



## RESOLUTION TO APPROVE THE ODHE COMPLETION PLAN

**WHEREAS**, Section 3345.81 of the Ohio Revised Code (ORC) requires that each institution of higher education adopt an institution-specific completion plan consistent with the mission and strategic priorities of the institution that includes measurable student completion goals;

**WHEREAS**, Criterion 4.C. of the Higher Learning Commission's Criteria for Accreditation requires the institution to "demonstrate a commitment to educational improvement through ongoing attention to retention, persistence, and completion rates in its degree and certificate programs" by having ambitious but attainable persistence and completion goals and by using data to inform decisions to increase student persistence and completion;

**WHEREAS**, the ORC requires that the board of trustees of each institution of higher education shall update its plan at least once every two years and provide a copy of its updated plan to the chancellor upon adoption;

**WHEREAS**, the first through the now sixth Completion Plans for Youngstown State University were approved by the Board of Trustees and submitted to the Ohio Department of Higher Education in 2014, 2016, 2018, 2020, 2022, and 2024;

**WHEREAS**, the Completion Plan has been updated in 2026 considering the goals and objectives of the 2022 Plan;

**WHEREAS**, the Completion Plan has been updated in 2026 to be aligned with the Board of Trustees adopted *Plan for Strategic Actions to Take Charge of Our Future*;

**WHEREAS**, the Ohio Department of Education (ODHE) has now included the requirements of ORC 3345.351: "Review of student records for associate degree eligibility," to be a component of the Completion Plan, that is now included in this document to be submitted to ODHE.

**NOW THEREFORE, BE IT RESOLVED**, that the Youngstown State University Board of Trustees adopts the Youngstown State University 2026 through 2028 Campus Completion Plan;

**BE IT FURTHER RESOLVED**, that this Plan shall become a component of the continued implementation of the *Plan for Strategic Actions to Take Charge of Our Future*.

Board of Trustees Meeting

June 18, 2026

YR 2026-143



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## I. ORC 3345.81 Strategic completion plan

### Institutional Framework

Youngstown State University's 2026–2028 Strategic Completion Plan outlines the University's commitment to improving student retention, graduation rates, workforce preparation, and overall student success. The plan brings together Academic Affairs, Student Affairs, Strategic Enrollment and Student Success, workforce development, and community partnerships to support students from enrollment through graduation and career placement.

The University's strategy focuses on proactive student support, clear academic pathways, coordinated advising, data-informed decision-making, affordability, and career readiness. These efforts are designed to help students complete their degrees on time while preparing them to contribute to the workforce needs of the Mahoning Valley, the State of Ohio, and beyond.

### University Mission

The Youngstown State University mission, approved by the Board of Trustees in June 2020, is reflected by the following statements:

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

As a student-centered university, Youngstown State University's mission is to provide innovative lifelong learning opportunities that will inspire individuals, enhance futures and enrich lives. YSU inspires individuals by cultivating a curiosity for life-long learning; enhances the futures of our students by empowering them to discover, disseminate and apply their knowledge; and enriches the region by fostering collaboration and the advancement of civic, scientific, and technological development. YSU's culture of enrichment flourishes in our diverse, accessible, and quality education.

### University Vision

Youngstown State University is where students thrive in their educational and career pursuits, where scholarship creates innovative solutions, and where community engagement is a cornerstone of collaboration that collectively



contributes to the sustainable prosperity of the region and beyond.

#### University Values

We, the faculty, staff, administrators, and students of Youngstown State University—hold the following values essential to achieving the mission and realizing the vision.

- Centrality of Students – We put students first, fostering their holistic and lifelong success.
- Excellence and Innovation – We bring academic excellence and innovation to learning and life for all stakeholders.
- Integrity and Human Dignity – We root all behaviors, decisions and actions in the achievement of integrity, mutual respect, collegiality, equity and inclusion.
- Collaboration and Public Engagement – We embrace collaboration and create innovative partnerships to foster sustainability and enrich our university, our culture, and region.

#### Statement of Commitment

(1) Youngstown State University declares that it will educate students by means of free, open, and rigorous intellectual inquiry to seek the truth.

(2) Youngstown State University declares that its duty is to equip students with the opportunity to develop the intellectual skills they need to reach their own, informed conclusions.

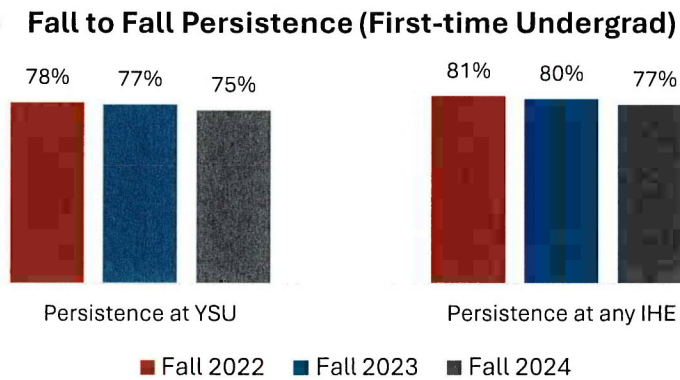
(3) Youngstown State University declares its commitment to not requiring, favoring, disfavoring, or prohibiting speech or lawful assembly.

(4) Youngstown State University declares it is committed to create a community dedicated to an ethic of civil and free inquiry, which respects the autonomy of each member, supports individual capacities for growth, and tolerates the differences in opinion that naturally occur in a public higher education community.

(5) Youngstown State University declares that its duty is to treat all faculty, staff, and students as individuals, to hold them to equal standards, and to provide them equality of opportunity, regarding those individuals' race, ethnicity, religion, sex, sexual orientation, gender identity, or gender expression

**Student Outcomes Overview**

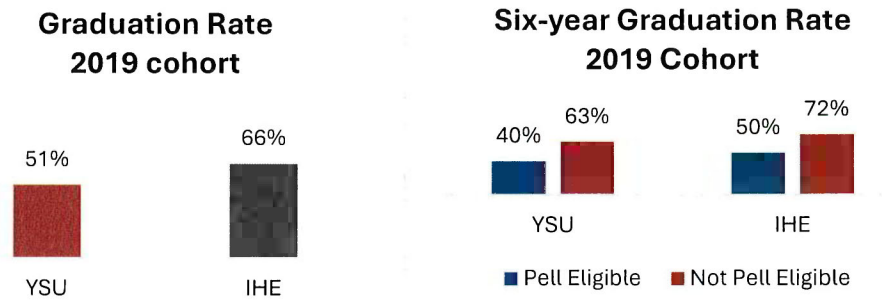
**Student Retention**



**Figure 1: First Year Persistence Rate**

Over the past three years, the persistence rate at YSU has decreased by 3 percentage points. Similarly, graduation rates at other institutions of higher education have also declined by approximately 4 percentage points. In addition, nearly 50% of international students who began their studies in Fall 2024 did not return in Fall 2025, which significantly impacted the overall retention rate. To improve international student persistence, YSU is strengthening recruitment and yield strategies, expanding onboarding and support services, and working closely with the International Programs Office to address barriers while recognizing that global visa policies, economic conditions, and geopolitical factors continue to influence retention outcomes beyond the University’s direct control. More broadly, international student persistence continues to be affected by geopolitical factors that are largely beyond the institution’s control.

**Graduation Rate**

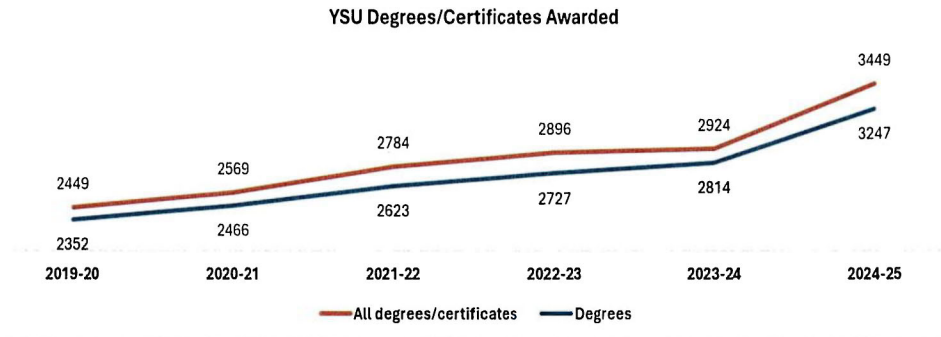


**Figure 2: Graduation Rate**

The 2019 cohort graduation rate at YSU was 51%, while the average among other institutions of higher education (IHEs) was 66%. The six-year graduation rates for the 2019 cohort show differences by Pell eligibility status at both YSU and institutions of higher education (IHEs). At YSU, Pell-eligible students achieved a six-year graduation rate of 40%, while non-Pell-eligible students graduated at a rate of 63%. Among IHEs, the graduation rates were 50% for Pell-eligible students and 72% for non-Pell-eligible students.

The data demonstrates that non-Pell-eligible students continue to graduate at higher rates than Pell-eligible students across institutions, highlighting the importance of continued student support initiatives and efforts focused on improving outcomes for financially vulnerable student populations.

The median time to degree is comparable between YSU and four-year institutions of higher education (IHEs), with both reporting 3.67 years. Similarly, the average number of credits earned at the time of bachelor’s degree completion is relatively consistent, with YSU students earning an average of 120.86 credit hours compared to 116.57 credit hours at other IHEs. These findings suggest that students at YSU are progressing to degree completion within a timeframe and credit range like other IHEs.



**Figure 3: Degrees Awarded**

The total number of degrees and certificates awarded over the six-year period from 2019 to 2025 increased by approximately 1,000, representing a 41% rise since 2019. Within this overall growth, the number of degrees awarded increased by 895, reflecting a 38% increase over the same period.

### **Barriers to Student Success**

#### **Academic preparedness of entering students**

YSU supports the admission of academically underprepared students through Strong Start, our conditional admissions program, which is available to students pursuing both associate and bachelor’s degree pathways. Outcomes indicate notable differences in persistence and retention between conditionally admitted students and those admitted through regular decisions.

For associate degree-seeking students, 71% of conditionally admitted students persisted in the subsequent spring term, compared to 81% of regularly admitted students. Retention to the following fall term was 41% for conditionally admitted students, significantly lower than the 67% retention rate for their regularly admitted peers, representing a 26-percentage point gap.

A similar pattern is observed among bachelor’s degree-seeking students. Among conditionally admitted students, 76% persisted in the next spring term and 53% were retained to the following fall. In comparison, 82% of regularly admitted students persisted to the next term, and 70% were retained to the following fall. This pattern reflects a 17-percentage point difference in fall-to-fall retention rates between the two groups.



These findings highlight ongoing challenges in supporting the academic success and retention of conditionally admitted students.

### **Student financial need**

YSU recognizes that financial need often intersects with other factors associated with student risk, including first-generation status, part-time enrollment, and external work obligations, which can affect persistence and timely degree completion. Typically, between 30–35% of students receive Pell funding at , while approximately 41% of YSU students are Pell recipients. According to Figure 2, there is a 23% gap for the fall 2019 cohort graduation for Pell-eligible students at YSU.

Unmet financial need remains one of the most significant barriers to student success. This gap reflects the total cost of attendance—including tuition and fees, housing, textbooks, transportation, and personal expenses—minus available financial aid and family contributions. As YSU continues to expand access and serve a broader population of students, addressing affordability and reducing unmet need is critical. Institutional strategies, including textbook affordability initiatives, targeted financial aid, and operational efficiencies, are designed to reduce cost burdens while maintaining access.

### **Departure of students in good standing with no registration holds**

An ongoing and particularly concerning barrier to student success is the departure of students who are in good academic standing and have no registration holds preventing continued enrollment. Recent fall-to-fall data indicate that attrition within this group remains higher than preferred, particularly among students nearing degree completion. Specifically, 61 students who did not persist had accumulated 91 or more credit hours, while an additional 106 students had earned between 61–90 credit hours. These trends highlight a significant loss of students at critical momentum points—often within one to two years of completing their degrees—despite demonstrated academic capability.

This pattern suggests that factors beyond academic performance are influencing student departure. These factors included financial pressures, competing life responsibilities, unclear academic or career pathways, and limited proactive engagement beyond course registration. In response, YSU is prioritizing targeted, data-informed strategies to identify and support these students earlier through enhanced advising, degree completion audits, and stronger connections to career outcomes. Focusing on this population of near-completers presents a meaningful opportunity to improve graduation rates, reduce excess



credit accumulation, and advance the university's commitment to student success and credential attainment.

### **Progress towards goals established in the 2024-2026 completion plan**

Strategy 1. Enlist the expertise of Ruffalo Noel Levitz to implement a comprehensive retention solution. **[Status- Completed]**

- YSU is actively implementing its partnership with Ruffalo Noel Levitz as a core component of the 2026–2028 retention and completion strategy.
- The College Student Inventory and student retention prediction modeling have been deployed to identify at-risk first-year students to inform proactive, targeted interventions.
- Retention consulting has been completed, with findings incorporated into the February 2025 Student Success Plan to guide ongoing retention, persistence, and completion efforts across the institution.

Strategy 2 Update: Centralize Undergraduate Academic Advising Leadership. **[Status- Completed]**

- Undergraduate academic advising has been formally centralized under Academic Affairs, with the Associate Provost assuming responsibility for the mission, oversight, and continuous improvement of advising as a core retention and completion strategy.
- A centralized tri-leadership advising model is fully approved and operational, with three Executive Director roles established to provide coordinated leadership in advising policy and interventions, professional development and outreach, and advising systems and operational alignment.
- Advising remains embedded within colleges to preserve disciplinary connections while benefiting from institution-wide standards, aligned policies, and centralized coordination through the Student Success Office.
- Institution-wide advising workflows, service level agreements, and expectations have been developed to ensure consistency, equity, and quality of advising services across all colleges.
- CRM Advise is being evaluated and optimized to support proactive outreach, data-informed advising, and consistent student communication.
- Advisor hiring will begin immediately following the March 17 transfer, with a phased approach to achieve a 250:1 advisor-to-student ratio by Fall 2027, strengthening



advisor capacity for proactive engagement, retention, and timely degree completion.

Strategy 3. Mandate individual coaching for students placed on academic warning.  
**[Status- Completed]**

- Beginning in Spring 2025, Youngstown State University implemented YSU 1520: Academic Recovery as a structured intervention for students placed on academic warning. The course integrates required individualized coaching to help students assess academic habits, identify barriers to success, and connect with targeted support services such as tutoring, academic advising, counseling, and other campus resources.
- Preliminary results suggest that students who consistently attend coaching sessions and actively implement recommended strategies tend to earn higher semester GPAs and improve their overall academic standing.
- Integrated Student Support: YSU 1520 strengthens a coordinated approach to student success by combining academic skill development, personalized coaching, and intentional referrals to campus resources designed to address both academic and non-academic barriers to persistence.
- Student Engagement Challenges: A continuing challenge is ensuring consistent student participation. While some students required additional outreach and collaboration with the Registrar's Office to complete enrollment in the course, a subset of students remains minimally engaged even after enrollment.
- Continuous Improvement Focus: YSU will continue refining outreach and engagement strategies, informed by emerging best practices, to increase student motivation, strengthen participation, and improve outcomes for students on academic warning.

Strategy 4. Implement automated GPA recalculation for students who successfully repeat a course. **[Status- Completed]**

- Successfully implemented an automated GPA recalculation process in Banner beginning Fall 2025 for repeated courses.
- Eliminated the need for most manual GPA recalculation requests previously requiring individual staff review and processing.
- New automation systematically reviews all completed coursework at the end of each term and applies the highest earned grade in GPA calculations.
- Reduced manual processing volume by an estimated 80–90%, creating significant staff time savings during peak end-of-term periods.



- Improved accuracy and consistency in the application of repeat-course GPA policies.
- Standardized transcript display for repeated courses across the institution.
- Shortened turnaround time for GPA updates, providing more timely information to students and advisors.
- Increased transparency and efficiency in academic record management processes.

Updated Completion Plan Goals for (2026-2028)

By Fall 2028, Youngstown State University will:

- Improve first-to-second year retention through coordinated and proactive student success strategies.
- Increase timely degree completion and overall credential attainment.
- Improve outcomes for historically underserved student populations, including first-generation students, Pell-eligible students, transfer students, and adult learners.
- Expand workforce-aligned programming, experiential learning opportunities, and post-graduate pathways connected to Ohio workforce priorities and JobsOhio critical sectors.

YSU will pursue these goals through institution-wide collaboration, data-informed decision-making, proactive advising, predictive analytics, integrated student support systems, and continued alignment between academic programming and workforce development priorities.

## **Completion Strategies**

### **1. Structured Pathways and Academic Momentum**

YSU will continue strengthening structured academic pathways that support timely degree completion, reduce excess credit accumulation, and improve student progression. Building on recent curricular and operational reforms, the University has streamlined the academic catalog, reduced low-enrolled courses, and aligned academic pathways with student success and workforce priorities.

YSU will continue refining program-specific degree maps and milestone checkpoints through Penguin PASS, the University's fully implemented degree audit and academic planning platform, to provide students and advisors with clearer pathways toward graduation. The institution will also continue proactive course scheduling practices



designed to improve access to required courses and minimize delays to degree completion.

To support academic momentum early in the student experience, YSU will continue promoting first-year credit momentum strategies that encourage enrollment in 15 or more credit hours where appropriate and support exploratory pathways that help students identify academic interests while limiting unnecessary credit accumulation. These efforts are complemented by ongoing enhancements to the first-year experience, including YSU 1500 and related transition initiatives that emphasize belonging, engagement, and academic planning.

YSU also recognizes the importance of supporting students through periods of academic transition and recovery. Policies such as GPA recalculation automation and academic reassessment provide students with opportunities to improve academic standing while remaining on track toward degree completion. Together, these efforts reflect the University's commitment to improving persistence, academic progress, and overall student success.

## **2. Proactive, Centralized Academic Advising**

YSU is implementing a coordinated and student-centered advising model designed to improve consistency, accountability, and student support across the institution. Academic advising is being centralized under Academic Affairs while maintaining embedded advising relationships within colleges and programs. This “central lead, local deliver” framework supports shared standards, coordinated interventions, and enhanced collaboration across advising units.

The advising redesign is informed by institutional data and recommendations from the Ruffalo Noel Levitz Student Success Plan, which identified opportunities to strengthen advisor engagement beyond transactional registration support. In response, YSU is expanding proactive advising practices through earlier outreach, structured intervention strategies, and coordinated support for students experiencing academic, financial, or personal barriers. CRM Advise serves as the University's integrated case management and early alert platform, allowing faculty, advisors, and student support staff to identify and respond to students showing signs of academic risk or disengagement.

The University will continue efforts to reduce advisor caseloads over time to allow for more personalized and developmental advising interactions. Additional focus areas include advisor training and professional development, consistent communication protocols, and expanded use of student success technologies and analytics. YSU will also continue



strengthening intervention and escalation processes for students on academic warning, probation, or reassessment pathways, as well as for continuing students who may be at risk of attrition despite remaining in good academic standing.

YSU remains committed to improving student awareness of advising resources and increasing accessibility through online appointment scheduling, coordinated communication strategies, and integrated student support systems. These efforts are intended to improve retention, academic confidence, and long-term student success outcomes.

### **3. Early Alert, Data, and Analytics**

Data-informed decision-making remains central to YSU's student success and completion efforts. The University continues expanding the use of predictive analytics, retention modeling, and integrated student success technologies to identify students at risk of attrition and provide timely interventions. Through its partnership with Ruffalo Noel Levitz (RNL), YSU developed a Student Retention Predictor model that identifies key factors associated with first-year attrition and supports targeted outreach and intervention strategies.

CRM Advise serves as the institution's primary early alert and case management platform, enabling faculty, advisors, and student support staff to coordinate outreach efforts and document interventions. Faculty participation and advisor engagement within the system have steadily increased, reflecting continued institutional efforts to strengthen early intervention practices. YSU will continue refining the use of CRM Advise by improving advisor responsiveness, strengthening communication workflows, and integrating additional student success indicators into intervention practices.

The University is also expanding access to shared dashboards and reporting tools through collaboration among Academic Affairs, Institutional Research, and Information Technology. These efforts support more informed decision-making at the institutional, college, and advisor levels. Data analysis efforts continue to focus on persistence indicators including GPA trends, credit accumulation, engagement patterns, and attrition among students in good academic standing.

YSU will continue assessing the effectiveness of student success initiatives through ongoing evaluation of retention, persistence, graduation, and intervention outcomes. This includes utilizing data from the College Student Inventory (CSI), Student Satisfaction Inventory (SSI), persistence continuums, and event history analyses to refine institutional strategies and strengthen student support systems.

#### **4. Affordability and Financial Stability**

YSU recognizes that financial challenges remain among the most significant barriers to student persistence and degree completion. A substantial portion of the student population is Pell-eligible, and many students are first-generation college students who face heightened financial pressures while pursuing their education. To address these barriers, YSU will continue implementing strategies that improve affordability, strengthen financial stability, and reduce unexpected costs that may interrupt academic progress.

The University will continue promoting on-time registration and full-time enrollment patterns that support degree momentum and maximize financial aid utilization. In addition, the Penguin Service Center will continue providing coordinated enrollment support related to financial aid, billing, registration, and student account concerns. Proactive outreach efforts will continue for students experiencing financial or administrative barriers that may prevent persistence or registration.

YSU is also committed to expanding emergency financial assistance and completion-focused grant opportunities for students nearing graduation or experiencing short-term financial hardship. Institutional efforts include textbook affordability initiatives, transfer articulation efficiencies, curricular streamlining, and prior learning assessment opportunities designed to reduce educational costs and improve time-to-degree.

The University will continue strengthening financial literacy education and individualized financial aid counseling to help students better understand borrowing, repayment obligations, and financial planning. Student success analyses also indicate that many students who depart while in good academic standing received substantial financial aid support, reinforcing the importance of continued holistic financial counseling and proactive outreach strategies.

#### **5. Re-Enrollment and Adult Learner Completion**

YSU remains committed to supporting students with some college credit but no degree through intentional re-enrollment and degree completion strategies aligned with Ohio Revised Code 3345.351. The University continues reviewing student records to identify former students eligible for associate degrees, certificates, or other credentials based on accumulated credit hours and reverse transfer opportunities.

YSU is also expanding outreach efforts to stop-out students through coordinated communication campaigns, enrollment counseling, and academic recovery initiatives. The Penguin Service Center and advising teams continue proactive engagement with former



students to support re-enrollment, academic planning, and financial aid navigation. Policies related to academic reassessment and GPA recalculation also provide important pathways for returning students seeking to improve academic standing and resume progress toward degree completion.

The University will continue expanding flexible learning pathways through online, accelerated, and workforce-aligned programs that support adult learners and working professionals. Several colleges are increasing accelerated and fully online offerings in healthcare, business, technology, and advanced manufacturing. Stackable credentials, certificates, and prior learning assessment opportunities will continue supporting adult learners seeking career advancement and educational attainment while balancing work and family responsibilities.

## **6. Career Readiness and Workforce Alignment**

YSU recognizes that student completion and workforce preparation are deeply interconnected. Consistent with ORC Sec. 3345.81 and Ohio's workforce development priorities, the University continues aligning academic programs, certificates, and credentials with regional and statewide workforce needs. Through partnerships with employers, industry leaders, and community organizations, YSU is strengthening career readiness initiatives and experiential learning opportunities across academic programs.

The University supports workforce preparation through internships, clinical placements, co-ops, undergraduate research, applied learning experiences, and work-based learning opportunities integrated throughout academic pathways. Workforce-aligned programs continue expanding across colleges, particularly in healthcare, advanced manufacturing, engineering, information technology, business analytics, aviation, cybersecurity, and healthcare administration.

Institutional initiatives such as the Excellence Training Center (ETC), the Mahoning Valley Innovation and Commercialization Consortium (MVICC), and the YSU Skills Accelerator continue positioning the University as a regional workforce and innovation leader. Colleges are also expanding micro-credentials, industry-recognized certifications, and accelerated pathways that support both workforce advancement and degree attainment.

YSU will continue integrating career readiness throughout the student experience through advising, first-year programming, experiential learning, and career exploration opportunities. Student feedback and institutional data continue to demonstrate that career planning and employment outcomes are central to student persistence and



engagement. These efforts support the University’s broader commitment to preparing graduates for meaningful careers, lifelong learning, and regional economic impact.

**II. ORC 3345.351 Review of student records for associate degree eligibility**

Consistent with ORC 3345.351, YSU continues reviewing student academic records to identify former students who may qualify for associate degrees, certificates, or other credentials based on earned credit hours and completed coursework.

The University has implemented coordinated reenrollment and outreach efforts focused on stop-out students, near completers, and adult learners. These efforts include degree audits, reverse transfer evaluations, reenrollment campaigns, individualized advising, and support for students seeking to complete remaining academic requirements.

Category	Count
<b>REVIEW</b>	
Students identified for review	507
Eligible without additional coursework	32
Eligible after 15 credit hours or less	106
Eligible after 16-30 credit hours	63
Eligible after more than 30 credit hours	14
Financial holds preventing enrollment	140
<b>OUTREACH</b>	
Students emailed	322
Students responded to outreach	84
Students indicated plans to reenroll	21
Students reenrolled/registered	1
Students applied for graduation	16
<b>COMPLETION</b>	
Students applied for associate degree	16
Students awarded associate degree	1
Students completed elsewhere	60

**Table 1: Outreach**

Process Notes

- Students with holds preventing reenrollment should be counted only if they need additional credit hours and have holds that prevent reenrollment.
- The hold count should be verified separately to ensure it does not include students who were already eligible without additional coursework or students whose holds do not affect reenrollment.



- “Plans to reenroll” reflects students who expressed intent to return but were not yet registered at the time of reporting.
- Reenrolled/registered counts reflect students who completed registration activity.
- Eligibility determinations were reviewed using Penguin PASS and institutional student records.
- Outreach communication included degree eligibility information, remaining requirements, and reenrollment guidance where applicable.
- This review and outreach process supports the university’s commitment to student completion and aligns with state reporting requirements for June 2026.
- Some portion of the students who completed elsewhere were athletes who entered the transfer portal.

YSU remains committed to reducing barriers to completion while increasing credential attainment and workforce readiness for former students.

### **III. ORC Sec. 3345.81 Align with the state’s workforce development priorities**

The Ohio Revised Code (ORC Sec. 3345.81) calls for campus strategic plans to “align with the state’s workforce development priorities.” In addition to programs and initiatives outlined in other sections of this report, the following are examples of the University’s academic and career resources and services that respond to and align with regional and state needs.

#### **Institutional Initiatives**

The following initiatives are examples of YSU’s workforce development priorities:

- Workforce Education and Innovation

YSU advances regional and state workforce priorities through Workforce Education and Innovation, a coordinated portfolio of programs designed to align education, industry engagement, and economic development. This enterprise integrates short-term credentials, pre-apprenticeship pathways, customized employer training, and industry-aligned technical programming to address workforce gaps in northeast Ohio and across the state.



Workforce Education and Innovation includes the Excellence Training Center (ETC), the Advanced Technology Workforce Accelerator (ATWA), and the Commercial Driver's License (CDL) program located at the Youngstown-Warren Regional Airport. Together, these initiatives create accessible, career-aligned pathways for high school students, adult learners, incumbent workers, and dislocated workers.

- Excellence Training Center (ETC)

The Excellence Training Center serves as YSU's flagship advanced manufacturing and industrial workforce facility. The ETC integrates hands-on technical training with employer engagement and applied learning.

The facility houses industry-relevant equipment aligned with high-demand sectors including advanced manufacturing, automation, robotics, additive manufacturing, and industrial maintenance. Students and workforce trainees gain practical experience using modern manufacturing systems, strengthening job readiness and supporting regional employer talent pipelines.

The ETC also provides customized training and incumbent worker upskilling in collaboration with regional manufacturers and economic development partners. Programming is continuously evaluated to ensure alignment with JobsOhio priority sectors and regional labor market demand.

- Advanced Technology Workforce Accelerator (ATWA)

The Advanced Technology Workforce Accelerator (ATWA) provides industry-aligned training in information technology and related technical fields. Current programming includes preparation for industry-recognized certifications such as Cisco and CompTIA, supporting foundational skills in networking, cybersecurity, and IT support.

ATWA also has the capability to deliver Advanced Communications Technologies training, including 5G and fiber optic installation and maintenance. While current regional demand for these programs is limited, this capacity positions YSU to respond quickly to employer needs as telecommunications and digital infrastructure investments expand.

Looking ahead, ATWA is exploring the development of Operational Technology (OT) programming. OT represents the intersection of information technology and industrial systems and would create stronger alignment between YSU's advanced



manufacturing training in the Excellence Training Center and its IT-focused workforce offerings. This integration reflects the increasing convergence of digital networks, automation, and production systems across modern manufacturing environments.

- Commercial Driver’s License (CDL) Program

YSU’s CDL program, located at the Youngstown-Warren Regional Airport, addresses workforce shortages in logistics, transportation, and distribution — sectors identified as critical to Ohio’s economic competitiveness.

The program provides hands-on training that prepares participants to earn their Commercial Driver’s License and enter high-demand transportation careers. By offering accessible, short-term credentialing in this sector, YSU supports regional supply chain infrastructure while creating economic mobility pathways for students.

- Pre-Apprenticeship and Career Pathway Programs

YSU offers pre-apprenticeship programs designed to introduce participants to high-demand technical fields and provide foundational skills aligned with employer expectations.

Our pre-apprenticeship programs offer high school students the opportunity to earn up to 12 graduation points upon successful completion, supporting both career readiness and secondary education attainment.

These programs strengthen career pathway alignment between K–12 systems, postsecondary education, and industry while expanding access to high-value technical credentials.

### **College-Level Initiatives**

In addition to institutional initiatives, YSU’s academic colleges support workforce development through programs that connect academic learning with professional practice. Collectively, these efforts position YSU as a talent engine for the Mahoning Valley and Ohio by increasing educational attainment while meeting the state’s evolving workforce needs. YSU’s strategy emphasizes expanding credentials, associate degrees, bachelor’s degrees, and graduate pathways that respond directly to regional and statewide labor market demand. (YSU JobsOhio see appendix)



- Beeghly College of Liberal Arts, Social Sciences, and Education

Beeghly College supports workforce development through programs that prepare educators, public service professionals, and community leaders. Partnerships with regional school districts and community organizations provide students with experiential learning opportunities while addressing workforce needs in health care and social services.

- Bitonte College of Health and Human Services

Through the Bitonte College of Health and Human Services, YSU supports Ohio's healthcare sector with programs in nursing, radiologic technology, respiratory care, dental hygiene, medical laboratory science, and planned additions such as physician assistant and diagnostic sonography programs. These programs contribute to addressing regional workforce shortages in healthcare professions.

- Cliffe College of Creative Arts

The Cliffe College of Creative Arts further supports Ohio's technology and digital economy through graphic design, UX/UI, audio production, and game studies programs. Cliffe College supports the region's creative economy by preparing students for careers in design, digital media, performing arts, and creative entrepreneurship.

- College of Science, Technology, Engineering, and Mathematics

In the College of STEM, YSU advances Ohio's priorities in advanced manufacturing, aerospace and defense, transportation and mobility, energy, and information technology through engineering, aviation, welding, machining, computer science, cybersecurity, artificial intelligence, and unmanned aerial vehicle programs. Programs emphasize applied learning, industry collaboration, and research opportunities that align with regional workforce needs

- Williamson College of Business Administration

The Williamson College of Business Administration contributes to financial services, logistics, analytics, and healthcare management through degrees in finance, accounting, supply chain, business analytics, and MBA specializations. Students gain hands-on experience through internships, employer partnerships, and consulting projects with regional businesses. The college also supports regional economic development through the Small Business Development Center, which provides training and consulting services to entrepreneurs and small businesses.



### **YSU Steubenville: Critical Workforce Initiative**

The YSU Steubenville campus was developed in response to important educational and workforce needs in Jefferson County and the Upper Ohio Valley following the closure of Eastern Gateway Community College.

With support from Governor Mike DeWine and the State of Ohio, YSU committed to creating a long-term educational and workforce presence in the region beginning in Fall 2026.

YSU Steubenville will offer certificates, associate degrees, and pathways to bachelor's degree completion in programs connected to healthcare, engineering technology, education, social work, public safety, welding, machining, and workforce certifications.

The campus is designed to increase access to higher education, support workforce development, and address regional workforce shortages in healthcare, manufacturing, skilled trades, transportation, and public service. The project reflects YSU's continued commitment to educational opportunities, regional partnerships, and economic growth.



**APPENDIX**

**YSU JobsOhio**

<b>College / Unit</b>	<b>JobsOhio Critical Sector</b>	<b>Degree / Credential Program</b>	<b>Job Focus</b>
<b>Beeghly College of Liberal Arts, Social Science, and Education</b>			
	Health Care	Counseling Minor	Counseling
	Health Care	M.S.Ed. Counseling	Addiction Counseling
<b>Bitonte College of Health &amp; Human Services</b>			
	Health Care	AAS Radiologic Technology	X-Ray / Imaging Technician
	Health Care	Certificate in Medical Assisting	Clinical / Administrative Medical Assistant
	Health Care	Associate Degree in Nursing (ADN)	Registered Nurse
	Health Care	Bachelor of Science in Nursing (BSN)	Professional Nursing
	Health Care	Master of Science in Nursing (MSN)	Advanced Practice / Leadership
	Health Care	Doctor of Nursing Practice (DNP)	Advanced Clinical Practice
	Health Care	AAS Respiratory Care	Respiratory Therapist
	Health Care	AAS Dental Hygiene	Dental Hygienist
	Health Care	BS Allied Health	Allied Health Degree Completion
	Health Care	BS Social Work	Social Worker
	Health Care	BS Dietetics	Nutritionist / Dietitian
	Health Care	BS Public Health	Community / Public Health Professional
	Health Care	BS Exercise Science	Clinical / Wellness Specialist



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<b>College / Unit</b>	<b>JobsOhio Critical Sector</b>	<b>Degree / Credential Program</b>	<b>Job Focus</b>
	Health Care	Doctor of Physical Therapy	Physical Therapist
	Health Care	BS Medical Laboratory Science	Clinical Lab Scientist
	Health Care	BS Health Information Management	Health Informatics / Records Management
	Health Care	ATS Allied Health	Entry-Level Healthcare Pathways
	Health Care	BS Healthcare Administration	Healthcare Management
	Health Care	Certificate – Ophthalmic Assistant	Vision Care Support
<b>Cliffe College of Creative Arts</b>			
	Technology	BFA Graphic Design	Graphic Designer
	Technology	AA Graphic Design	Entry-Level Design
	Technology	AA UX/UI Design	UX/UI Designer
	Technology	AAS Web & Digital Design	Web / Digital Designer
	Technology	Certificate – Adobe Design Software	Digital Media Specialist
	Technology	Certificate – Digital Illustration	Illustrator / Media Designer
	Technology	AAS Audio & Music Production	Audio Production Technician
	Technology	BM Audio & Music Production	Producer / Sound Engineer
<b>STEM – Computer Science / IT</b>			
	Information Technology	AAS Information Technology	IT Support / Systems Technician
	Information Technology	BSAS Information Technology	IT Management / Applied IT
	Information Technology	AAS Information Technology	



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<b>College / Unit</b>	<b>JobsOhio Critical Sector</b>	<b>Degree / Credential Program</b>	<b>Job Focus</b>
	Information Technology	BSAS Information Technology	
	Information Technology	BS Computer Science	Software Developer Cybersecurity
	Information Technology	Certificate – IT Professional Networking	Network Administrator
	Information Technology	Certificate – Linux & Security	Systems / Security Administrator
	Information Technology	Minor – Information Technology	AI Applications, Cybersecurity, Networking
	Information Technology	AAS Web & Digital Design	Web Developer / Digital Designer
	Advanced Manufacturing	AAS Mechanical Engineering Technology	Mechanical Technician
	Advanced Manufacturing	AAS Electrical Engineering Technology	Electrical Technician
	Advanced Manufacturing	AAS Machining	CNC / Machining Technician
	Advanced Manufacturing	AAS Welding	Welder / Fabricator
	Advanced Manufacturing	Certificate – Advanced Welding	Advanced Welder
	Advanced Manufacturing	Certificate – PLC	Automation / Controls Technician
	Advanced Manufacturing	Certificate – Foundry / Metalcasting	Metalcasting Technician
	Infrastructure & Construction	AAS Civil & Construction Engineering Technology	Construction / Civil Technician
	Infrastructure & Construction	BSAS Civil & Construction Engineering Technology	Construction / Civil Technician
	Transportation & Mobility	AAS Aviation	Aviation Technician / Pilot Pathway



<b>College / Unit</b>	<b>JobsOhio Critical Sector</b>	<b>Degree / Credential Program</b>	<b>Job Focus</b>
	Transportation & Mobility	AAS Unmanned Aerial Vehicles	Drone Operations / UAV Technician
	Transportation & Mobility	ABSAS Aviation (accelerated Bachelor)	Aviation Technician / Pilot Pathway
<b>STEM – Rayen School of Engineering</b>			
	Advanced Manufacturing	Manufacturing Engineering Minor	
	Aerospace & Defense	BS Electrical Engineering	Electrical Engineer
	Advanced Manufacturing	BS Mechanical Engineering	Mechanical Engineer
	Energy & Chemicals	BS Chemical Engineering	Process / Chemical Engineer
	Logistics & Distribution	BS Industrial & Systems Engineering	Supply Chain / Operations Engineer
	Technology	BS Industrial & Systems Engineering	Automation / Process Improvement
	STEM – Chemical & Biological Sciences		
	Health Care	BS Biology / Biochemistry (Pre-Med)	Medical / Health Professions Preparation
<b>STEM – Chemical &amp; Biological Sciences</b>			
	Energy & Chemicals	BS Chemistry	Chemist / Laboratory Scientist
	Health Care	BS Biology BS Biochemistry BaccMed Track BS Biology BaccMed Track BS Biochemistry BS Chemistry	Pre-Med
<b>STEM – PAGES</b>			



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College / Unit	JobsOhio Critical Sector	Degree / Credential Program	Job Focus
	Advanced Manufacturing	Physics	Applied Physics / Materials Science
	Advance Aerospace & Defense	Physics / Astronomy	Astrophysics / Space Science
	Technology	GIS Program	Geospatial Analyst
	Logistics & Distribution	GIS	Transportation Mapping / Spatial Logistics
	Energy & Chemicals	Geology	Petroleum / Geoscience
	Environmental Science	Health Care	Environmental Health
<b>Williamson College of Business</b>			
	Financial Services	BSBA Finance	Financial Analyst
	Financial Services	BSBA Finance – CFP	Financial Planner
	Financial Services	BSBA Accounting	Accountant
	Financial Services	AAB Accounting	Accounting Technician
	Financial Services	Certificate – Accounting & Bookkeeping	Bookkeeper
	Logistics & Distribution	BS Business Analytics Management – Supply Chain	Supply Chain Analyst
	Logistics & Distribution	Certificate – ERP	ERP / Operations Systems Specialist
	Technology	MS Business Analytics	Data Analyst
	Technology	BSBA Business Analytics & Economics	Business Intelligence Analyst
	Health Care	MBA – Healthcare Management	Healthcare Executive