

Summary of Part II Responses, November 2006 Board of Trustees Self-Assessment Survey

(Note: 10 of the 11 appointed trustees filled out and returned the survey.)

1. Name 3-5 decisions that the board has made in the past few years that you feel directly support YSU's mission. (8 trustees responded; 2 left the question blank)

Responses ([Partially] Paraphrased excerpts from the respondents' narrative responses—categorized into themes [in bold font] by the accreditation coordinators)	No. of Trustees Giving a Particular Response
All Decisions:	
<i>All decisions made by the board are made in the best interests of the University and support YSU's mission.</i>	2
Serve and Attract Students, Some of Whom Might Not Otherwise Have Attended YSU:	
<i>Promote and support private fund raiser to build student recreation and wellness center</i>	3
<i>Build more on-campus living (e.g., Courtyard Apartments)</i>	3
Initiatives That Increase Educational Attainment:	
<i>Start-up of Early College High School</i>	2
<i>Approval of Bachelor of General Studies program</i>	1
<i>Decision to explore community college concept</i>	1
Strategic Financial Aid Decisions:	
<i>Increase levels and number of scholarships</i>	1
<i>Set one million dollar budget yearly for need-based scholarships and Red-White scholarship</i>	1
<i>Fundraising for scholarships</i>	1
Increase Diversity:	
<i>Emphasis on diversity in enrollment</i>	1
<i>"Strategic hiring" initiative</i>	1
Contain Costs:	
<i>Johnson Controls agreement</i>	1
<i>Any move to contain costs/reduce tuition inflation</i>	1
Other Strategic Initiatives:	
<i>Reorganization of STEM departments into a new college</i>	1
Other:	
<i>Endorsed Centennial Campus Master Plan</i>	1

2. Do you feel that any initiatives approved by the board during the past few years do not align with YSU's mission? (8 trustees responded; 2 left the question blank)

Yes: 1 Youngstown Early College, although related to Mission, may not be the best use of resources given current financial constraints.

No: 7 **Left the question blank: 2**

3. Name 3-5 decisions or actions of the board during the past few years that you feel directly support effective teaching and learning. (8 trustees responded; 2 left the question blank)

Responses ([Partially] Paraphrased excerpts from the respondents' narrative responses—categorized into themes [in bold font] by the accreditation coordinators)	No. of Trustees Giving That Response
New Academic Programs:	
<i>Bachelor of General Studies program.</i>	2
<i>Create new programs/combine some existing programs to meet job needs of future</i>	2
Initiatives That Increase Educational Attainment:	
<i>MOU approving Higher Education Center of Columbiana County (collaborative initiative involving YSU, Jefferson Community College, and Columbiana County Career and Technical Center)</i>	3
<i>Exploration of community college concept</i>	1
Classroom/Technology/Computing Upgrades:	
<i>Updated laboratory equipment</i>	1
<i>Remodeling many classrooms to upgrade/provide new technologies</i>	2
<i>SCT Banner implementation</i>	1
Support Academic Colleges, Faculty, Students, Staff:	
<i>Commitment to build a new facility for the College of Business</i>	1
<i>Implement policy whereby funds left over from grants received by faculty will go to college/department needs</i>	1
<i>Congratulations extended to faculty, students, and staff who receive awards or perform above the norm</i>	2
Other:	
<i>Hired new provost</i>	1
<i>Internships with community-based businesses</i>	1
<i>Change in summer scheduling</i>	1
<i>As [one of several relatively new] board member[s] . . . , I find it hard to speak to specific decisions. The focus has been on various non-academic issues.</i>	1

4. What actions has the board taken in the past few years to support professional development to improve teaching and/or to support the scholarship of teaching and learning at YSU? (7 trustees responded; 3 left the question blank)

Responses ([Partially] Paraphrased excerpts from the respondents' narrative responses—categorized into themes [in bold font] by the accreditation coordinators)	No. of Trustees Giving That Response
Diversity and International Programs:	
<i>Presidential Mentors program</i>	1
<i>Policy to increase staff/faculty diversity</i>	1
<i>Establish international exchange programs to promote global views for both faculty and students</i>	1
<i>Support Academic Leadership Academy Nominee</i>	1
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Support Academic Colleges, Faculty, Students, Staff:	
<i>Annual awards to recognize and promote scholarship achievement among faculty and administrators</i>	1
<i>Resolutions congratulating and commending faculty and students (and staff) who receive awards for scholarship and teaching</i>	1
<i>Annual research exhibits to promote undergraduates' research</i>	1
Other:	
<i>Labor panel/council</i>	1
<i>Visible provost-interaction with Academic Senate</i>	1
<i>I'm not aware of any.</i>	2

5. Which partnerships endorsed by the board do you feel most closely align the University's mission with the needs of the external community? (9 trustees responded; 1 left the question blank)

Responses ([Partially] Paraphrased excerpts from the respondents' narrative responses)	No. of Trustees Giving That Response
<i>Wick Neighbors/Smok[e]y Hollow initiative</i>	6
<i>Partnership with Youngstown Schools on Youngstown Early College</i>	3
<i>Partnership/links with the City to build a new College of Business</i>	2
<i>Partnerships with the City and the 2010 plan</i>	1
<i>Request to study feasibility of establishing a community college for Mahoning County</i>	1
<i>Articulation agreements with community colleges</i>	1
<i>Advisory boards in the various colleges</i>	1
<i>MOA with Butler Institute of American Art</i>	1
<i>Work with Congressman Ryan and business community to rejuvenate local economy</i>	1
<i>Internships with local businesses</i>	1
<i>Part-time jobs for students</i>	1
<i>Provide hands-on experience strengthening résumés for future full-time employment</i>	1
<i>Work with the Mahoning Valley College Access program</i>	1
<i>Solicitation of funding for scholarships</i>	1

6. In what ways does the board exercise its responsibilities to the public to ensure that the organization operates legally, responsibly, and with fiscal honesty? (9 trustees responded; 1 left the question blank)

Responses ([Partially] Paraphrased excerpts from the respondents' narrative responses)	No. of Trustees Giving That Response
<i>Legal counsel meets with us and reviews pending legal matters quarterly.</i>	3
<i>Board committees offer opportunities to review and question operations of the University and to establish policies. By serving on <u>all</u> board committees, we gain a broad perspective to ensure that YSU is operating prudently.</i>	2
<i>Audit Sub-committee; a well organized and operating audit committee</i>	2
<i>Revised internal audit process/procedures</i>	2
<i>External and internal audits, times matrices, balance of budget, frequent readjustments. We are informed of all internal and external audits.</i>	2
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<i>We receive and evaluate reports from staff, auditors, and board committees.</i>	1
<i>All meetings are open to the media and the public.</i>	1
<i>Broad dissemination of meeting minutes</i>	1
<i>Open and frank discussion by board members and administrators about pros and cons of issues brought before the board</i>	1
<i>Board involvement in recruiting senior administrators</i>	1
<i>Close communication between the board and the President's Office</i>	1
<i>I am not aware of an instance in which the board has not operated in a manner consistent with its obligations to the public.</i>	1

7. What do you consider to be the most significant strengths of the University? (9 trustees responded; 1 left the question blank)

Responses ([Partially] Paraphrased excerpts from the respondents' narrative responses—categorized into themes [in bold font] by the accreditation coordinators)	No. of Trustees Giving That Response
Quality of Academic Programs and Experiences:	1
<i>Committed faculty who do a great deal of teaching, not just research</i>	2
<i>Nationally accredited programs and majors (e.g., AACSB)</i>	1
<i>Rayen College of Engineering and Technology</i>	1
<i>College of Business</i>	1
<i>Nursing</i>	1
<i>Participation in Pharm-D program with NEOUCOM</i>	1
<i>YSU students do much better at NEOUCOM than do those from other universities in the BS/MD consortium—attests to the quality and dedication of teaching faculty and to the resources allocated by the administration</i>	1
<i>Dental Hygiene and Physical Therapy training program are a plus for the institution and area hospitals</i>	1
<i>University Scholars program</i>	1
<i>Favorable faculty/student ratio</i>	1
<i>Small class size</i>	1
<i>Opportunities for undergraduates to be involved with research</i>	1
<i>Number of professors teaching students in the classroom</i>	1
<i>Administrators, faculty, and employees working together to provide a pleasant learning environment for students</i>	1
<i>Diverse student population</i>	1
Open Access, Affordability, and Quality/Cost Ratio:	
<i>Provide excellent, first-class education at an affordable tuition</i>	2
<i>Affordable</i>	1
<i>Commitment to open access and our efforts to control costs so access can be achieved</i>	3
Campus Setting, Location, and Safety:	
<i>Attractive/convenient campus setting and location</i>	3
<i>Safe campus</i>	1
<i>New and improved housing for students</i>	1
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Financial Aid/Scholarships:	
<i>Good financial aid/scholarship programs</i>	2
<i>Support of scholarships from YSU foundation</i>	1
<i>Successful fundraising</i>	1
Quality of Faculty, Staff, Administration:	
<i>Quality of faculty, staff, and administration</i>	2
Community Support:	
<i>Community support of YSU</i>	1
<i>University is a focal point of the community</i>	1
Alumni Quality and Support:	
<i>Alumni achievements and support</i>	1
<i>Growing business/alumni support—with additional room for improvement</i>	1
Other:	
<i>Nearest competitors are 40-50 miles away</i>	1

8. What do you consider to be the most substantial challenges that the University has faced during the past few years? (9 trustees responded; 1 left the question blank)

Responses ([Partially] Paraphrased excerpts from the respondents' narrative responses—categorized into themes [in bold font] by the accreditation coordinators)	No. of Trustees Giving That Response
Labor-Management Relations:	
<i>Labor/management relations (especially with two unions); acrimony between unions and administration; friction between labor and management not resolved</i>	7
<i>Strike by two unions in 2005</i>	1
<i>Personnel issues (administration and union)</i>	1
<i>Human resource management</i>	1
Shrinking State Support/Rising Costs:	
<i>Fiscal management in light of shrinking Ohio state support</i>	6
<i>Convincing faculty and staff of the need to reduce costs in light of declining state support</i>	1
<i>The declining state funding for the University, resulting in higher tuition costs to students</i>	1
<i>Continuous cost escalation to operate the University</i>	1
Other:	
<i>State of the local economy/local attitudes toward education</i>	1

9. Name the most significant challenges that you expect the University to face during the *next* five years. (9 trustees responded; 1 left the question blank)

Responses ([Partially] Paraphrased excerpts from the respondents' narrative responses—categorized into themes [in bold font] by the accreditation coordinators)	No. of Trustees Giving That Response
Shrinking State Support/Rising Costs:	
<i>Continued decrease in state funding</i>	2
<i>Continued budget pressure from the state of Ohio</i>	1
<i>Doing more with less; financial constraints</i>	2
<i>Tuition increases</i>	1
<i>Continuous cost escalation to operate this University</i>	1
Labor-Management Relations:	
<i>Educating the various unions about needed changes</i>	1
<i>Union/management relations</i>	1
<i>Labor/management issues</i>	1
<i>Human resource management</i>	1
<i>Low employee morale</i>	1
Political/System Issues:	
<i>Collaboration/consolidation/merging some programs with other state universities in Northeast Ohio region (possible "system" proposal)</i>	2
<i>Political issues (e.g., Northeast Ohio Higher Education Council)</i>	1
Community College Issue	
<i>Community college</i>	1
<i>Creating and maintaining a successful community college (if we decide to do this)</i>	1
<i>Hope development of Youngstown Community College is a success</i>	1
Maintaining Open Access:	
<i>Maintaining open access as costs increase</i>	1
<i>Keeping access mission in light of increasing competition for students</i>	1
Other:	
<i>Realizing that YSU cannot be all things to all people</i>	1
<i>Problems facing GM, Delphi, and Forum Health could cause many young people to leave this area, and that could result in decreasing enrollment and would put further stress on the budget.</i>	1
<i>Increasing enrollment [i.e., the need to increase it?]</i>	1
<i>Declining local population</i>	1
<i>Competition from for-profit institutions with distance education programs</i>	1
<i>Changing methods of "delivering" higher education</i>	1
<i>The opportunity to state and trumpet areas of unique expertise</i>	1