

MEMORANDUM

To: Chair John L. Pogue and Members of the Board of Trustees

From: Bege Bowers, Janice Elias, Sharon Stringer
Higher Learning Commission Self-Study Coordinators

Date: November 28, 2006

Subject: Board of Trustees Self-Assessment Responses

Thank you for participating in the Board of Trustees Self-Assessment Survey in late October and early November 2006. Attached are four items for you to review as you prepare for future discussion of that survey:

1. A one-page overview—which was distributed at the November 17, 2006, Board retreat before analysis of the surveys was completed—outlining some preliminary observations about responses to the survey;
2. *Summary of Part I Responses, November 2006 Board of Trustees Self-Assessment Survey*, a statistical summary of the Board's responses to the 56 Likert-scale questions in Part I of the survey;
3. *Means and Modes for the 56 Likert-Scale Questions on the Board of Trustees Self-Assessment Survey*—a graphical representation of responses to the questions in Part I of the survey, organized by topics and the five Higher Learning Commission criteria for accreditation (the “mean” is the average of the responses to a particular question; the “mode” is the most frequent response to a particular question); and
4. *Summary of Part II Responses, November 2006 Board of Trustees Self-Assessment Survey*, a summary of the Board's responses to the 9 narrative questions in Part II of the survey.

Again, we are grateful for your participation in YSU's important accreditation and assessment processes. We will be happy to meet with you to discuss the survey and your responses.

Fall 2006 Youngstown State University Board of Trustees Assessment Survey Preliminary Overview—November 17, 2006

As part of the Higher Learning Commission accreditation self-study and campus-wide assessment process, Board of Trustees members were asked to complete an anonymous survey based on selected items in the criteria for accreditation and on national guidelines for functioning effectively as a board. The survey was distributed to the 11 appointed Board of Trustees members on October 26, 2006, to be returned during the second week of November 2006. *Ten trustees returned the survey, and analysis of responses is underway.*

Part 1 of the survey consisted of 56 Likert-scale questions; Part 2, of 9 short-answer questions designed to elicit narrative responses. Although statistical analysis is currently incomplete, the following general observations can be made:

- **Compliance with Higher Learning Commission Criteria for Accreditation:** There is substantial agreement among Board members that
 - the Board fulfills its obligation to ensure that the University acts legally;
 - the Board understands and supports YSU's mission;
 - actions of the Board are consistent with YSU's mission;
 - the Board's planning and financial allocation demonstrate that it values and promotes a "life of learning for faculty, administration, staff, and students";
 - the Board supports and publicly acknowledges the achievements of students and faculty in acquiring, discovering, and applying knowledge; and
 - the Board establishes and supports University-community partnerships that are fiscally responsible and consistent with the University's mission.

- **Strengths of the University:** Trustees identify the University's most significant strengths as
 - the excellence of its academic programs, many of which are nationally accredited;
 - the positive educational environment and experiences that YSU offers students (e.g., favorable faculty/student ratio; small class size; opportunities for undergraduates to engage in research);
 - committed faculty dedicated to *teaching* as well as research;
 - YSU's commitment to open-access and affordability; and
 - the quality of faculty, staff, and administration.

- **Most Significant Past Challenges:** Trustees identify the following as the most substantial challenges the University has faced during the past few years:
 - labor/management relations;
 - fiscal management in an environment of shrinking state support and rising costs.

- **Anticipated Challenges:** Trustees expect the most significant challenges the University will face during the next five years to be
 - labor/management relations;
 - financial constraints caused by shrinking state support and rising costs;
 - political/state issues such as the proposed Northeast Ohio university "system."

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

Part 1: [Ten of the eleven appointed trustees filled out the survey. The columns below indicate the number and percent of the ten respondents who gave a particular answer, as well as the mean (average) for each item.]

	Strongly Disagree 1	Disagree 2	Agree 3	Strongly Agree 4	Mean
1. Board training and mentorship adequately prepare new board members for their roles and responsibilities.		2 said 2.5 (20%)	7 (70%)	1 (10%)	3.00
2. I understand the boundaries of the board's responsibilities.			5 (50%)	5 (50%)	3.50
3. The actions of the board are fiscally responsible.			5 (50%)	5 (50%)	3.50
4. The board is able to explain its fiscal decisions clearly to internal and external constituencies.		1 said 2.5 (10%)	7 (70%)	2 (20%)	3.15
5. The board ensures that the University acts legally.			4 (40%)	6 (60%)	3.60
6. The board participates in social and other activities that facilitate developing good working relationships among the board members.			8 (80%)	2 (20%)	3.20
7. Board committee chairs provide all committee members with adequate information on important issues.		1 said 2.5 (10%)	5 (50%)	4 (40%)	3.35
8. The board examines recommendations from the administration carefully.			7 (70%)	3 (30%)	3.30
9. I feel free to speak honestly and openly with other board members about issues that come before the board.		2 said 2.5 (20%)	3 (30%)	5 (50%)	3.40
10. New board members are given information about YSU's history, mission, and traditions.			5 (50%)	5 (50%)	3.50
11. The University's statements of mission, vision, core values, goals, and organizational priorities, taken together, clearly and broadly define the organization's mission.			6 (60%)	4 (40%)	3.40
12. I feel that the board <i>understands</i> YSU's mission.			6 (60%)	4 (40%)	3.40
13. I feel that the board <i>supports</i> YSU's mission.			5 (50%)	5 (50%)	3.50
14. The board regularly considers YSU's mission, vision, values, and/or goals and organizational priorities when it discusses key issues; allocates resources; and/or approves new initiatives.			6 (60%)	4 (40%)	3.40
15. The board's planning and budget decisions flow from and support YSU's mission as defined in its statements of mission, vision, values, goals, and organizational priorities.		1 said 2.5 (10%)	7 (70%)	2 (20%)	3.15
16. Board policies and practices show that the board's focus is on the organization's mission.			6 (60%)	4 (40%)	3.40
17. The board reviews the University's mission documents periodically to assess whether they need to be revised or updated.		2 said 2 (20%) 1 said 2.5 (10%)	5 (50%)	2 (20%)	2.95
18. Board meetings often focus more on current problems and concerns than on planning for the future.		2 said 2 (20%) 1 said 2.5 (10%)	6 (60%)	1 (10%)	2.85
19. The board considers University planning documents (e.g., the Centennial Strategic Plan, the Technology Master Plan, the Enrollment Management Plan) when it sets or approves priorities for the year ahead.			8 (80%) 3	2 (20%) 4	3.20

	Strongly Disagree 1	Disagree 2	Agree 3	Strongly Agree 4	Mean
20. The board periodically discusses long-term goals (where the University should be headed five or more years in the future).		1 (10%)	7 (70%)	2 (20%)	3.10
21. The board regularly reviews the University's strategies for attaining long-term goals.		1 (10%)	8 (80%)	1 (10%)	3.00
22. Planning and budgeting are clearly and closely linked at YSU.		1 said 2 (10%) 1 said 2.5 (10%)	5 (50%)	3 (30%)	3.15
23. I understand and can explain the YSU budget to others.		1 said 2.5 (10%)	8 (80%)	1 (10%)	3.05
24. The board is well informed about regional, state, and national trends that may affect YSU.		2 said 2.5 (20%)	7 (70%)	1 (10%)	3.00
25. The board discusses how regional, state, and/or national trends may present opportunities for YSU.		1 (10%)	6 (60%)	3 (30%)	3.20
26. The key issues that the board faces are clear.			9 (90%)	1 (10%)	3.10
27. The board often explores creative approaches or solutions to the challenges that YSU faces.		2 said 2 (20%) 1 said 2.5 (10%)	7 (70%)		2.75
28. Before taking action, the board examines potential negative outcomes of its decisions, not just potential positive outcomes.	1 (10%)		6 (60%)	3 (30%)	3.10
29. If the board feels it doesn't have enough knowledge to act, it postpones a decision and seeks additional information.			5 (50%)	5 (50%)	3.50
30. The board sometimes delays action until issues become critical.	1 (10%)	6 said 2 (60%) 1 said 2.5 (10%)	2 (20%)		2.15
31. The board's financial allocations and investment decisions show forward-looking concern for ensuring educational quality (e.g., investments in academic programs, undergraduate and graduate student research, faculty development, faculty research and scholarship, learning support services, educational technology, new or renovated teaching facilities).		1 said 2.5 (10%)	6 (60%)	3 (30%)	3.25
32. The board's planning and financial allocation demonstrate that it values and promotes a life of learning for faculty, administration, staff, and students by fostering and supporting inquiry, creativity, practice, and social responsibility consistent with YSU's mission.		1 said 2.5 (10%)	5 (50%)	4 (40%)	3.35
33. The board has approved and disseminated statements supporting freedom of inquiry for students and faculty and honors those statements in its practices.		1 (11.1%) 1 said 2.5 (11.1%)	6 (66.7%)	1 (11.1%)	2.94 with one no-response
34. The board has approved and disseminated statements supporting freedom of inquiry for staff and honors those statements in its practices.		1 (11.1%) 1 said 2.5 (11.1%)	5 (55.6%)	2 (22.2%)	3.06 with one no-response
35. The board supports professional development for faculty.			6 (60%)	4 (40%)	3.40
36. The board supports professional development for staff.			4 (57.1%)	3 (42.9%)	3.43 with three no-response
37. The board supports professional development for administrators.			7 (70%)	3 (30%)	3.30
38. The board publicly acknowledges achievements of students and faculty in acquiring, discovering, and applying knowledge.			6 (60%)	4 (40%)	3.40
39. When considering important issues, the board considers the potential impact on external constituencies.		1 (10%)	7 (70%)	2 (20%)	3.10

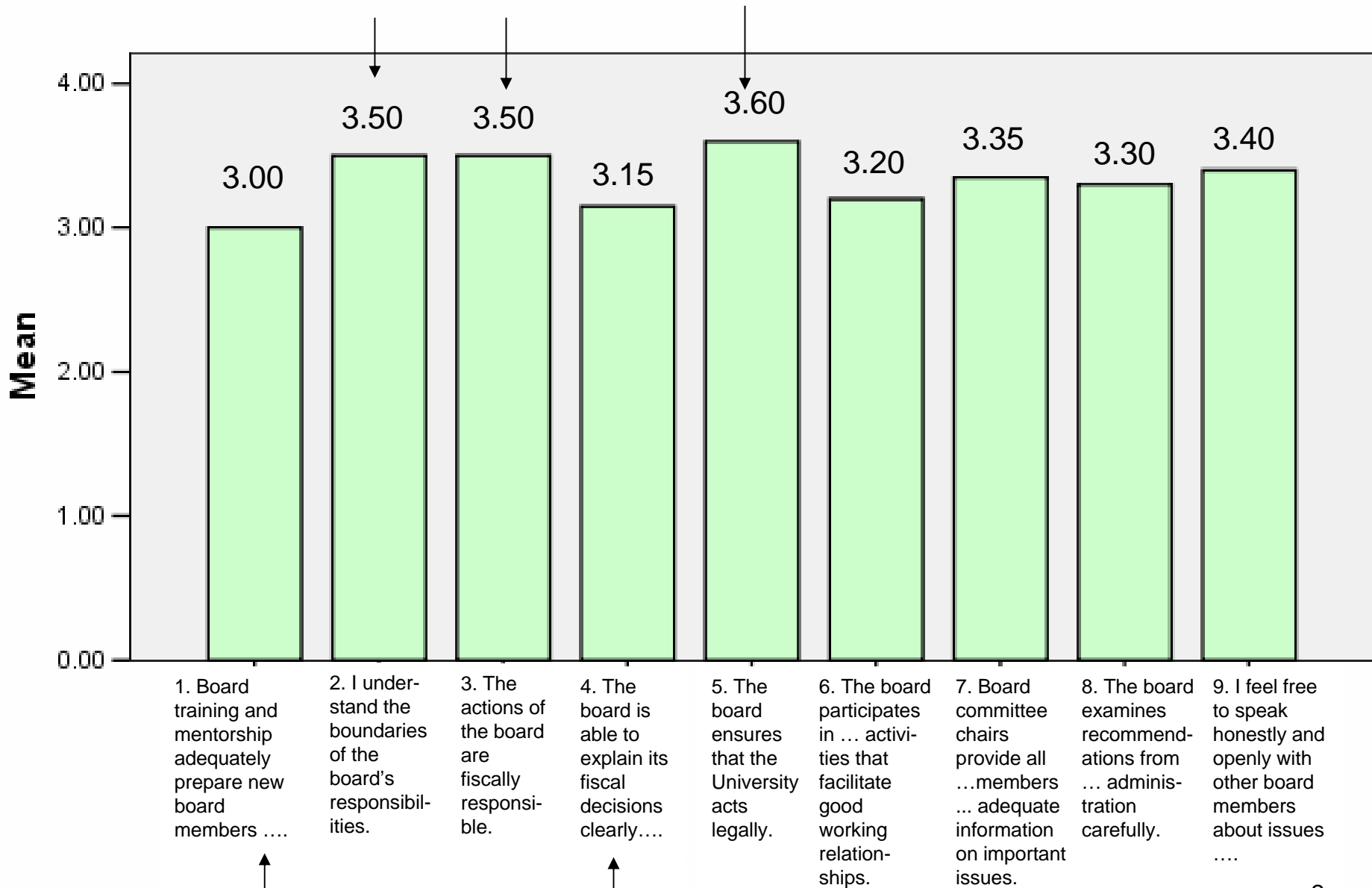
	Strongly Disagree 1	Disagree 2	Agree 3	Strongly Agree 4	Mean
40. The board (or board leadership) communicates effectively with city and community leaders.		1 said 2.5 (10%)	7 (70%)	2 (20%)	3.15
41. The board establishes, supports, and/or approves University-community partnerships that are fiscally responsible and consistent with the University mission.			5 (50%)	5 (50%)	3.50
42. The board seeks to identify and address the University's challenges and weaknesses.			7 (70%)	3 (30%)	3.30
43. On occasion, the board seeks information and advice from external experts on university issues and management.			6 (60%)	4 (40%)	3.40
44. The board adopts goals for itself, not just for the total organization.		3 (30%)	4 (40%)	3 (30%)	3.00
45. The board sometimes discusses what it could or should do differently.		1 said 2.5 (10%)	6 (60%)	3 (30%)	3.25
46. The board discusses the effectiveness of its performance.		4 (40%)	4 (40%)	2 (20%)	2.80
47. Funds allocated for board education and development are appropriate, given the University's financial constraints.		1 (11.1%)	5 (55.6%)	3 (33.3%)	3.22 with one no-response
48. The board takes steps to learn about important issues that other colleges and universities are facing.		2 said 2 (20%) 1 said 2.5 (10%)	6 (60%)	1 (10%)	2.85
49. The board periodically asks the President to articulate his vision for YSU and to outline goals and strategies for the future.			6 (60%)	4 (40%)	3.40
50. The board periodically asks the President to evaluate his success in meeting established goals.			5 (55.6%)	4 (44.4%)	3.44 with one no-response
51. I feel that the board enables the President and other chief administrative personnel to exercise effective leadership.			7 (70%)	3 (30%)	3.30
52. I feel that the board understands student, faculty, and staff concerns.		2 (20%)	6 (60%)	2 (20%)	3.00
53. The board takes steps to learn about and improve faculty and staff morale.		3 said 2 (30%) 2 said 2.5 (20%)	3 (30%)	2 (20%)	2.80
54. The board takes responsibility for addressing important issues that the University faces.		1 (10%)	4 (40%)	5 (50%)	3.40
55. The board seeks input from those persons likely to be affected by board actions.		3 said 2 (30%) 1 said 2.5 (10%)	4 (40%)	2 (20%)	2.85
56. The board supports the concept of shared governance at YSU.		1 (10%)	5 (50%)	4 (40%)	3.30

Means and Modes for the 56 Likert-Scale Questions on the Board of Trustees Self-Assessment Survey

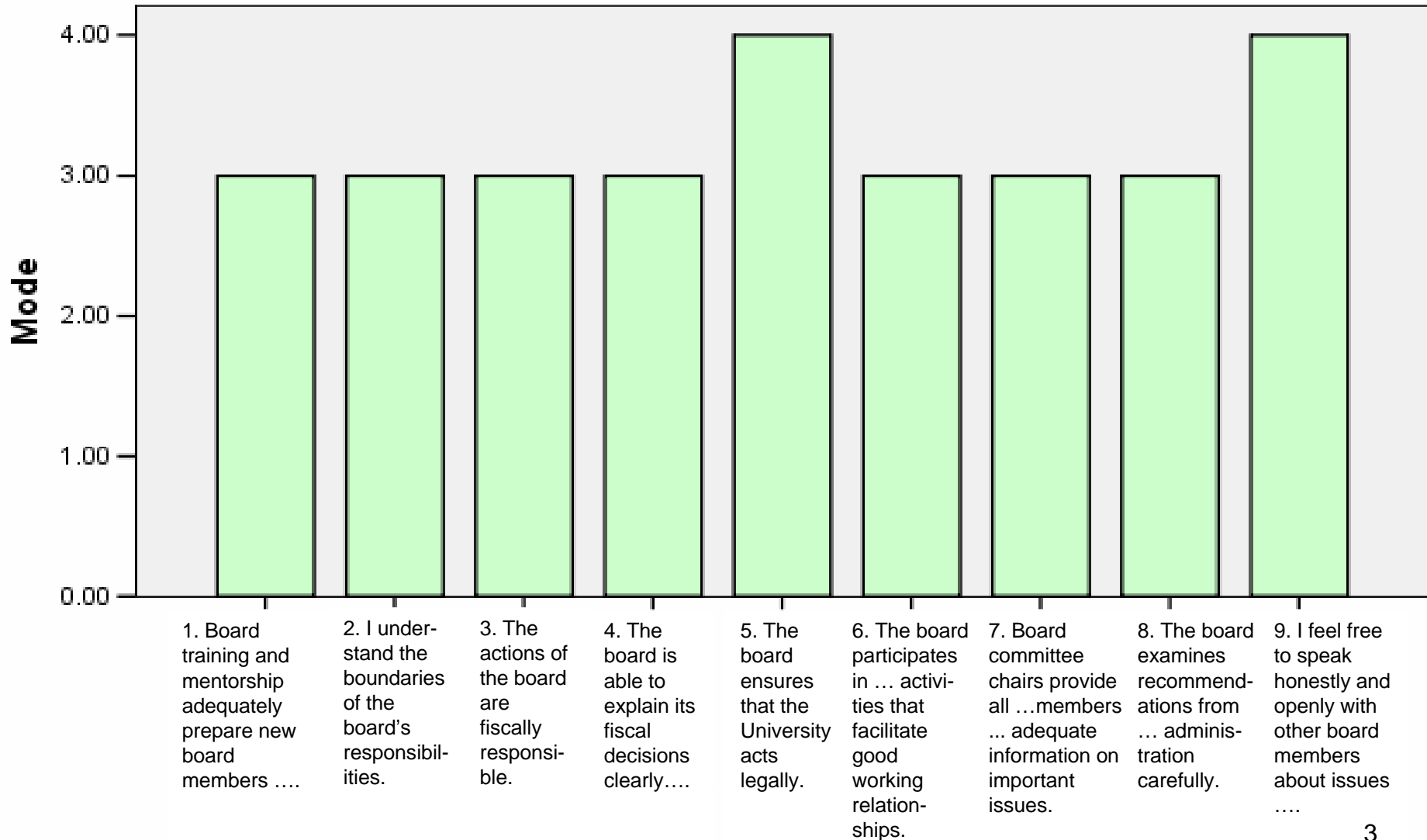
November 2006

[Notes: Mean = Average of the Responses to a Particular Question; Mode = Most Frequent Response for a Particular Question. Arrows at the top of a chart indicate the one or two items with the highest mean scores in a particular category or subcategory. Arrows at the bottom of a chart indicate the one or two items with the lowest mean scores in a particular category or subcategory. The shape of the arrows (slanted or vertical) is not significant—some arrows are slanted so that they fit better on the page. The number in the bottom right corner of each page is a page number—not a statistical number.]

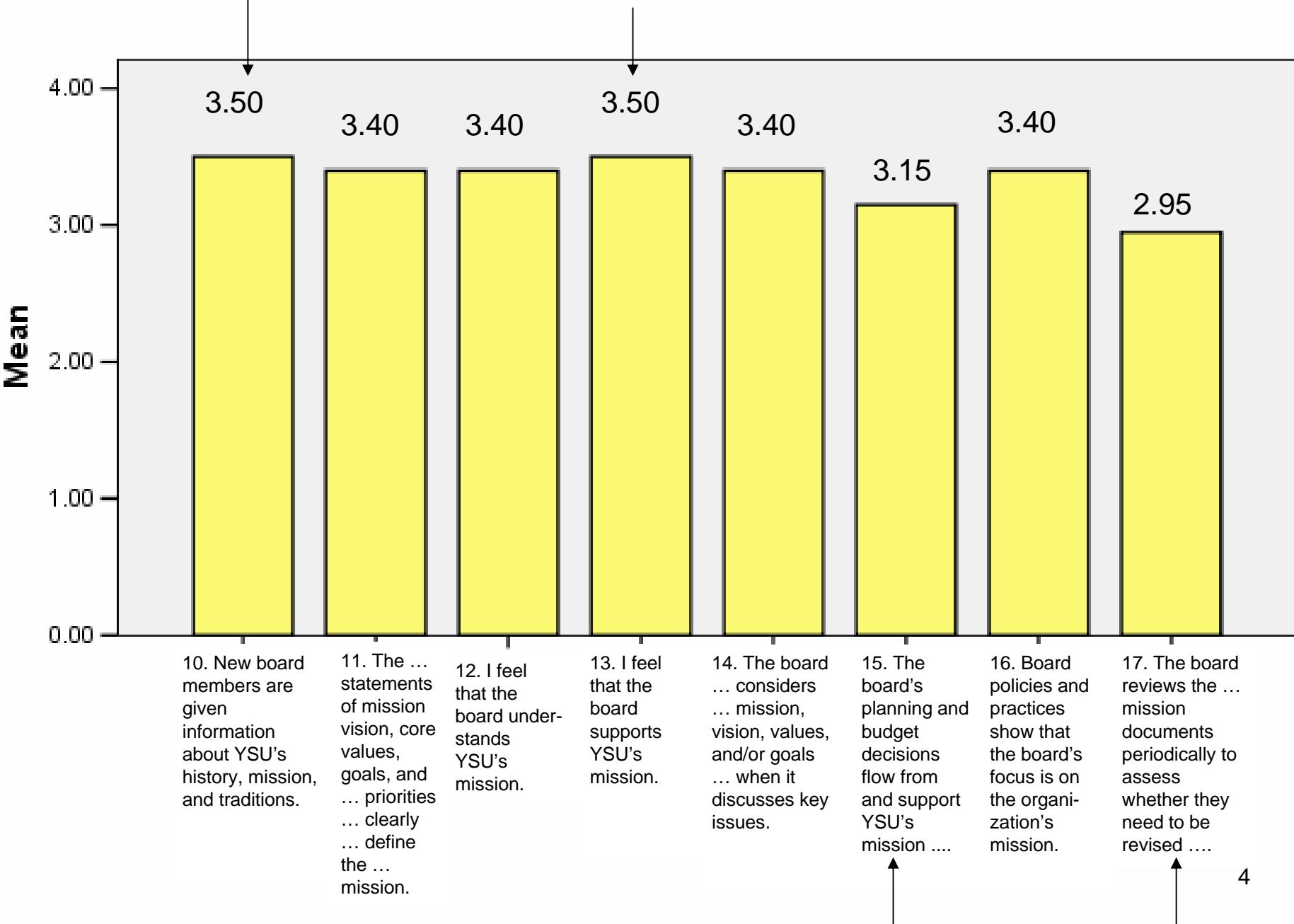
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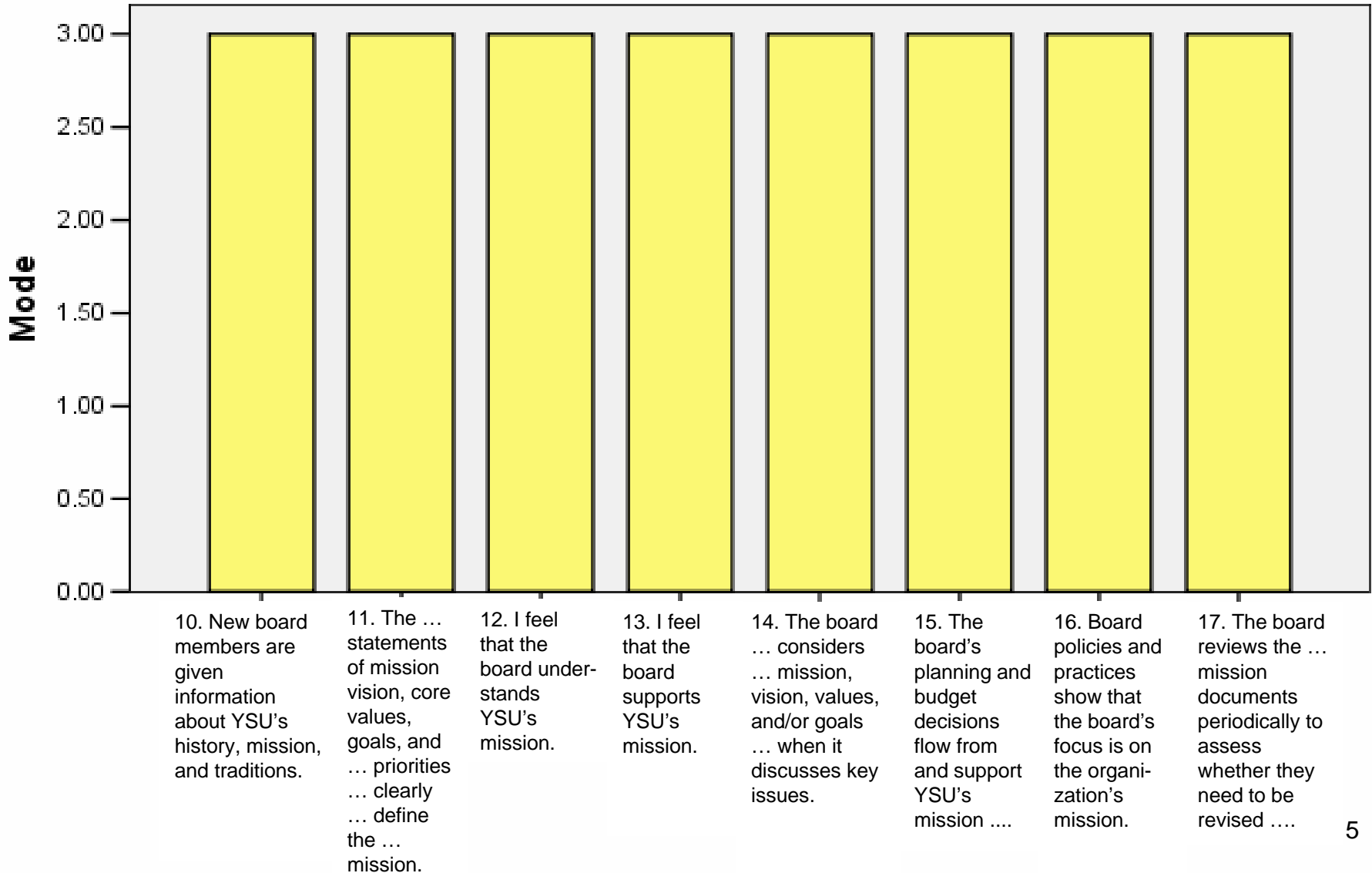
Roles, Responsibilities, and Functions of the Board



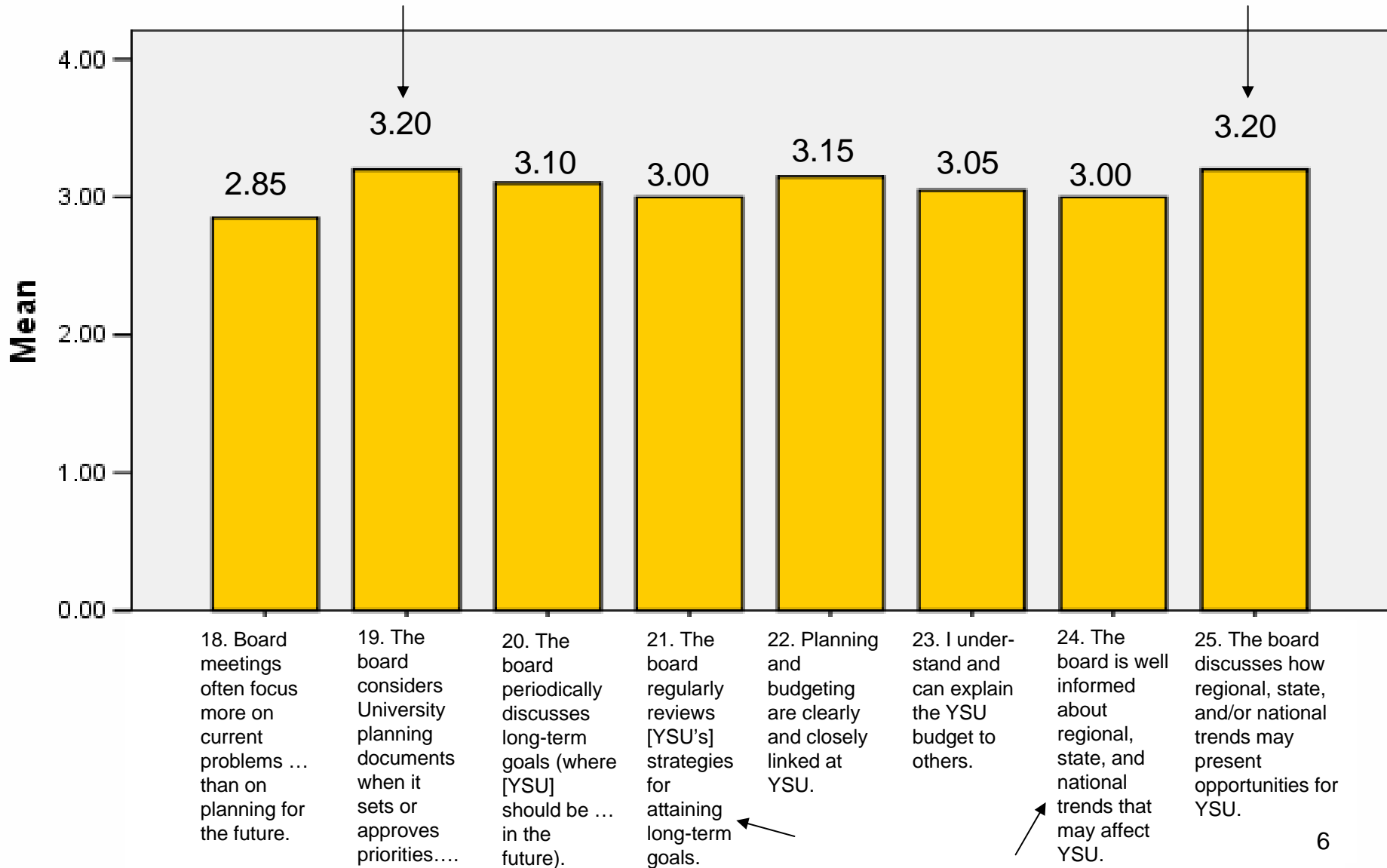
Criterion One: Mission and Integrity



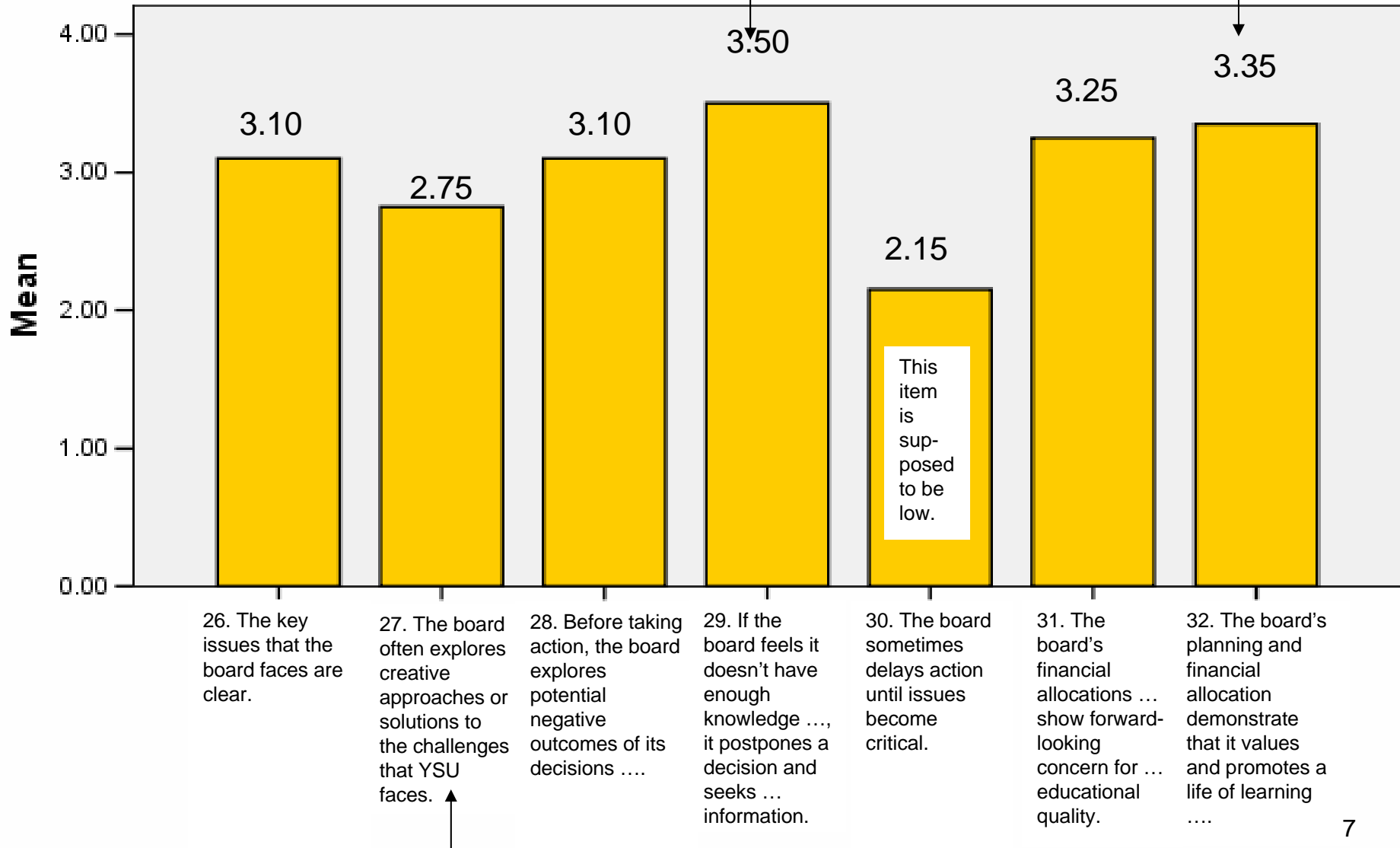
Criterion One: Mission and Integrity



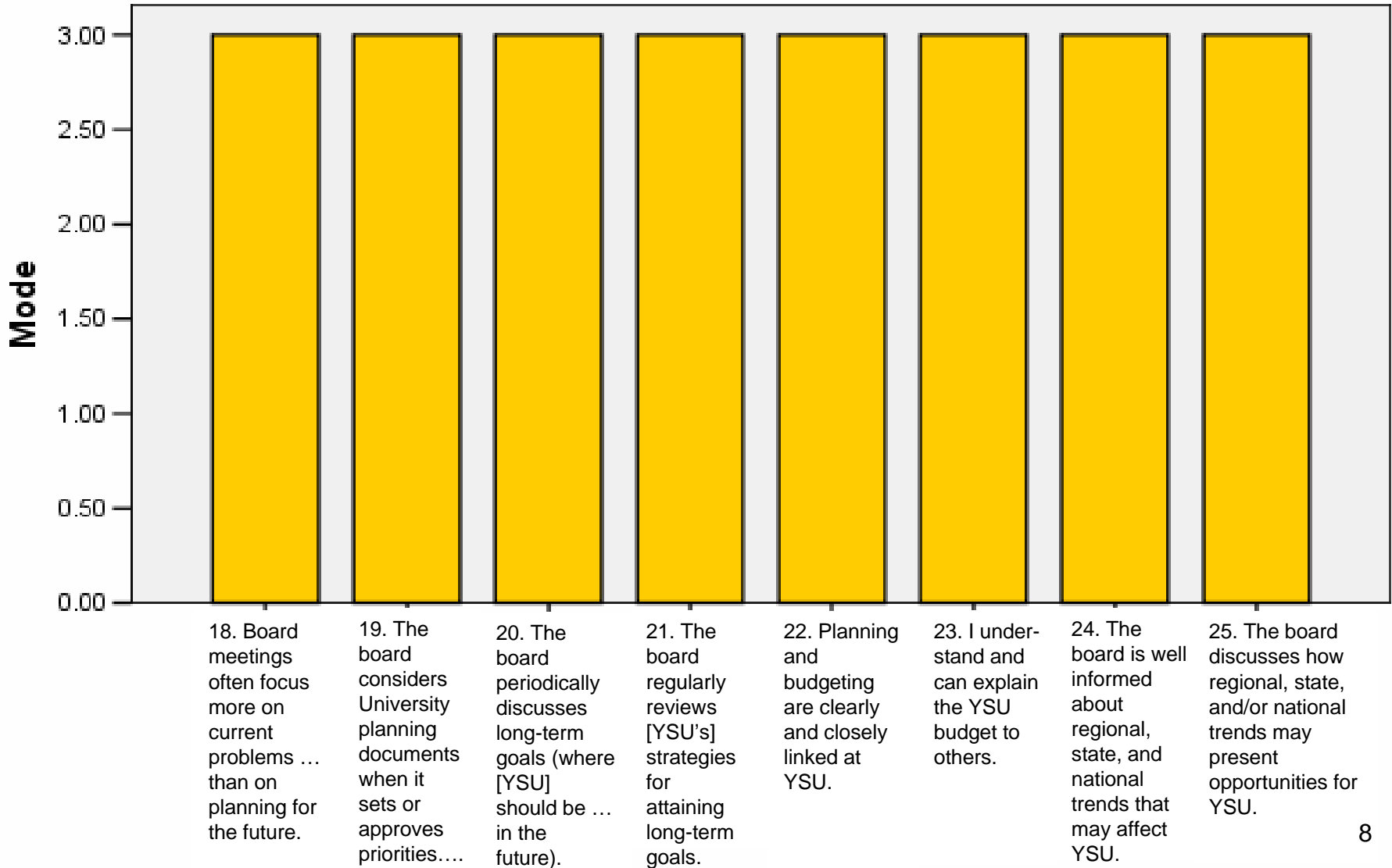
Criterion Two: Planning and Budgeting



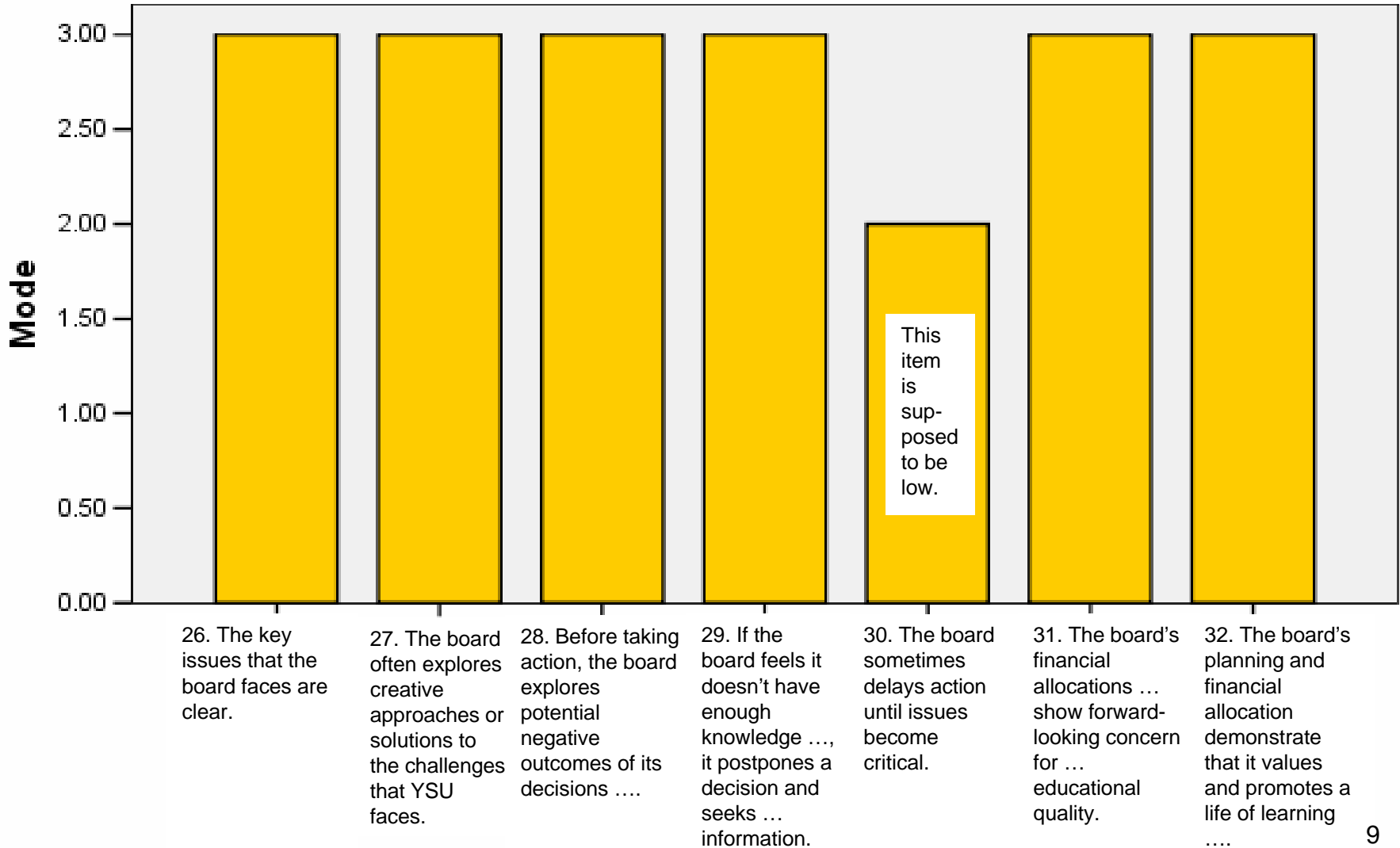
Criterion Two: Planning and Budgeting



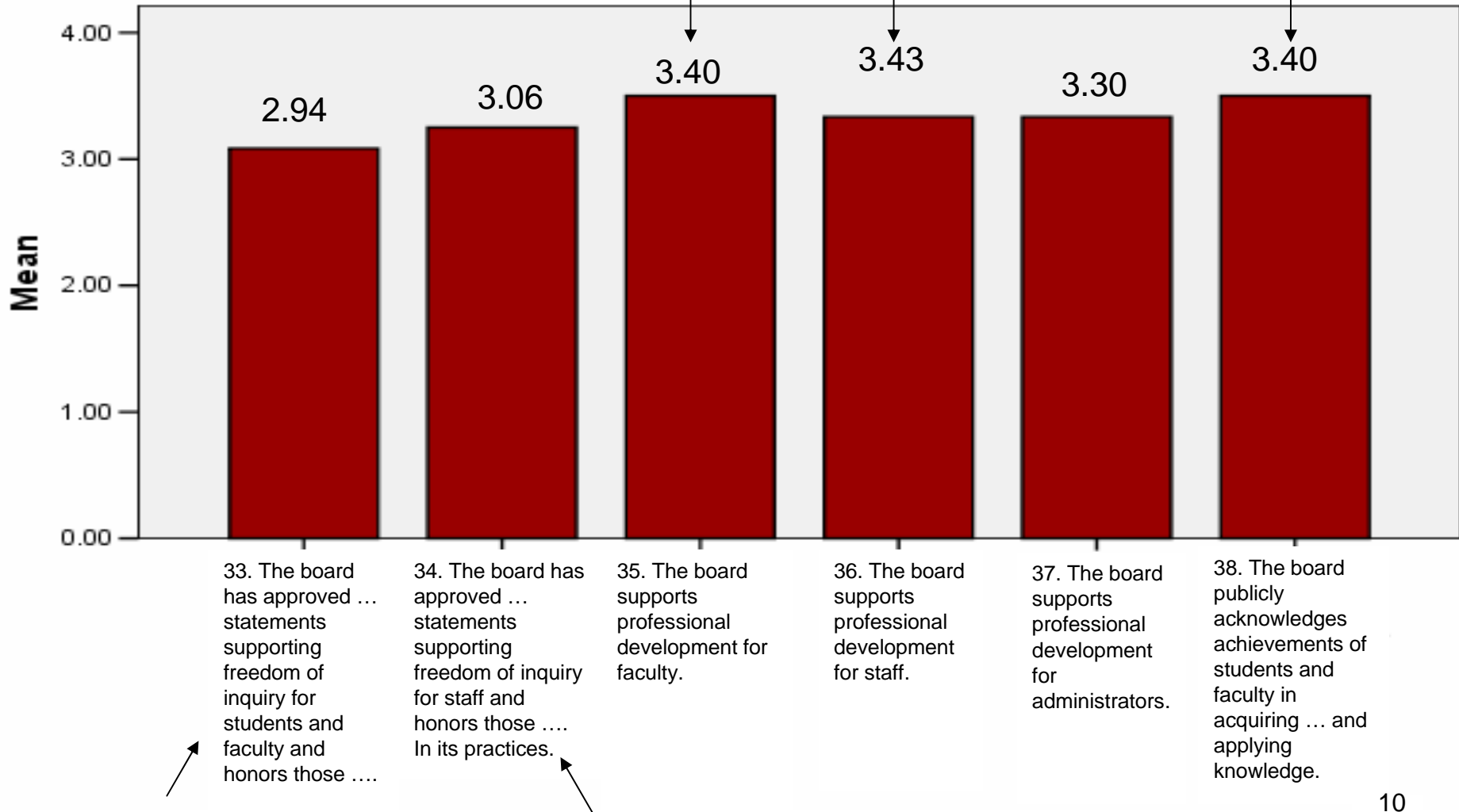
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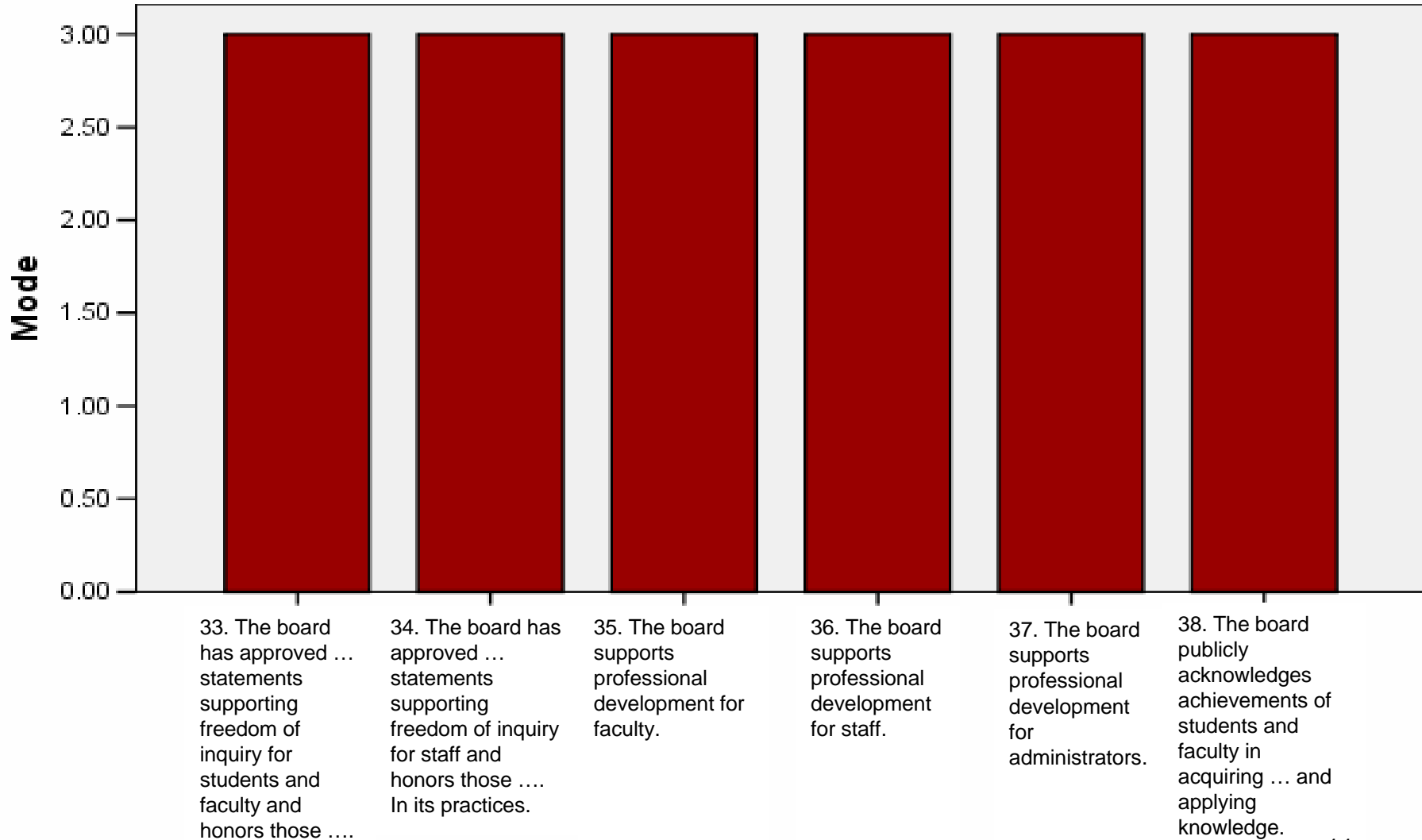
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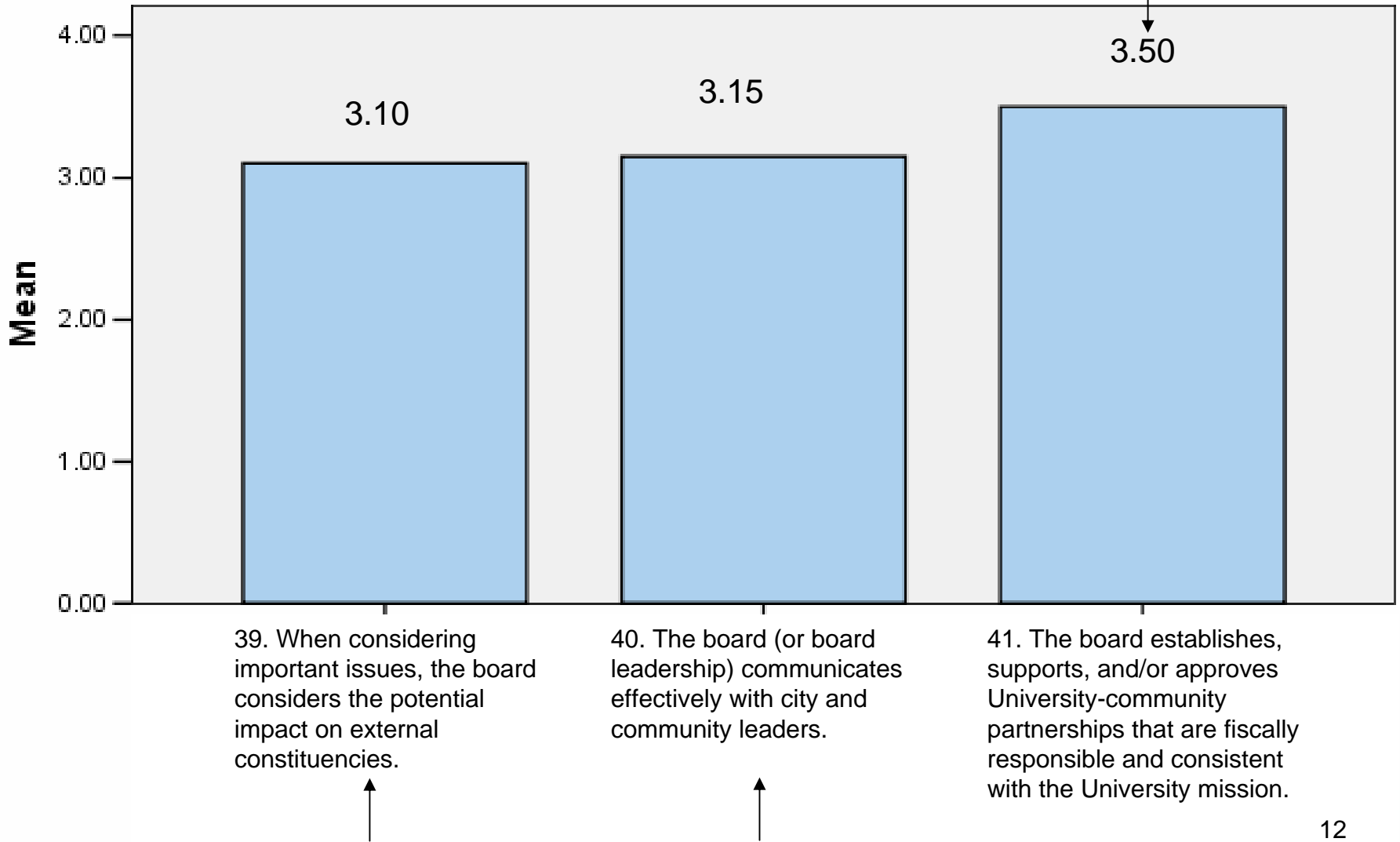
Criterion Four: Acquisition, Discovery, and Application of Knowledge



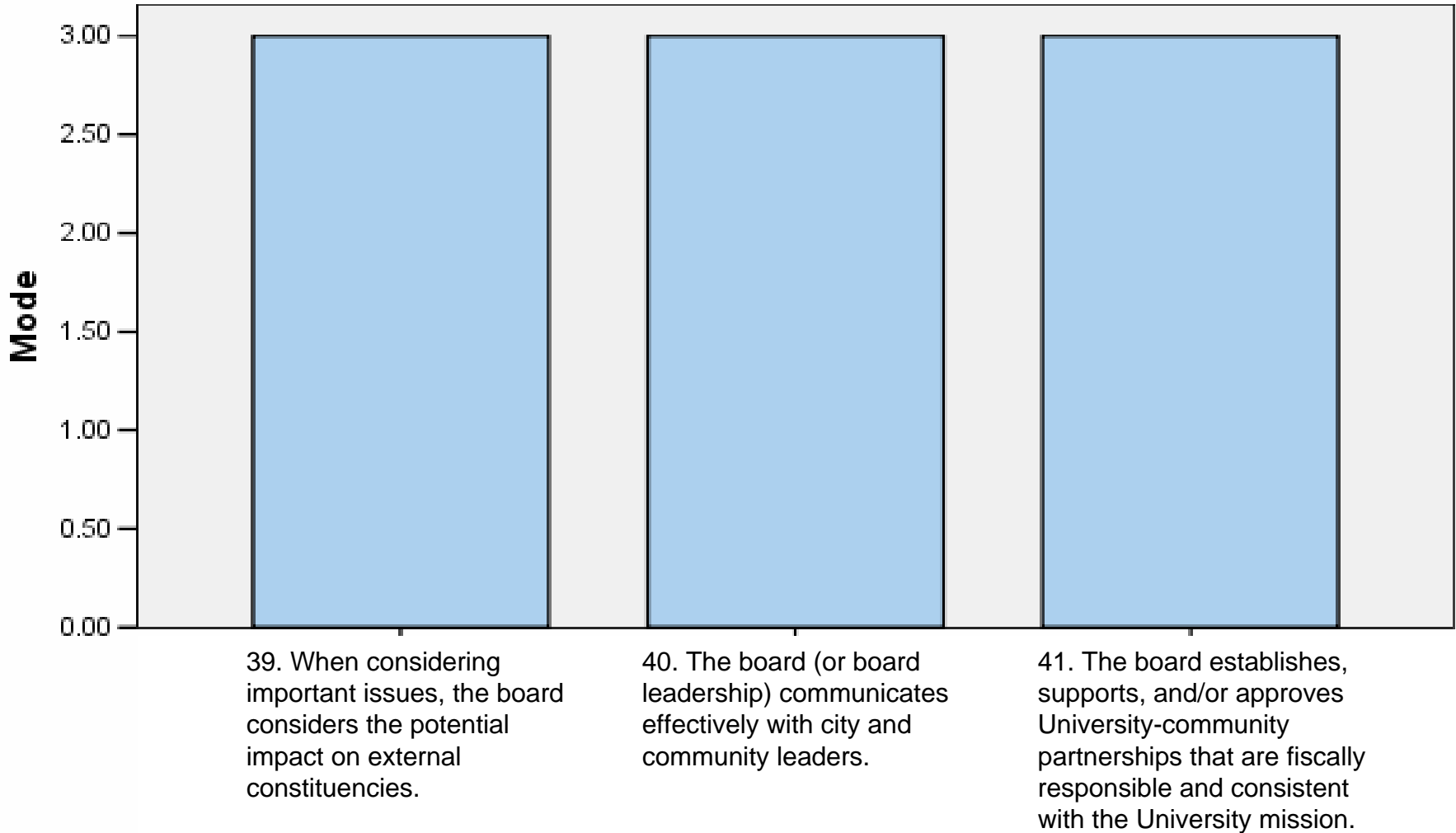
Criterion Four: Acquisition, Discovery, and Application of Knowledge



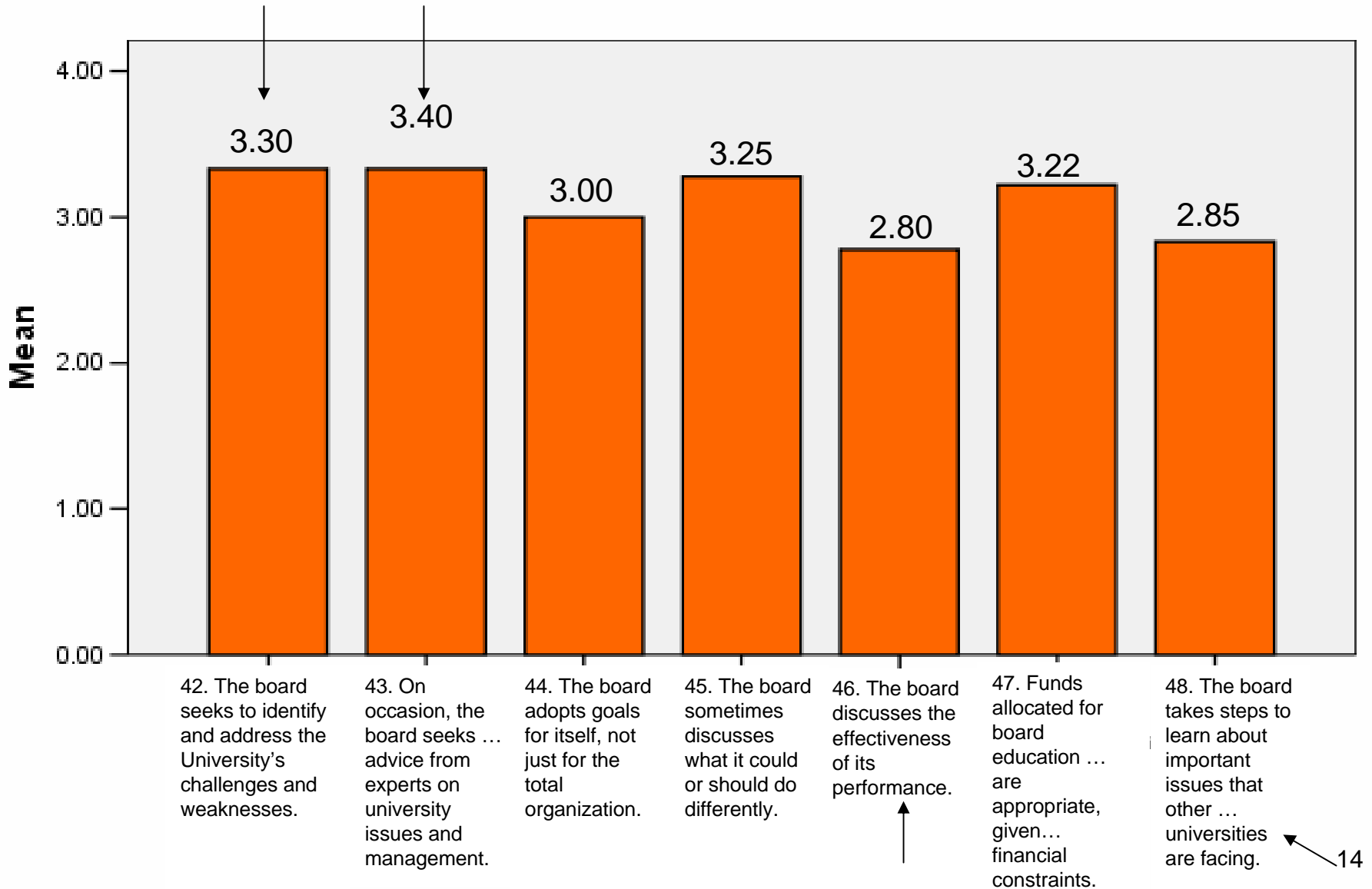
Criterion Five: Supporting Partnerships



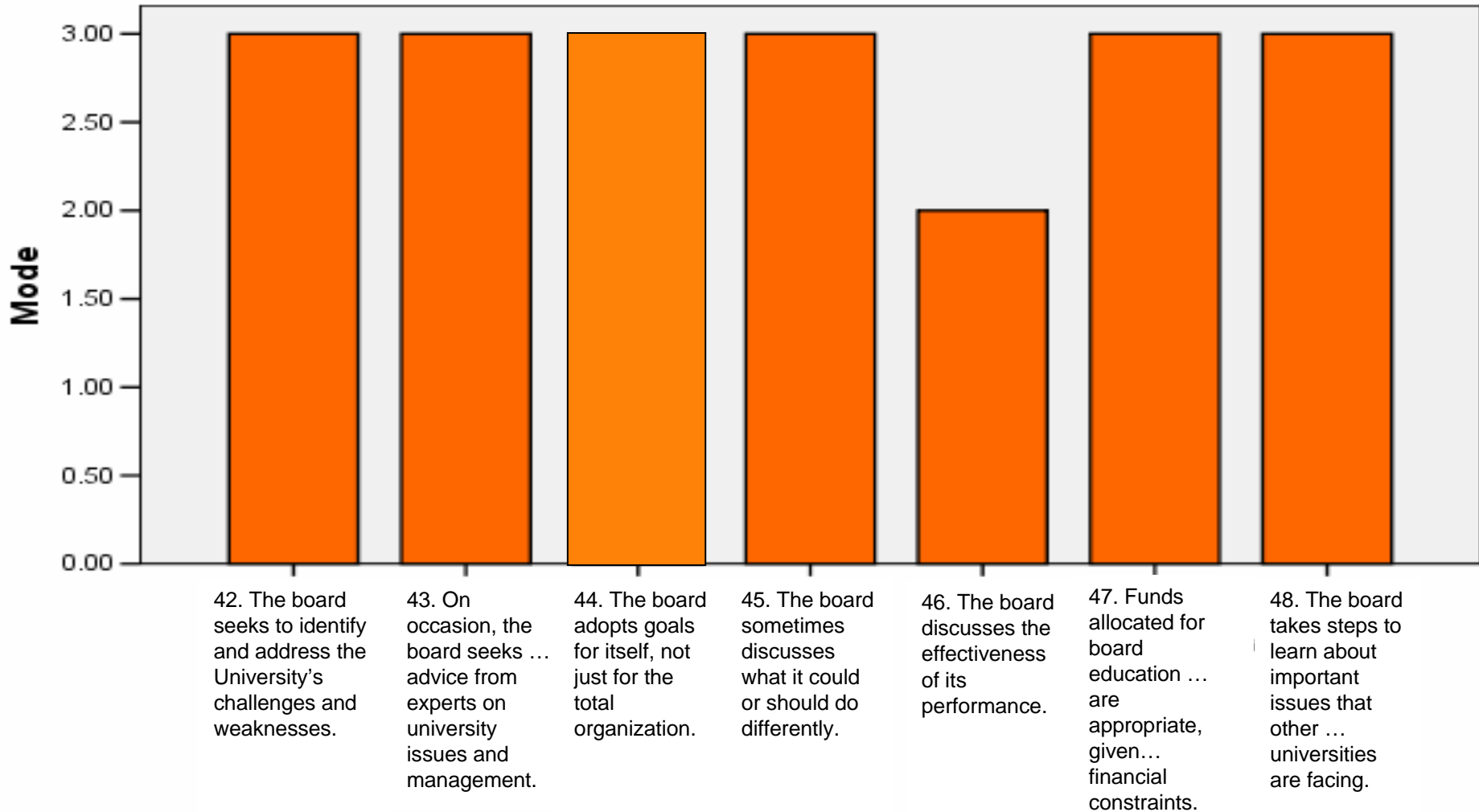
Criterion Five: Supporting Partnerships



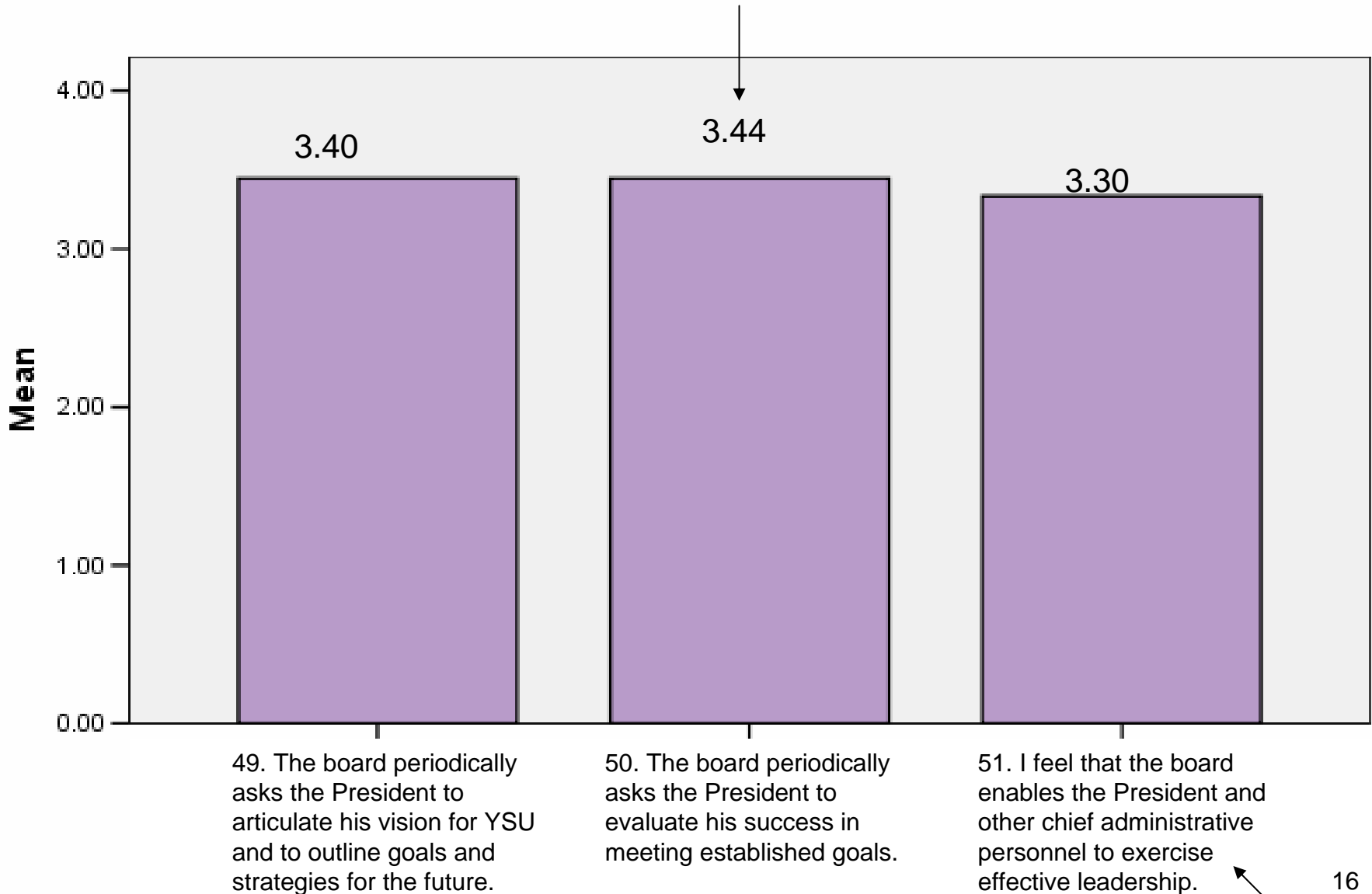
The Board's Self-Assessment



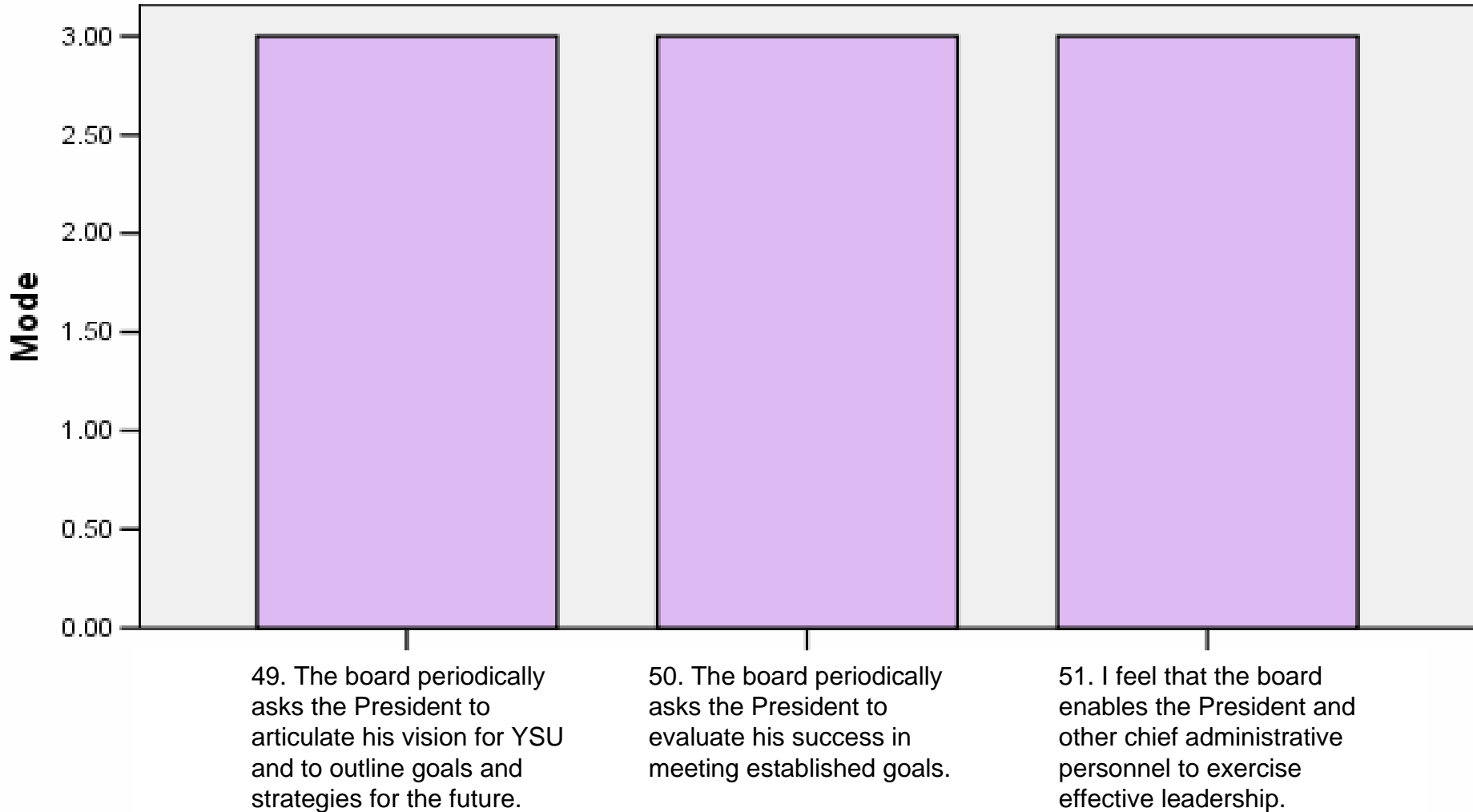
The Board's Self-Assessment



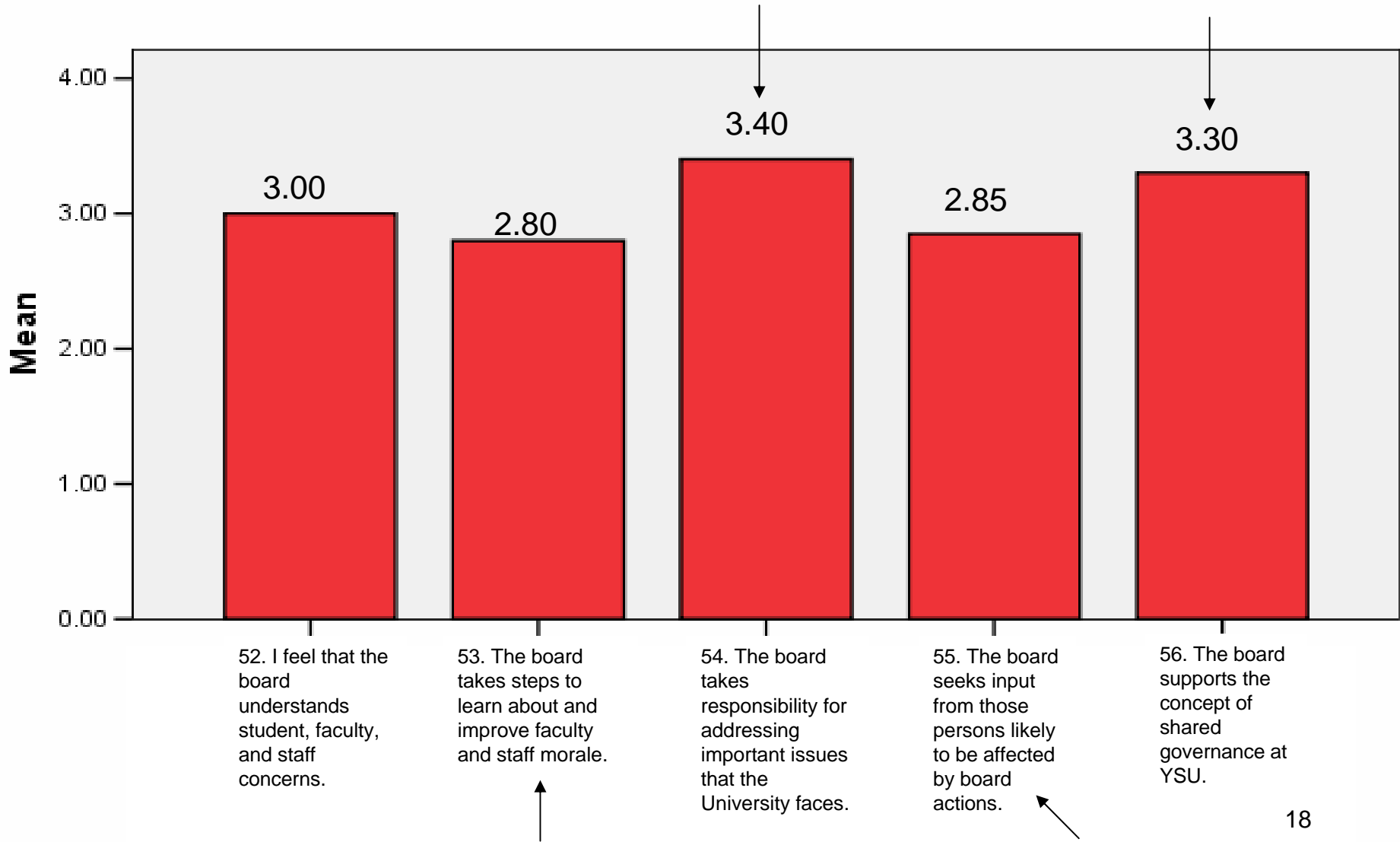
The Board's Relationship with University Administration



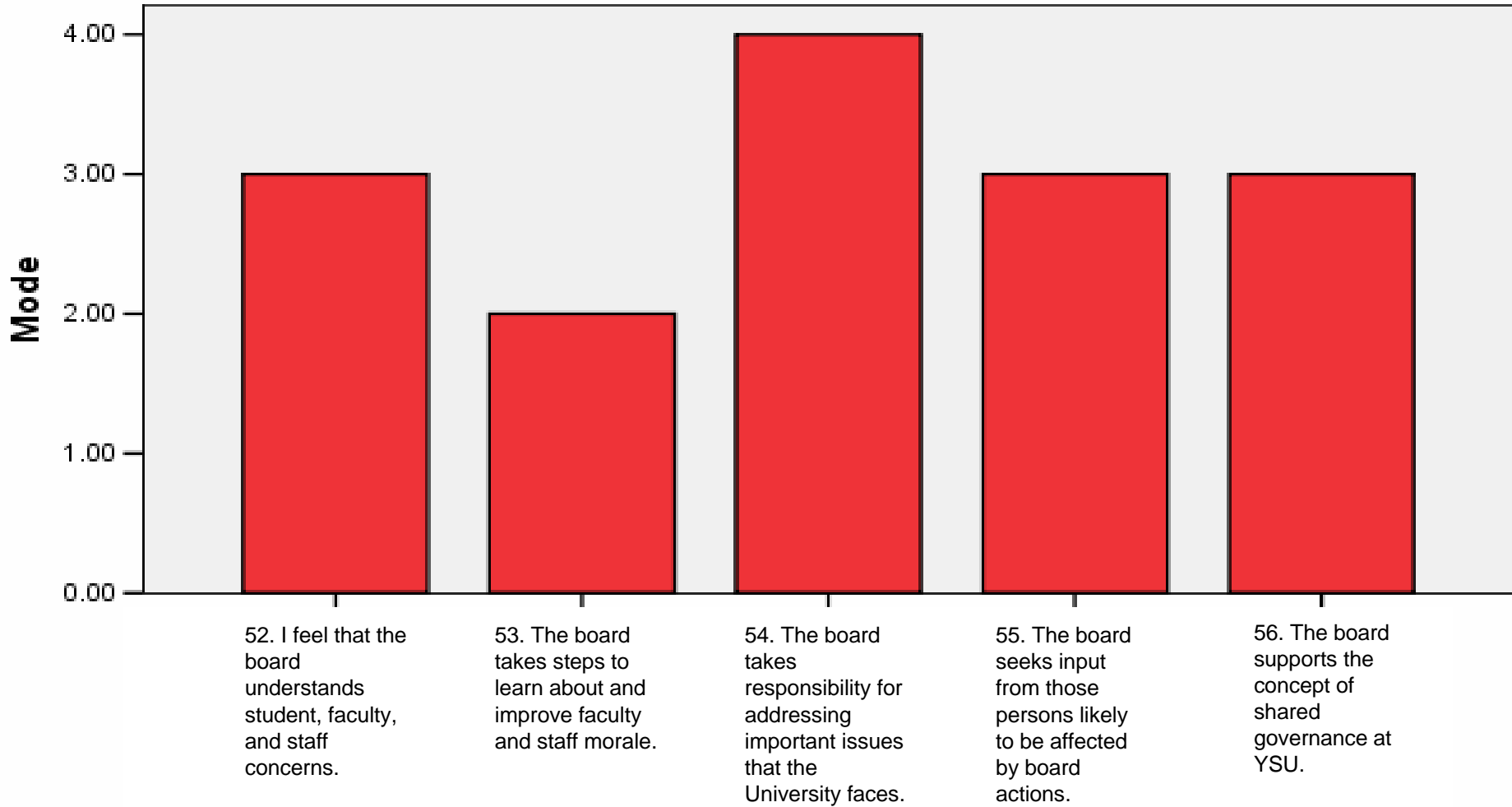
The Board's Relationship with University Administration



The Board's Awareness of Significant Issues



The Board's Awareness of Significant Issues



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