



**RESOLUTION TO APPROVE THE ORC 3345.83 WORK-BASED LEARNING
PROGRAM IMPLEMENTATION PLAN**

WHEREAS, Ohio Revised Code (ORC) Section 3345.83, effective September 30, 2025, requires each state institution of higher education to develop and implement a co-op internship program beginning not later than the 2027–2028 academic year; and

WHEREAS, the program must align with JobsOhio’s target economic sectors and connect students with Ohio-based employers through work-based learning opportunities related to their course of study, which may include apprenticeships, internships, externships, and co-ops; and

WHEREAS, institutions must work with JobsOhio to develop and implement their programs, including identifying industry and employer partners, within the goals, structure, and parameters developed by the chancellor of higher education in consultation with JobsOhio and appropriate stakeholders; and

WHEREAS, ORC Section 3345.83 requires each institution to report annually to the chancellor on program status, the number of participating students, employer partners, and the number of participants who have received or accepted employment offers after graduation as a direct result of program participation, beginning on June 30 following the academic year in which the program is implemented; and

WHEREAS, the proposed Youngstown State University Work-Based Learning Program Implementation Plan is intended to guide the University’s fulfillment of these requirements and strengthen connections among academic study, career preparation, and Ohio workforce opportunities;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the Work-Based Learning Program Implementation Plan presented to the Board and attached hereto; and

BE IT FURTHER RESOLVED, that the Board authorizes the University administration to coordinate implementation of the Plan no later than the 2027–2028 academic year and to fulfill the annual reporting requirements of ORC Section 3345.83.

**Board of Trustees Meeting
September 17, 2026
YR 2027-25**

Youngstown State University - September 2026

ODHE Work-Based Learning Implementation Plan

Strategic Overview of Program Implementation

Youngstown State University will implement this initiative through an established decentralized model for career readiness and work-based learning. The plan will speak to university-wide efforts as well as college-specific efforts. The Career Readiness Committee, which includes Academic/Work-Based Learning and Student Support subcommittees, will serve as the primary coordinating body. The university will maintain each college's current tracking systems that have been tailored to their unique structures and circumstances with the addition of one common procedure that will unify tracking and documentation across campus. The university colleges include: College of STEM (STEM), Bitonte College of Health and Human Services (BCHHS), Cliff College of Creative Arts (CCCA), Williamson College of Business Administration (WCBA), Beeghly College of Liberal Arts, Social Sciences and Education (BCLASSE), and the Honors College (HONORS).

Institutional Roles and Responsibilities

The executive directors of the university's three career offices will meet regularly to coordinate outreach, share data, identify barriers, expand employer partnerships, and promote work-based learning opportunities. College deans and department/program chairs will work with faculty and internship/clinical/research coordinators to identify opportunities for curricular integration, evaluate the feasibility of additional internship requirements, encourage student participation, assist in identifying potential employers to target, secure cooperation and timely reporting, and communicate progress to the Career Readiness Committee. The Career Readiness Committee will guide implementation, facilitate communication across the institution, review/report outcomes, and promote continuous improvement. The Associate Provost for Student Success will oversee coordination with the primary career office and Institutional Research to ensure accurate and complete reporting.

Alignment with HB96 and State Initiatives

The university will align implementation with Ohio HB 96 workforce readiness expectations and will continue exploring opportunities to leverage state-supported initiatives including Choose Ohio First, RAPIDS, Super RAPIDS, and Behavioral Health Workforce Incentive programs. **BCHHS** may utilize these programs to support healthcare-related disciplines through scholarships, instructional equipment, simulation technologies, and employer-connected learning experiences. **STEM** will continue to apply and oversee the COF program for STEM, HHS, and education students, and support the other initiatives.

Additionally, the Career Readiness Committee will begin review of general education coursework in relation to career readiness content later this year.

Key personnel related to this initiative will include:

Sara Fugett, Executive Director, Career Exploration & Development (primary contact)
Dr. David Graham, Associate Provost, Student Success (secondary contact)
Christina O'Connell, Executive Director, WCBA Center for Career Management
Sherri Hrusovski, Executive Director, STEM Professional Services
Dr. Charles Howell, Dean BCLASSE
Dr. Amy Cossentino, Dean CCCA & Honors
Dr. Sara Michaliszyn, Dean BCHHS
Dr. Christina Saenger, Dean WCBA
Dr. Wim Steelant, Dean STEM

Decentralized Delivery Model

Career services are delivered through a decentralized structure and students across all colleges will continue to receive access to comparable resources and opportunities. Common services include Handshake (internship and job posting system), career fairs, networking events, workshops, individual appointments, employer engagement activities, and communication/educational campaigns. Regular meetings among the career offices will support consistency, information sharing, and adoption of best practices.

Existing Career Readiness Infrastructure

YSU maintains a strong foundation for career readiness. All students have access to Handshake (internship and job posting system) and are introduced to career planning resources through the freshman orientation class, YSU 1500. Annual and semi-annual employer engagement activities include STEM Expo, Meet the Employers Day, Healthcare Fair, Social Impact and Public Service Job & Internship Fair, and NOTED (Northern Ohio Teacher Education Day).

Career readiness content is embedded within academic coursework across colleges including courses solely focused on career readiness such as LASS 2600, BUS 4815 (required), MKT 3702 (required), STEM 1551, STEM 3751, ART 3701 (required), MUIN 4833 (required). Less comprehensive career readiness information is also embedded in a variety of upper-level classes across majors.

Additionally, WCBA has a well-established infrastructure that includes Ohio Export Internship Program, Ohio Procurement Internship Program in collaboration with the Export Assistance Network, and APEX Accelerator.

Current Tracking Capacity

Current participation data are gathered through Power BI reporting using designated work-based learning courses. A campus-wide review completed in Spring 2026 established the current inventory of WBL-designated courses. This inventory will be reviewed annually.

*****ACTION ITEM** While current reporting measures participation rates, future implementation will expand data collection to capture experience type, compensation, employer information, and post-graduation outcomes in alignment with ODHE guidance.

Within specific colleges tracking occurs using Handshake with slight modification (WCBA and STEM), Exxact (BCHHS), Penguin Pulse (HONORS) and simpler independently-designed systems.

Current Baseline Participation

For the AY 2025–2026 graduating class, **49%** of the selected student population completed at least one qualifying work-based learning experience. This statistic was derived from a Power BI report that identified a population of **first-time, full-time, undergraduate students earning bachelor's and associate degrees during AY 2025-2026**. The total number of students completing at least one WBL experience from this population was divided by the total number of students in this population to determine an overall WBL participation rate.

Majors with established and required experiences are expected to remain stable and include Nursing, Respiratory Care, Dental Hygiene, Radiologic Technology, Medical Laboratory Science, Environmental Science, Forensic Science, Exercise Science, Social Work, Audio and Music Production, and all Education programs.

Areas for Growth and College Strategies

The university will partner with Podium to implement the Global Career Accelerator program across the university. Podium partners with multiple organizations including technology employers such as OpenAI and Intel. **STEM** will emphasize documentation of non-credit internships for all majors and expand project-based learning opportunities connected to targeted industries. **BCHHS** will focus additional effort on Criminal Justice, Public Health, and selected associate degree programs that do not currently require a WBL experience. **CCCA** will continue strengthening newly developed internship partnerships and pursue increased participation (initially for in-person students, then long-term for online students). **WCBA** will expand tracking of non-credit internships through zero-credit course options and increase employer-sponsored consulting projects. It will place emphasis on logistics and data analytics since those are targeted sectors that correspond with several business majors. **BCLASSE** will prioritize Psychology and conduct a review to determine if WBL can be added as a graduation requirement because it is a large program with currently low participation rates. There are many local opportunities that can be secured (most notably with the Rich Center for Autism and local NAMI affiliated agencies). General Studies

will also be studied because of its large population. BCLASSE will also take the lead in piloting the Global Career Accelerator program. **HONORS** will expand interdisciplinary and community-engaged learning opportunities through extended, semester-long projects that emphasize broad, industry-transferrable professional skills. Opportunities for HONORS to collaborate with all disciplinary colleges will be explored given community-engaged learning experiences support the development of career-related skills and goals of students.

Student Outreach Strategy

The colleges and career offices will implement specialized and comprehensive outreach campaigns specific to the dynamics of each college. Strategies will include Handshake messaging, classroom presentations, employer panels, social media, digital signage, print materials, websites, student organization engagement, tabling activities, faculty endorsement, targeted career advising conversations, the introduction of Handshake and other services through YSU 1500 and other introductory classes.

Two specific strategies that will be implemented across all colleges beginning immediately include the use of academic advisors to intentionally discuss work-based learning during sophomore and junior year advising appointments. Academic advising is a universal, consistent, and predictable experience for all students, that occurs multiple times a year, making it ideal for WBL discussions. Colleges will also designate specific courses which will require attendance at employer engagement events and career fairs. This will occur during class time to ensure that students have direct, unimpeded access to employers.

Student Support Services

Students will receive support in identifying opportunities, preparing resumes and cover letters, developing interviewing skills, engaging in mock interviews, researching employers, building professional competencies, and understanding workplace expectations. Colleges and/or career offices will also provide intervention when challenges arise during an experience. Professional staff and instructors-of-record will also assist students with documenting and reporting experiences according to ODHE requirements.

Policy and Process Changes

1) The university will establish a universal zero-credit work-based learning course to document and track non-credit experiences. 2) A centralized Microsoft Teams repository will be implemented to house documentation, retention, compliance, and reporting materials. 3) All participating students, employers, and internship/clinical/research coordinators *must* complete required ODHE forms and documentation whether the student is receiving credit/grade or non-credit. 4) Electronic submission processes will serve as official acknowledgement and authorization mechanisms for institutional reporting. 5) Reduced tuition will also be considered for summer experiences to help defray the costs caused by lack of financial aid.

Data Tracking Development

YSU will implement a centralized documentation process supported through Microsoft Teams and existing systems such as Handshake. Each program/major will gather and maintain supporting documentation, including faculty, employer, and student forms and Excel form equivalents, while allowing colleges currently utilizing Handshake-based workflows/forms to continue doing so. Uniformity will be established through the centralized submission of forms and documents. Data from all sources will ultimately be consolidated for institutional analysis and reporting. Process and documentation training for internship/clinical/research coordinators (instructors-of-record) will be provided throughout the first year.

Human resources (staff time) will remain the primary requirement for implementation, particularly in areas with a large volume of placements such as nursing and other clinical programs.

The unified tracking and documentation process across the university will consist of the following: *At the beginning of the semester* all internship/clinical/research coordinators 1) submit a list of students participating in WBL experiences to the Office of Career Exploration & Development. HEI numbers will be identified and shared. 2) set up folders in Teams for each participating student 3) secure completed forms from employers. *At the end of the semester* all internship/clinical/research coordinators will 4) complete the faculty form which verifies that the coordinator has approved the experience as meeting all ODHE requirements 5) secure completed student forms, skills reflection, and product if applicable 6) upload all documents to each student's Teams folder.

Key Performance Indicators

Assessment measures will include: 1) number of WBL opportunities available to students and are posted in Handshake (excludes healthcare and education clinicals since those are established, secured on behalf of the student, and not promoted through Handshake); 2) number of students participating in career fairs and employer engagement activities; 3) number of students completing approved work-based learning experiences; 4) number of employment offers and accepted offers resulting from WBL participation; 5) number of employer partners within targeted sectors; and 6) number of experiences successfully documented through approved reporting systems.

Participation Goals

The university projects participation of approximately 49-52% for the AY 2026–2027 graduating class, representing up to a 3% increase from the AY 2025–2026 baseline. Because implementation activities will occur during the first year, noticeable growth is expected to emerge more fully in subsequent years. For AY 2027–2028, the university projects an additional 3%–5% increase over the AY 2026–2027 participation rate as awareness, outreach efforts, and documentation processes mature.

Employer and Industry Outreach Plan

Employer engagement efforts will build upon existing relationships maintained by colleges, departments, internship/clinical/research coordinators, and career services leaders. The executive directors will work closely with JobsOhio and communicate with Team NEO, chambers of commerce, SE Ohio, Lake-to-River and regional workforce organizations such as MVMC to identify new partners to expand opportunities within targeted sectors. Executive directors will engage JobsOhio representatives at least once each semester to identify and establish initial contact with new employers. As employer meetings are arranged, it is essential for representatives from each college to participate. They can speak to students' skills, curriculum, schedules, and academic requirements, and will ultimately work directly with the employers who are accepting students. The university will also establish a comprehensive inventory of employer partners in the first year of implementation and use that information to identify growth opportunities and set goals in future years.

University-Wide Growth Target

With support from JobsOhio, Team NEO, employer partners, faculty, and the university's career offices, YSU will seek to increase the number of employer-provided internship opportunities available to students by approximately 2-5% annually. Efforts will focus on targeted sectors and existing partners.