature of the emergency requiring immediate official action.

Section 4. Place of Meeting

- A. All regular and special meetings of the Board shall be held on University property. The place of all Board meetings shall be specified in the notice of the meeting.
- B. Emergency meetings of the Board shall be held on University property unless, in the judgment of the person or persons making the Call, the circumstances creating the emergency render a meeting on University property either physically impractical or infeasible.

Section 5. Quorum

- A. A majority of the Trustees, when duly convened pursuant to these Bylaws, shall constitute a quorum for the transaction of business at any meeting of the Board. Student Trustees shall not be considered in the determination of a quorum. If less than a majority of the Trustees are present at or at any time during said meeting, a majority of the Trustees present may adjourn the meeting from time to time without further notice. When, upon reconvening any such adjourned meeting, a quorum is present, any business may be transacted which might have been transacted at the meeting as originally notified.
- B. At any meeting where a quorum is present, a majority vote of those present and voting shall be required for any official action by the Board, except as otherwise permitted by law or by these Bylaws.
- C. A Trustee may abstain from voting on a matter. A Trustee that abstains from voting shall be counted in the determination of a quorum, but shall not be counted as voting in favor or against the matter upon which the vote is taken. Trustees having a direct personal or pecuniary interest in a matter that is not common to other members of the Board should declare that interest and refrain from discussing and voting on that matter.

Section 6. Organization of Meetings

- A. At each meeting of the Board, the Chairperson, or in the Chairperson's absence, the Vice Chairperson, or in the absence of both, a chairperson pro tempore, chosen by a majority of the Trustees present, shall preside. The Secretary, or in the Secretary's absence, any person appointed by the Chairperson, shall keep the minutes of the meeting, and otherwise perform the duties of secretary of the meeting.

Section 7. Order of Business

- A. The order of business at all regular and special meetings of the Board shall be as follows:
 - (a) Roll Call
 - (b) Proof of Notice of Meeting
 - (c) Disposition of Minutes (Minutes shall be prepared and provided to the Board as soon as practicable after each Board meeting in order that members may be prepared for discussion. Upon approval, all minutes shall be promptly recorded and open to public inspection.)
 - (d) Report of the President
 - (e) Report of the Committees of the Board
 - (f) Communications and Memorials
 - (g) Unfinished Business
 - (h) New Business
 - (i) Chairperson's Remarks (Optional)
 - (j) Election of Board Officers (as pertinent)
 - (k) Time and Place of Next Regular Meeting of the Board
 - (l) Adjournment

Section 8. Parliamentary Procedure

- A. Questions of parliamentary procedure shall be resolved in accordance with *Robert's Rules of Order*. The Secretary shall serve as the Board's parliamentarian.

Section 9. Procedures for Presentation of Items to be Considered

- A. Any proposed action introduced by a Board member, which would substantially affect University policy, shall be presented to the Chairperson prior to the meeting at which the matter is

to be considered by the Board. The proposed action shall be submitted in sufficient time to allow the Chairperson to assign the proposed action to an appropriate Board committee to review such action, and to make whatever recommendations to the full Board the Committee deems to be appropriate.

- B. The annual budget, and all other major questions of University policy recommended by the President, shall be presented to each member of the Board prior to the meeting at which the matter is to be considered by the Board. The proposed action shall be submitted in sufficient time to allow the appropriate Board committee to review such action, and to make whatever recommendations to the full Board it deems to be appropriate.
- C. Any business to be presented to the Board by other than a Board member or the President shall be submitted in writing to the Chairperson, who shall refer it to the appropriate Board committee for consideration and possible action. The Chairperson may direct that such business be placed on the agenda.

Section 10. Public Notice of Meetings

- A. Public notice of all Board meetings shall meet or exceed that required by Ohio law.
- B. Any person or news medium may ascertain the time and place of all regularly scheduled Board meetings, and the time, place, and purpose of all special Board meetings by:
 - 1. Written request mailed or delivered to the Office of the President; or
 - 2. Inquiry by telephone or in person at the Office of the President during normal business hours.
- C. Any news media representative may obtain notice of the time, place, and purpose of all special meetings of the Board by requesting in writing that such notices be provided and by paying an annual fee of fifteen dollars (\$15) to compensate the University for the special services required of it in providing such notice. Such notices will be furnished to one named representative of any particular publication or radio or television station. All

requests for such notification shall be addressed to the Secretary of the Board of Trustees of Youngstown State University. Each such request shall provide the name of the individual media representative to be contacted, his or her mailing address, his or her telephone facsimile number (if available), and not to exceed two telephone numbers at which such representative may be reached.

1. The Secretary shall maintain a list of all news media representatives who have requested notice of special meetings pursuant to this Paragraph C, and who have paid the service charge described above. In the event of a special meeting (which is not of an emergency nature), the Secretary shall notify each media representative on said list of such meeting by doing at least one of the following:
 - a. Mailing written notice to the representative at his or her given mailing address, which written notice must be deposited in United States first class mail no later than three calendar days prior to the day of the special meeting;
 - b. Calling the representative by telephone no later than twenty-four (24) hours prior to the special meeting. Such telephone notice shall be deemed complete if a message has been left for the representative at either of his or her given telephone numbers, or if, after reasonable effort, the Secretary has been unable to provide such telephone notice;
 - c. Sending notice addressed to the representative via telephone facsimile to the facsimile number provided by the representative;
 - d. Sending notice addressed to the representative via electronic mail to the electronic mail address provided by the representative;
 - e. Informing such representative personally no later than twenty-four (24) hours prior to the special meeting.
2. In the event of an emergency requiring immediate official action, the individual or individuals calling the meeting

shall direct the Secretary to notify immediately those news media representatives appearing on the list described in the preceding paragraphs of the time, place, and purpose of the meeting.

3. In furnishing the notices required by this Section 10, the Secretary may rely upon the assistance provided by the President (or the President's designee), and any such notice shall be deemed complete if given in the manner provided in this Section 10.
4. The Secretary shall maintain a list of the names, addresses, electronic mail addresses, telephone numbers, telephone facsimile numbers, and business affiliation, if given, of all persons who have provided written request of all regular and special Board meetings, and of all news media representatives who have qualified for notices of special and emergency meetings.

ARTICLE III. OFFICERS AND ORGANIZATIONS

Section 1. Powers of the Board

- A. The Board shall have the power, not inconsistent with law or these Bylaws, to do all things necessary for the proper maintenance and successful and continuous operation of the University. No individual Trustee, Student Trustee or committee of the Board shall have authority to commit or bind the Board or the University to any policy, action, or agreement unless specifically authorized by action of the Board.

Section 2. Officers of the Board

- A. The officers of the Board shall be the Chairperson, the Vice Chairperson, and the Secretary. The Board may appoint such other officers or employees as the interests of the University require. Such officers and employees shall have such authorities, and shall perform such duties, as may be prescribed by the Board.

Section 3. Qualifications, Election, and Term of Office

- A. The Chairperson and Vice Chairperson shall be Trustees. The qualifications of all other officers shall be determined by the Board. The officers of the Board shall be annually elected by the Trustees at the Board's last regular meeting of the University's fiscal year. Newly elected officers shall take office immediately following adjournment of the meeting at which they are elected, and shall hold their offices until their successors are elected.

Section 4. Chairperson

- A. The Chairperson, when present, shall preside at all meetings of the Board, and perform generally all duties incident to the office of the Chairperson, and such other duties as may be assigned to the Chairperson by the Board. Unless contrary to Board policy or these Bylaws, the Chairperson may assign any of the Chairperson's duties to another Trustee.

Section 5. Vice Chairperson

- A. In the event of a temporary vacancy in the office of the Chairperson, or at the request of the Chairperson, or in the event of temporary absence or disability of the Chairperson, the Vice Chairperson shall perform all the duties of the Chairperson and, while so acting, shall have all the power and authority of, and be subject to the restrictions upon, the Chairperson.

Section 6. Secretary

- A. The Secretary shall prepare and maintain, in the Office of the President, minutes of all meetings and proceedings of the Board in one or more books provided for that purpose. The Secretary shall give notice of all meetings of the Board, when required by the provisions of Article II, Sections 1, 2, 3, and 10 (C) of these Bylaws. The Secretary shall serve as the Board's parliamentarian. At the last regular meeting of the University's fiscal year, the Secretary shall submit a written report of Board member attendance at Board and committee meetings for the preceding year. The Secretary shall perform such other duties as from time to time may be assigned to the Secretary by the Board or the Chairperson.

Section 7. Attorney General

- A. The Attorney General of the State of Ohio shall be the legal advisor to, and represent, the University and/or the Board in all matters civil or criminal involving the University or the Board.

Section 8. Removal of Board Officers

- A. Any officer of the Board may be removed as such officer at any time, either with or without cause, by resolution adopted by not less than six (6) Trustees at any regular meeting of the Board. Any officer may be removed as such officer, either with or without cause, by resolution adopted by not less than six (6) Trustees at any special meeting of the Board, provided that such removal action was indicated on the notices of such special meeting.

Section 9. Student Trustees

- A. Ohio Revised Code Section 3356.01 provides for appointments of two students to the Board but provides that Student Trustees shall have no voting power on the Board, that Student Trustees shall not be considered as members of the Board in determination of a quorum, and that Student Trustees shall not be entitled to attend Executive Sessions of the Board.

Section 10. Permanent Vacancies

- A. In the event of a permanent vacancy in the Office of the Chairperson or Vice Chairperson, the remaining Trustees may elect a successor to fill such permanent vacancy. What constitutes a “permanent vacancy” shall be determined by the Board.

ARTICLE IV. BOARD COMMITTEES

- A. Membership – All Trustees and Student Trustees shall be voting members of all Board standing committees, unless otherwise provided by these Bylaws.

B. National/Global Trustees. In order to take advantage of the diverse talents, resources and experiences of friends and alumni of the university who can contribute to the current and future success of the university the position of National/Global Trustees has been established in accordance with the following guidelines:

1. The Board may nominate and appoint persons to the position of National/Global Trustee. National/Global Trustees shall be nominated and appointed by the Board of Trustees on the basis of one or more of the following criteria: success in chosen field or business; state or national prominence; ability to serve as an advocate for higher education; ability and willingness to offer advice to the Board and university president and/or demonstrated support for Youngstown State University.
2. There shall be no more than three (3) persons serving in the position of National/Global Trustee at any one time. National/Global Trustees shall serve staggered terms such that no more than one (1) such position expires in a calendar year.
3. Each National/Global Trustee shall be appointed for a three (3) year term and shall be eligible to serve a second consecutive three (3) year term. A National/Global Trustee that has served two (2) consecutive terms shall not be eligible for reappointment as a National/Global Trustee until not less than one (1) year has passed since the conclusion of his or her term as a National/Global Trustee.
4. National/Global Trustees shall have no voting privileges on the Board, shall not be considered in determining whether a quorum is present and shall not be eligible to be an officer of the Board, but may otherwise participate in all activities of the Board.
5. National/Global Trustees shall not be compensated for their service but shall be paid their reasonable and necessary expenses in the same manner that applies to Trustees.

6. National/Global Trustees shall follow the Ohio ethics laws, including those set forth in Chapter 102 and Sections 2921.42 and 2932.43 of the Revised Code, the Board's Bylaws and University policy.
 7. National/Global Trustees shall be appointed by Board action after nomination by the Governance Committee of the Board in accordance with the process described for the nomination and election of Board officers set forth in Article IV, Section 6.a. of the Board's Bylaws.
 8. National/Global Trustees may be removed by a majority vote of the Board.
 9. A Trustee may serve as a National/Global Trustee, but cannot be appointed to serve as a National/Global Trustee until at least one (1) year after the Board member's term as a Trustee has ended.
 10. An employee or former employee of the university may serve as a National/Global Trustee, but cannot be appointed to serve as a National/Global Trustee until at least one (1) year after that person's compensated service to the university has ended.
 11. National/Global Trustees shall be entitled to legal defense and indemnification against claims and liabilities that might arise from the performance of their duties on behalf of the Board to the fullest extent permitted by Ohio law. In addition, the National/Global Trustees will be considered a "volunteer" for purposes of coverage under the University's liability insurance.
- C. Committee Chairperson and Vice Chairperson – The Chairperson shall appoint the chairperson and vice chairperson of each standing committee, and members of such committees that are not otherwise composed of all of the trustees or as otherwise set forth herein, subject to the approval of the Board. Committee chairpersons and vice chairpersons shall be Trustees. The Chairperson will not be a chairperson or vice chairperson of a standing committee.

D. Quorum and Conduct of Committee Meetings

1. Six (6) members of a standing committee shall constitute a quorum, unless otherwise provided. A majority of the members of subcommittee of a standing committee shall constitute a quorum, unless otherwise provided. The act of a majority of the members present and voting at a meeting at which a quorum is present shall be the act of the committee or subcommittee. However, regardless of the existence of a quorum in number, at least one of the following four persons must be present at a committee or subcommittee meeting in order for the committee to conduct business: (a) the Chairperson, (b) the Vice Chairperson, (c) the (sub)committee chairperson, or (d) the (sub)committee vice chairperson. A committee member may abstain from voting on a matter. A committee member that abstains from voting shall be counted in the determination of a quorum, but shall not be counted as voting in favor or against the matter upon which the vote is taken. Committee members having a direct personal or pecuniary interest in a matter that is not common to other members of the Board should declare that interest and refrain from discussing and voting on that matter.
2. A majority of the members of a special or ad hoc committee, including any Student Trustees, shall constitute a quorum. The act of a majority of the members present and voting at a meeting at which a quorum is present shall be the act of the special or ad hoc committee.
3. The Board and University administration will mutually develop committee agendas, with the Chairperson having authority to approve all final agendas.

- E. Rules – Each committee may adopt rules for its own government not inconsistent with these Bylaws or any rule adopted by the Board.

F. **Standing Committees** – The Board’s standing committees, and their respective duties and areas of responsibility, shall be as follows:

1. Academic and Student Affairs Committee

- a. To consider those matters that warrant Board attention or require Board action relating to:
 - academic policies which provide for and govern faculty teaching, research, and service;
 - establishment of new academic programs, changes in or deletions of existing academic programs, and the issuing of certificates or the granting of degrees;
 - policies which provide for and govern student recruitment, admission, financial aid, retention, and graduation, including but not limited to, diversity issues, enrollment management, and general education requirements;
 - policies which provide for and govern student housing and student life; and
 - institutional mission, strategic and master plans, or relevant parts thereof, dealing with matters within the purview of the Academic and Student Affairs Committee.
- b. To assist the Board in the exercise of its oversight responsibilities relating to those academic and administrative departments within the purview of the Academic and Student Affairs Committee.
- c. To exercise on behalf of the Board ancillary jurisdiction as related to the above, or as assigned by the Board or its Executive Committee.
- d. Provided that he or she is a member of the University faculty, the chair of the YSU Academic Senate shall be a nonvoting member of the Academic and Student Affairs Committee. In the event that the chair of the YSU Academic Senate is not a member of the University’s faculty, then the faculty member holding the highest ranking position within the YSU Academic Senate leadership shall hold this position. This position shall not count toward the determination of a quorum of the Committee.

2. Institutional Engagement Committee

- a. To consider those matters that warrant Board attention or require Board action relating to:
- policies that provide for and govern the external relationships established by or required of the University, excluding matters assigned to other of the Board's standing committees;
 - policies that provide for and govern University fundraising, including but not limited to, institutional advancement through the YSU Foundation, the YSU Research Foundation, the annual fund, capital campaigns, special projects and solicitations;
 - the Youngstown State University Development Agreement between the University and the YSU Foundation.
 - policies that provide for and govern continuing University relations with its graduates, including but not limited to, alumni associational activity;
 - policies that provide for and govern University operations directed toward effective communications, public relations, marketing, and the enhancement of community goodwill;
 - policies that provide for and govern University public service in, and partnerships with, the larger community, or segments thereof, including but not limited to, those relationships which are contractual; policies which provide for and govern University intergovernmental relationships, including but not limited to, those with the City of Youngstown, Mahoning County, as well as with agencies and departments of state and federal governments; and
 - institutional mission, strategic and master plans, or relevant parts thereof, dealing with matters within

the purview of the Institutional Engagement Committee.

- b. To assist the Board in the exercise of its oversight responsibilities relating to those administrative departments and functions within the purview of the Institutional Engagement Committee.
- c. To exercise on behalf of the Board ancillary jurisdiction as related to the above, or as assigned by the Board or its Executive Committee.

3. Finance and Facilities Committee

- a. To consider those matters that warrant Board attention or require Board action relating to:
 - financial and budgetary policies, including but not limited to, the annual operating budget, and the capital improvement budget;
 - policies governing investments and debt instruments issued by the University;
 - the financial and budgetary impact of major agreements, contracts, programs, plans or initiatives to be recommended to the Board by any standing, ad hoc, or special committee, including but not limited to, recommendations regarding University personnel, insurance, and donations;
 - the acquisition of real property by purchase, gift, or otherwise; the disposition of real property; the acquisition or disposition of significant property broadly classified as technology;
 - major projects, including but not limited to, the construction, demolition, or remodeling of facilities, and, as appropriate, the selection of architects and engineers; and
 - institutional mission, strategic and master plans, or relevant parts thereof, dealing with matters

within the purview of the Finance and Facilities Committee.

- b. To assist the Board in the exercise of its oversight responsibilities relating to those administrative departments and functions within the purview of the Finance and Facilities Committee, including but not limited to, the conduct, and scrutiny of the auditor's work product, of the annual audit, as well as any special audits, undertaken by (i) the University's internal auditor, (ii) external auditors, and (iii) state auditor. Auditor's work product includes findings, management letters, and all other relevant documentation.
- c. To exercise on behalf of the Board ancillary jurisdiction as related to the above, or as assigned by the Board or its Executive Committee.
- d. The Finance and Facilities Committee will include the following two permanent subcommittees:

(1) Audit Subcommittee

- (a) The Audit Subcommittee, chaired by the Chairperson of the Finance and Facilities Committee, will be composed of the Chairperson and four additional Trustees (one of whom shall be a Student Trustee) who will be appointed annually by the Chairperson of the Board. No subcommittee member so appointed may concurrently serve on the Investment Subcommittee. As appropriate, when receiving and considering certain audit reports, the President may be excused from the subcommittee proceedings.
- (b) The Audit Subcommittee will meet at least once annually and perform those duties as assigned by the Finance and Facilities Committee relative to subsection E.3. at paragraph b. The subcommittee will report its findings and recommendations to the Finance and Facilities Committee.

(2) Investment Subcommittee

- (a) The Investment Subcommittee, chaired by the Vice Chairperson of the Finance and Facilities Committee, will be composed of the Chairperson and four additional Trustees (one of whom shall be a Student Trustee) who will be appointed annually by the Chairperson of the Board. No subcommittee member so appointed may concurrently serve on the Audit Subcommittee.
- (b) The Investment Subcommittee will meet at least once quarterly and perform those duties assigned under applicable state law, and by the Finance and Facilities Committee relative to subsection E.3. at paragraph a, bullet two. The subcommittee will report its findings and recommendations to the Finance and Facilities Committee and to the Board.

4. University Affairs Committee

- a. To consider those matters that warrant Board attention or require Board action relating to:

 - policies that provide for and govern the internal administrative operations of the University, excluding matters assigned to other of the Board's standing committees;
 - policies that provide for and govern University employment where collective bargaining agreements apply, including but not limited to, oversight of the collective bargaining process and labor negotiations with unions representing University employees;
 - policies that provide for and govern University employment exempt from collective bargaining agreements, including but not limited to, oversight of contractual arrangements with exempt personnel;

- policies that provide for equal opportunity standards and govern equal opportunity practices in University employment and operations, including but not limited to, implementation of affirmative action initiatives;
 - policies that provide for and govern the University's participation in intercollegiate athletics, including but not limited to, issues of compliance, diversity and gender equity;
 - policies that provide for the acquisition, development, access, and use of electronic technology; and
 - institutional mission, strategic and master plans, or relevant parts thereof, dealing with matters within the purview of the University Affairs Committee.
- b. To assist the Board in the exercise of its oversight responsibilities relating to those administrative departments within the purview of the University Affairs Committee.
- c. To exercise on behalf of the Board ancillary jurisdiction as related to the above, or as assigned by the Board or its Executive Committee.

5. Executive Committee

- a. The membership of the Executive Committee shall consist of the Chairperson (presiding), the Vice Chairperson, and the chairpersons of the Academic and Student Affairs Committee, the Institutional Engagement Committee, the Finance and Facilities Committee, and the University Affairs Committee. The Executive Committee will consider those matters that warrant Board attention or require Board action relating to:
- matters relevant to the employment, assessment and compensation of the President, with

recommendation to the Board, as appropriate, for its attention or action; for purposes of this consideration, the President may be excused from the committee's proceedings; and

- matters relative to the employment, assessment and compensation of the Secretary, with recommendation to the Board, as appropriate, for its attention or action; for purposes of this consideration, the Secretary may be excused from the committee's proceedings; and
- any institutional mission statement, strategic or master plans, with recommendation to the Board, as appropriate, for its attention or action;
- matters not within the assigned purview of any Board standing, ad hoc, or special committee; the Executive Committee will report on such matters, as appropriate, to the Board for its attention or action;
- special assignments of particular matters, not clearly within the purview of any Board committee, to one of the Board's standing, ad hoc, or special committees; the designated committee will be instructed to report either to the Executive Committee or to the Board;
- resolution of jurisdictional ambiguities between or among the Board's standing, ad hoc, or special committees;
- other matters as appropriate to an Executive Committee, or as assigned by the Board.

6. Governance Committee

- a. The Governance Committee shall be chaired by the Chairperson, except as otherwise provided herein, and will meet on an "as needed" basis to:

- consider proposed changes in the Bylaws of the Board, with recommendation to the Board, as appropriate, for its attention or action;
- consider proposed changes in Board and committee procedures, in full or in part, not stipulated in the Bylaws, including but not limited to, scheduling, administrative staff participation or assistance, etc., with recommendation to the Board, as appropriate, for its attention or action;
- develop and schedule Board retreats, workshops, seminars, orientation programs, and other special events, with recommendation to the Board, as appropriate, for its attention or action;
- provide for periodic Board self-evaluation and assessment;
- recommend to the Board nominees for its annual election of officers; such nominations to be presented to the Board at its regularly scheduled quarterly meeting preceding its last regularly scheduled quarterly meeting of the University's fiscal year, at which time said election shall take place. When the Governance Committee is engaged in the making of nominations, it shall be chaired by the Trustee whose term is expiring and is therefore not eligible to serve as an officer. When the Governance Committee is engaged in the making of nominations, the President of the University shall be excused from the committee's proceedings; and
- annually survey the trustees, prior to nomination of officers, regarding their interest, willingness and qualifications to serve as Board officers or in other leadership roles in the forthcoming term. The Chairperson shall conduct the survey and submit a report to the trustee designated as committee chair for the purpose of nomination of Board officers. That trustee shall also be responsible for the development of a nomination process.

- consider other matters as appropriate to a Governance Committee, or as assigned by the Executive Committee or the Board.
- F. Ad Hoc Committees – The Chairperson may appoint from time to time such ad hoc committees as may be required for the proper and continuous operation of the University; however, an ad hoc committee shall not be appointed to consider matters which lie entirely within the purview of a standing committee. The Chairperson shall determine the membership of the ad hoc committee and when the work of the ad hoc committee is completed.

ARTICLE V. ADMINISTRATION OF THE UNIVERSITY

Section 1. President of the University, Faculty, and Staff

- A. The Board shall employ the President of the University, and shall employ, fix the compensation of, and remove employees as may be necessary. The Board shall do all things necessary for the proper maintenance and successful continuous operation of the University, and may act under such policies and bylaws as it may approve.

Section 2. Other Personnel

- A. The employment, classification, wage scales, and dismissal of all personnel, not otherwise under contract to the Board of Trustees, shall follow the policies established by the Board and the laws of the State of Ohio.

Section 3. Reports to the Board

- A. **Budget** – At a meeting of the Finance and Facilities Committee prior to the Board’s last regular meeting of the University’s fiscal year, the President shall present to the Board the draft budget for the ensuing fiscal year. The budget shall be presented in a form showing estimated income and the allocations for the University’s major areas of expenditure in accordance with general account classifications of the State of Ohio, and shall be accompanied by a review describing the major changes. As may

be necessary, the budget may be revised from time to time by the Board. After approval by the Board, the budget shall govern financial transactions. The President shall establish procedures for the expenditure of all budgeted funds in accordance with the policies of the Board. In administering the budget, the President may make or authorize transfers or adjustments in individual budget accounts or in local unrestricted accounts provided that no such action shall increase the total of budgeted expenditures. Whenever income fails to meet budgeted income, the President shall present to the Board for its review and approval a plan to address any anticipated shortfalls.

- B. **Revisions of Fees and Other Charges** – From time to time, but no less than annually, the President shall recommend to the Board for its approval a continuation or revision of the instructional fees, tuition, general fees, and other uniform charges.
- C. **Service Charges** – The President may fix and announce other fees, fines, and rental or service charges. No such other fees or charges shall be imposed until authorized by the President.
- D. **Purchase of Insurance**
 - 1. The President shall cause to have prepared and submitted to the Board, at or before its first regular meeting after January 1 of each year, a report that tabulates all insurance policies in force, including coverage, current premiums and premiums paid during the previous two years, and agents servicing these policies. This report shall include, but is not limited to: general, fire, liability, bonds, property, automobile, comprehensive, officers and directors' liability, medical and hospitalization contracts, or any other policy for the protection of Youngstown State University's personnel and property.
 - 2. All insurance shall be purchased through the President or his or her designee.
- E. **Inventory of Real Property** – At the close of each fiscal year, the President shall cause to be prepared and submitted to the Board, at or before its first regular meeting after September 1 of each year, an inventory of all real property managed, owned,

leased, rented, or under option to the University. This report shall include acreage held, an estimate of land and building values, a general statement on the condition of the physical plant, and such other details as may be directed by the Board or the President.

- F. **Obligations of the University** – At the close of each fiscal year the President shall cause to be prepared and submitted to the Board a report describing the obligations of the University, financial and otherwise, the terms and conditions of repayment or satisfaction of such obligations and any security given by the University toward such obligations.
- G. **Annual Financial Report** – At the end of each fiscal year, the President shall cause to be prepared and submitted to the Board, at its first regular meeting after the audit of the University has been released by the Auditor of State, a comprehensive Financial Report. The report should summarize all financial transactions, note changes in fund balances, and tabulate expenditures in accordance with generally accepted accounting principles for state agencies.
- H. **Youngstown State University Development Service Agreement** – At the end of each fiscal year the President shall cause to be prepared and submitted to the Board a report pertaining to the University's development functions. Said report shall include detailed information regarding the University's relationship with the YSU Foundation and activities performed by the Youngstown State University Development Service Agreement entered into between the University and the YSU Foundation.

Section 4. Purchasing Practice

- A. All purchases by the University shall be made in accordance with the policies of the Board and the laws of the State of Ohio.

**ARTICLE VI.
UNIVERSITY ORGANIZATIONS**

Section 1. Auxiliary Agencies

- A. As recommended by the President and approved by the Board, certain University operations, whose income includes substantial amounts of other than imposed fees or appropriated revenue, shall be designated as auxiliary services. For budgeting purposes, an auxiliary service is a fiscal entity. The President shall cause to be prepared and submitted to the Finance and Facilities Committee, at or before its first meeting after September 1 of each year, an annual report including an itemization of income and expenditures and a résumé of the operation for the year.
- B. Except for those auxiliary activity accounts otherwise restricted, there may be a transfer of balances among them or to other University purposes as directed by the President with the approval of the Finance and Facilities Committee.
- C. The rental policies of the University as approved by the Board also apply to all auxiliary activity facilities.

**ARTICLE VII.
INSTRUCTION AND DEGREES**

Section 1. Degrees and Certificates

- A. Degrees, titles, and certificates shall be awarded by the Board upon recommendation of the University faculty and transmitted to the Board by the President. All diplomas issued to those receiving degrees and titles from the University shall be signed by the Chairperson, the President, and the Secretary. Facsimile signatures may be used.
- B. Honorary Degrees – The Board may from time to time adopt policies pertaining to commencement speakers and the conferral of honorary degrees.

**ARTICLE VIII.
MISCELLANEOUS**

Section 1. Appearances Before Governmental Offices

- A. Subject to specific control by the Board, the preparation and presentation of requests for appropriations from the State of Ohio, and all appearances, communications, and representations made on behalf of the University with all federal, state, and local government offices, boards, and agencies, shall be under the direction of the President. Unauthorized appearances, communications, and representations before federal, state, and local government offices, boards, and agencies are hereby prohibited.

Section 2. Use of University Facilities

- A. The use of University facilities shall be governed by such rules and regulations as may be promulgated by the President.

**ARTICLE IX.
BYLAWS, RULES, AND POLICIES**

Promulgation, Amendment, and Repeal

Section 1. Statement of Purpose

- A. These Bylaws, including additions or amendments, outline the major administrative and governing functions of the Board. Detailed rules, policies, and ordinances for the operation of the University may be enacted or amended by action of the Board or may be promulgated by the President, provided such shall not conflict with policies or bylaws of the Board.

Section 2. Rules and Policies: Promulgation, Amendment, and Repeal

- A. Detailed rules and policies for the organization, administration, and operation of the University may be promulgated, amended, and repealed by the Board, in consideration of recommendations of the President.

Section 3. Amendments to Bylaws

- A. These Bylaws may be altered, amended, or repealed, and new bylaws may be adopted, by affirmative vote of not less than six Trustees at any regular meeting or special meeting of the Board. Any proposed alteration, amendment, repeal, or adoption of all or any part of the Bylaws shall first be announced at a meeting of the Board (regular or special). Action on the proposal may not be taken until the next meeting of the Board (regular or special).
- B. These Amendments to the Bylaws shall be effective upon adoption by an affirmative vote of not less than six (6) members of the Board.

Notes to Bylaws

1. The responsibility and authority of the Board committees existing prior to the adoption of the new Bylaws on June 15, 2001, as referenced in the University Guidebook or other University documentation, are transferred to the Board committees existing after such adoption as follows: Academic Affairs and Student Affairs Committees transferred to the Academic and Student Affairs Committee; Development Committee transferred to the External Relations Committee; Budget and Finance Committee and Building and Property Committee transferred to the Finance and Facilities Committee; Equal Opportunity, Intercollegiate Athletics, and Personnel Relations Committees transferred to the Internal Affairs Committee; Executive Committee transferred to the Executive Committee; and Nominating Committee transferred to the Trusteeship Committee.

The responsibility and authority of the Board committees existing prior to the adoption of revisions to the Bylaws on June 17, 2011, as referenced in the University Guidebook or other University documentation, are transferred to the Board committees existing after such adoption as follows: Academic and Student Affairs Committee transferred to the Academic Quality and Student Success Committee; External Relations Committee transferred

to the Institutional Engagement Committee; and Internal Affairs Committee transferred to the University Affairs Committee.

The responsibility and authority of the Board committees and subcommittees existing prior to the adoption of revisions to the Bylaws on December 16, 2015, as referenced in the University Guidebook or other University documentation, are transferred to the Board committees existing after such adoption as follows: Academic Quality and Student Success Committee transferred to the Academic and Student Affairs Committee; Collective Bargaining and Negotiations Subcommittee to the University Affairs Committee; Intercollegiate Athletics Subcommittee to the University Affairs Committee and Trusteeship Committee to the Governance Committee.

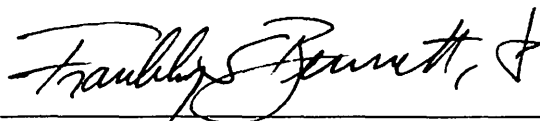
2. The former Ad Hoc Committee on Trusteeship recommended guidelines for the appointment of standing committee chairpersons and vice chairpersons. The guidelines recommended are that the four most senior Trustees serve as committee chairpersons, and that the remaining Trustees serve as committee vice chairpersons.
3. Protocol for Requests to Address the Board and/or its Committees.
 - a. Any and all persons desiring to address the Board shall submit in writing a request for permission to address the Board. Such request shall be submitted not less than three (3) weeks prior to the meeting of the Board at which the party requests to be heard.
 - b. All such requests shall be submitted to the Board Chairperson through the Secretary to the Board of Trustees, by submission either directly to the Secretary or through the office of the President of the University.
 - c. All such requests shall state the subject of the matter to be addressed to Board, the identity or identities of the person(s) who will speak to the subject matter before the Board, the relationship(s) of such person(s) to the University and the matter being brought to

the attention of the Board, the postal and electronic mail addresses and daytime telephone number of the person(s) requesting permission to address the Board.

- d. As the standing committees of the Board are composed of all of the Board's trustees, the Board Chairperson may, in his or her discretion, refer any request to address the Board to such committee of the Board as the Chairperson deems appropriate.
- e. Any presentation to the Board or a committee thereof contemplated under this procedure shall not be longer than five (5) minutes in total length. The Board Chairperson and/or the Chair of the Board committee before which such presentation is to be delivered may at any time, in his or her discretion, increase or decrease the number of persons addressing the Board or committee, and/or lengthen, shorten or cancel the time permitted for any address or presentation.
- f. The format and substance of any address or presentation to the Board or its committees shall at all times remain within the bounds of relevance, civility and decorum as shall be determined in the sole discretion of the chairperson of the body before which the matter is addressed or presented. The chairperson of that body shall at all times possess the authority to lengthen, shorten or cancel, without notice or action of the body, the time allotted to any address or presentation.
- g. No request to address the Board or any of its committees shall knowingly be permitted or permitted to proceed if the substance or purpose of such address is or may be a subject of litigation, collective bargaining, employment relations involving the University, its employees, and/or students; or any other matter which is not properly within the public interest or the interest of the University.

CERTIFICATE

I certify that these Bylaws were adopted by an affirmative vote of not less than six (6) members of the Board of Trustees of Youngstown State University at a regular meeting held on March 10, 1995, amended by an affirmative vote of not less than six (6) members of the Board of Trustees of Youngstown State University at a special meeting held on July 26, 1999, further amended by an affirmative vote of not less than six (6) members of the Board of Trustees of Youngstown State University at a regular meeting held on June 15, 2001, further amended by an affirmative vote of not less than six (6) members of the Board of Trustees of Youngstown State University at a regular meeting held on March 18, 2005, further amended by an affirmative vote of not less than six (6) members of the Board of Trustees of Youngstown State University at a regular meeting held on June 23, 2006, further amended by an affirmative vote of not less than six (6) members of the Board of Trustees of Youngstown State University at a regular meeting held on June 17, 2011 and further amended by an affirmative vote of not less than six (6) members of the Board of Trustees of Youngstown State University at a regular meeting held on March 16, 2016.



March 16, 2016

Secretary to the Board of Trustees

Youngstown State University does not discriminate on the basis of race, color, national origin, sex, sexual orientation, gender identity and/or expression, disability, age, religion or veteran/military status in its programs or activities. Please visit www.yzu.edu/ada-accessibility for contact information for persons designated to handle questions about this policy.



**YOUNGSTOWN
STATE
UNIVERSITY**



BOARD OF TRUSTEES

2022 Schedule

The dates listed below are a general guideline for upcoming Board meetings. As the date for the Board meeting nears, please check for updates of meeting times and locations on the YSU website. www.ysu.edu

*Approximate start time; meeting will start immediately following preceding meeting.

2022

Wednesday, March 2, 2022* **Kilcawley Center, Chestnut Room**
 11:00 a.m. Governance Committee
 11:30 a.m. Academic Excellence and Student Success Committee
 12:30 p.m. Institutional Engagement Committee
 1:00 p.m. Lunch
 1:30 p.m. Investment Subcommittee
 2:00 p.m. Audit Subcommittee
 2:30 p.m. Finance & Facilities Committee
 3:30 p.m. University Affairs Committee
 5:00 p.m. Executive Committee

Thursday, March 3, 2022* **Kilcawley Center, Chestnut Room**
 10:00 a.m. Board Meeting

Wednesday, June 22, 2022* **Kilcawley Center, Chestnut Room**
 10:00 a.m. Governance Committee
 11:30 a.m. Academic Excellence and Student Success Committee
 12:30 p.m. Institutional Engagement Committee
 1:00 p.m. Lunch
 1:30 p.m. Investment Subcommittee
 2:00 p.m. Audit Subcommittee
 2:30 p.m. Finance & Facilities Committee
 3:30 p.m. University Affairs Committee
 5:00 p.m. Executive Committee

Thursday, June 23, 2022* **Kilcawley Center, Chestnut Room**
 10:00 a.m. Board Meeting

Wednesday, September 7, 2022* Kilcawley Center, Chestnut Room
 11:00 a.m. Governance Committee
 11:30 a.m. Academic Excellence and Student Success Committee
 12:30 p.m. Institutional Engagement Committee
 1:00 p.m. Lunch
 1:30 p.m. Investment Subcommittee
 2:00 p.m. Audit Subcommittee
 2:30 p.m. Finance & Facilities Committee
 3:30 p.m. University Affairs Committee
 5:00 p.m. Executive Committee

Thursday, September 8, 2022* Kilcawley Center, Chestnut Room
 10:00 a.m. Board Meeting

Wednesday, December 7, 2022* Kilcawley Center, Chestnut Room
 11:00 a.m. Governance Committee
 11:30 a.m. Academic Excellence and Student Success Committee
 12:30 p.m. Institutional Engagement Committee
 1:00 p.m. Lunch
 1:30 p.m. Investment Subcommittee
 2:00 p.m. Audit Subcommittee
 2:30 p.m. Finance & Facilities Committee
 3:30 p.m. University Affairs Committee
 5:00 p.m. Executive Committee

Thursday, December 8, 2022* Kilcawley Center, Chestnut Room
 10:00 a.m. Board Meeting

*Approximate start time; meeting will start immediately following preceding meeting.

Meeting times and dates are subject to change. Please check for updates of meeting times and locations on the YSU website. www.ysu.edu