

## Critical Issue 1: Enrollment/Retention

**Priority:** *YSU will build enrollment strategically and manage it effectively.*

**Goal 1: Develop a long-term enrollment-management plan.**

Strategy 1.1: Develop enrollment targets for particular student populations (e.g., undergraduate students, graduate students, high-achieving students, international students, underrepresented students, residential students).

Strategy 1.2: Correlate development of enrollment targets with projected human and fiscal resources.

**Goal 2: Increase student enrollment to achieve enrollment targets.**

Strategy 2.1: Increase interactions with potential students on and off campus to increase the number of inquiries and registrations.

2.1.1: Support and increase programs throughout the year that bring area high school students to campus.

2.1.2: Support and increase programs that send faculty and staff to the high schools.

2.1.3: Increase opportunities for summer programs for high-ability middle and high school students.

2.1.4: Increase participation and matriculation of high school students under Senate Bill 140 legislation.

2.1.5: Increase opportunities for summer “bridge” programs for under-prepared college-bound students.

2.1.6: Develop and/or enhance programs to attract transient students to campus.

2.1.7: Increase awareness of and enrollment in credit courses at outreach sites by advertising course offerings.

Strategy 2.2: Convert a larger percentage of inquiries to successful applications and enrollments.

2.2.1: Develop a process for responding to inquiries strategically and rapidly.

Strategy 2.3: Use technology to streamline and improve the application and admissions process (e.g., online applications).

Strategy 2.4: Assess the financial aid/scholarship structure, and consider new strategies for using scholarships to attract targeted student populations (e.g., high-achieving students, students from outside the region, underrepresented populations).

Strategy 2.5: Anticipate and meet the special/scheduling needs of various student populations.

2.5.1: Meet the needs of non-traditional students, including senior citizens.

2.5.1.1: Offer more weekend and night classes.

2.5.1.2: Offer programs and services that appeal to adults with some college but no degree.

2.5.1.3: Develop a process that awards life-experience credits to adult learners.

2.5.2: Offer student services on evenings and weekends.

2.5.3: Improve the ease of application and range of services for ESL/international students.

2.5.4: Make the admissions process for transfer students equitable, accurate, and timely.

**Goal 3: Make the enrollment process more convenient, efficient, and user-friendly.**

Strategy 3.1: Streamline/integrate placement testing, initial orientation and advising, and registration for incoming students.

3.1.1: Develop procedures that allow students to take placement tests (when necessary) and register on the same day.

3.1.2: Explore options for using cut-off scores on the ACT/SAT as placement alternatives.

3.1.3: Develop a rapid but academically sound response mechanism for enrolling late applicants.

Strategy 3.2: Facilitate review of transfer credits and orientation for transfer students.

**Goal 4: Maximize the retention and success of enrolled students.**

Strategy 4.1: Improve the advising process for all students.

4.1.1: Explore ways to improve and facilitate advising for first-year students, students on academic warning, and students with undeclared majors.

4.1.2: Implement career advising into each student's educational process.

4.1.3: Develop a program for advising and tracking students on a "conditional admit" system.

- 4.1.4: Develop a program for advising transfer students, non-traditional students, and evening students that is equitable, accurate, and timely.
- 4.1.5: Develop ways to encourage and improve advising of students beyond the freshman year.

Strategy 4.2: Develop programming to improve initial University experiences and increase retention.

- 4.2.1: Centralize implementation of developmental-level courses (composition, math, and reading).
- 4.2.2: Develop and implement a “freshman-year experience” that includes an effective placement-testing process, orientation programs specially designed for diverse student population groups, professional first-year academic advising, and extended orientation through First Year Student Services.
- 4.2.3: Recognize that orientation is multifaceted and ongoing; develop an orientation curriculum and/or course in the student’s college of choice or as a general requirement for all.

Strategy 4.3: Provide services and centers of support to address the developmental needs of a diverse student population.

- 4.3.1: Use a student needs-assessment instrument such as the LASSI (Learning and Study Strategies Inventory) to measure student attitude, motivation, and study habits, and implement online administration of the instrument during the Reading/English/Math placement-testing process.
- 4.3.2: Strongly encourage placement testing before registration for first-time, first-year students and require it for those with low ACT/SAT scores.
- 4.3.3: Provide academic support and access to instructional technology.
- 4.3.4: Develop and implement learning communities in Housing Services and in the Center for Student Progress in collaboration with the Division of Academic Affairs.
- 4.3.5: In collaboration with the Division of Academic Affairs, use the results of the student needs-assessment and placement tests to provide an adequate number of developmental reading, mathematics, and English courses at times and locations convenient to students.
- 4.3.6: Develop an IEP (Individual Education Plan) for each student based on the results of the placement tests and student-needs assessment.
- 4.3.7: Mandate that students who place into developmental courses take them in proper sequence beginning their first semester.

- 4.3.8: Provide sufficient supplemental-instruction offerings to meet student demand.
- 4.3.9: Develop and implement a system for all to register with the Center for Student Progress, and encourage use of the Center's services for implementation of students' IEP.
- 4.3.10: Develop and implement a mandatory conditional-admission procedure for under-prepared students that includes weekly sessions with a Center for Student Progress professional coordinator.
- 4.3.11: Encourage the development of a University College to address the issues of first-year, transfer, under-prepared, and undecided students.

Strategy 4.4: Assess the effectiveness of all centers and programs designed to help students succeed.

## Critical Issue 2: Programs/Teaching, Learning, and Research

**Priority:** *YSU will promote excellence in teaching, learning, service, and research—and prepare students to undertake civic and leadership responsibilities—through programs and educational experiences that meet student and workforce needs.*

**Goal 1:** **Establish, maintain, and enhance educational programs that meet the University's mission and foster excellence.**

Strategy 1.1: Expand programs and course work that attract and retain the best and brightest students, while continuing to serve the needs of other student populations.

Strategy 1.2: Develop and expand continuing-education, workforce-development, and non-credit programming, as well as certificate, associate, baccalaureate, and graduate programs that meet the employment needs of the region, state, and nation.

1.2.1: Assess market and demand.

1.2.2: Collaborate with other higher-education institutions, agencies, and industries to offer programs that meet workforce needs.

Strategy 1.3: Examine and facilitate expansion of graduate programming.

1.3.1: Determine workforce needs for professional masters degrees.

1.3.2: Determine the human and fiscal resources that YSU will invest in graduate programming.

1.3.3: Evaluate doctoral program development.

Strategy 1.4: Reinstitute a program-review process.

- 1.4.1: Determine the structure and scope of the program-review process, including mechanisms for identifying programs and centers of distinction, resources required to achieve excellence, and opportunities for growth.
- 1.4.2: Using the process defined in 1.4.1, conduct program review for
  - certificate, associate, baccalaureate, and graduate programs;
  - continuing-education, workforce-development, and non-credit programming; and
  - academic centers.

Strategy 1.5: Develop programs and experiences—within general education, academic programs, and extracurricular activities—to enhance students’ leadership and citizenship abilities.

Strategy 1.6: Strengthen internship and graduate-assistantship programs.

Strategy 1.7: Expand international-studies and studies-abroad programs.

- 1.7.1: Review and evaluate what other institutions are doing successfully.

**Goal 2: Increase timely student access to and success in educational programs.**

Strategy 2.1: Develop and enhance “seamless” educational experiences (e.g., programs through which exceptional high school students can acquire college credit; associate programs that logically lead to “2+2” baccalaureate degrees; five-year BS/MS programs).

- 2.1.1: Expand opportunities for high school juniors and seniors to obtain advance credit toward a college degree at YSU.
- 2.1.2: Increase and enhance the number of P-16 collaborations with Youngstown and Warren schools.
- 2.1.3: Identify and increase academic program options for students with some college and no degree (i.e., degree-completion programs).

Strategy 2.2: Support a variety of instructional modes of delivery for academic programs.

- 2.2.1: Improve and expand instructional technology in classrooms and laboratory facilities.

2.2.2: Strengthen, coordinate, and offer additional distance-learning courses and programs.

2.2.3: Coordinate updates and renovations of instructional facilities with technology-enhancement budgeting.

Strategy 2.3: Offer classes at times and in locations that meet student needs.

Strategy 2.4: Assure that general-education requirements do not prevent timely completion of academic programs and degrees.

2.4.1: Assess the impact of the new general-education model on programs that have outside certifying/ accrediting bodies (e.g., examine the need to further integrate general-education goals in upper-division courses).

2.4.2: Assess the impact of the new general-education model on transfer students.

2.4.3: Assess the impact of the new general-education model on timely graduation of students (e.g., what happens when students change majors after the freshman or sophomore year?).

Strategy 2.5: Monitor, evaluate, and enhance academic student services and academic advising (see also **Critical Issues 1 and 5**).

**Goal 3: Identify, encourage, and reward excellence and innovation in faculty's teaching, scholarship, and service—and in the integration of these areas.**

Strategy 3.1: Support advancement of an initiative designed to enhance the scholarship of teaching and learning (e.g., CATALYST).

Strategy 3.2: Evaluate services and increase support of mechanisms that enhance classroom and laboratory instruction (e.g., Center for Teaching and Learning Technology, faculty workshops).

Strategy 3.3: Increase faculty-development opportunities for integrating new technologies into instruction.

Strategy 3.4: Support efforts that integrate teaching, scholarship, and service.

**Goal 4: Identify and develop ways to enhance research and scholarship.**

Strategy 4.1: Develop, evaluate, and enhance mechanisms for rewarding excellence in scholarship.

Strategy 4.2: Review and streamline processes related to grant attainment, approval, and implementation.

- 4.2.1: Explore the policies and procedures pertaining to grants at other institutions to improve grant policies and procedures at YSU.

### Critical Issue 3: Financial Resources

**Priority:** *YSU will manage resources efficiently and strategically, leverage them effectively, and develop additional resources to fulfill its mission.*

**Goal 1: Develop stable sources of revenue that maximize income while ensuring fairness to students.**

Strategy 1.1: Determine the desired ratios among the major revenue streams:

- State support
- Tuition and fees
- Gifts
- Investments
- Grants
- Auxiliary/Business services

Strategy 1.2: Use these ratios to set prices and lobby for changes in the state-funding formula.

Strategy 1.3: Simplify and consolidate tuition and fee structures, taking into account costs to be covered, effective student relations, and constraints of market and demand.

Strategy 1.4: Offset realistic tuition and fees with effective, efficient financial aid.

Strategy 1.5: Explore additional sources of revenue, such as patents, licenses, and foundations.

**Goal 2: Review and modify the budget process and management policies to promote efficiency and effectiveness.**

Strategy 2.1: Establish a clearly defined budget process.

Strategy 2.2: Establish policies under which operational units will be allowed to carry forward general-fund balances.

Strategy 2.3: Establish policies that allow some portion of grant-generated and other salary savings to be retained by operational units.

Strategy 2.4: In coordination with Strategy 2.3, above, establish policies to allow operational units to make proposals for moving funds between salary and operational categories at the beginning of each fiscal period.

**Goal 3: Establish a resource-allocation plan that encourages and rewards the achievement of institutional goals.**

Strategy 3.1: Set responsibility for resource allocation as close as feasible to the unit accountable for achieving a set of institutional goals.

Strategy 3.2: Establish an annual process that makes funds available to achieve special goals and initiatives according to a goal-driven plan.

**Goal 4: Adopt a leveraging strategy to multiply capital dollars.**

Strategy 4.1: Leverage state-appropriated and University and Foundation capital dollars to finance infrastructure needs identified by campus strategic plans.

**Goal 5: In partnership with the YSU Foundation, initiate a capital campaign to support YSU's strategic plan.**

Strategy 5.1: Raise funds to support

- Scholarships
- Endowed faculty chairs
- Academic enrichment
- Library
- Facility enhancement
- Research

## Critical Issue 4: Image/Market

**Priority:** *YSU will develop and communicate a positive, shared institutional identity and market its strengths and successes aggressively.*

**Goal 1: Develop the brand image YSU seeks to project to existing and potential stakeholders.**

Strategy 1.1: Define the separate but mutually reinforcing identities of YSU.

Strategy 1.2: Develop an institutional “narrative,” or series of institutional messages to convey the image YSU seeks to project.

Strategy 1.3: Study the correlation between tuition cost and public perception of an institution.

Strategy 1.4: Identify YSU's existing and desired markets, and communicate appropriate institutional messages.

**Goal 2: Develop, implement, and manage a comprehensive integrated marketing communication (IMC) program.**

Strategy 2.1: Develop an integrated marketing program to serve multiple purposes: brand, recruitment, development, alumni relations, and others.

Strategy 2.2: Develop and select effective communication vehicles.

2.2.1: Determine internal and external resources available to advance image/marketing initiatives.

2.2.2: Use personal selling by faculty, staff, and students to reinforce marketing-communication initiatives.

Strategy 2.3: Establish a University IMC Committee to advance coordinated messages.

Strategy 2.4: Advance marketing-communication initiatives through print and electronic news media.

**Goal 3: Establish a comprehensive on-campus communications program to promote campus pride among employees and students.**

Strategy 3.1: Enhance the use of University websites, electronic bulletin boards, mass e-mail, the *Jambar* student newspaper, and other vehicles.

Strategy 3.2: Promote faculty, staff, and student achievements.

Strategy 3.3: Establish better labor/management communication.

**Goal 4: Play a leadership role in community efforts to shape and advance a new image for the Mahoning Valley and surrounding region (see also Critical Issue 8).**

Strategy 4.1: Partner with key community stakeholders and regional marketing-communication professionals to project a new vision.

Strategy 4.2: Expand and encourage faculty, staff, and student involvement in key community initiatives and partnerships.

## Critical Issue 5: Student Services/Alumni Relations

**Priority:** *YSU will provide the range of student services necessary for a student-centered University to attract, support, retain, advance, and graduate students. YSU will also maintain ongoing and lifelong relationships with its alumni.*

**Goal 1: Create a welcoming environment for all students and visitors, assisting with necessary connections to campus resources.**

Strategy 1.1: Make efficient and friendly service a campus priority.

1.1.1: Provide customer-service training for all University personnel and student employees.

1.1.2: Reward employees who demonstrate exemplary student and customer service.

Strategy 1.2: Create a student/alumni “swipe” card for use of University services.

**Goal 2: Provide opportunities that enrich the educational experience.**

Strategy 2.1: Encourage all students to participate in community service and student organizations as part of their academic curriculum.

Strategy 2.2: Encourage students to participate in internship/co-op programs.

Strategy 2.3: Facilitate opportunities to study abroad.

Strategy 2.4: Provide services that increase retention (see **Critical Issue 1, Goal 4**).

Strategy 2.5: Increase opportunities and compensation for on-campus employment.

**Goal 3: Provide facilities and services that enrich campus life and are accessible to students and alumni.**

Strategy 3.1: Develop a comprehensive Student Services Center that encompasses all areas of direct service to students.

Strategy 3.2: Build a “Student Recreation and Wellness Center,” and create programs to provide recreational, health, and wellness activities.

Strategy 3.3: Increase the availability and desirability of student housing.

3.3.1: Generate more group affiliation by developing special-interest housing facilities.

Strategy 3.4: Review and enhance services for international students.

Strategy 3.5: Provide more on-campus entertainment and activities.

**Goal 4: Develop systems to ensure a lifelong relationship with alumni.**

Strategy 3.1: Establish more alumni chapters.

Strategy 3.2: Provide alumni a lifelong e-mail address.

Strategy 3.3: Involve alumni in the student-recruitment process.

Strategy 3.4: Provide lifelong career services to Alumni Society members.

Strategy 3.5: Facilitate payment of alumni dues.

Strategy 3.6: Develop mechanisms to involve alumni in University events related to their activities and areas of interest when they were students.

3.7.1: Acquire information regarding student activities on the application for graduation.

3.7.2: Re-institute a YSU yearbook in collaboration with the Offices of Marketing and Communications and Media Services.

## Critical Issue 6: Diversity

**Priority:** *YSU will provide a climate of respect for all people. Its students, faculty, staff, and course content will increasingly reflect the diversity of the community, the nation, and the world.*

**Goal 1. Increase the diversity of the student body, faculty, and staff.**

Strategy 1.1: Establish and maintain policies and procedures to ensure success in increasing campus diversity.

Strategy 1.2: Engage in ongoing outreach to identified communities through direct personal contact by University staff and faculty, targeted advertising and recruitment publications, the University website, and on- and off-campus programming.

1.2.1: Involve University faculty, staff, and current students in recruiting to the YSU community members of identified communities.

- 1.2.2: Provide incentives for prospective students to come to the campus for special events in the arts, sports, etc. (e.g., free tickets, YSU insignia merchandise).
- 1.2.3: Identify and mentor high school students from identified populations—starting in junior high school—for University enrollment. Provide scholarship incentives for them to attend YSU.
- 1.2.4: Conduct off-campus and on-campus job and information fairs with a diversity focus.
- 1.2.5: Create publications, advertising, and web pages directed to specific identity groups.
- 1.2.6: Advertise specific courses and/or programs to potential audiences.
- 1.2.7: Assure consistent representation/attendance by the University's upper-level administrators at diversity-related events on and off campus.

Strategy 1.3: Conduct effective, fully inclusive job searches.

- 1.3.1: Establish hiring goals for underrepresented groups in academic and administrative departments. Provide incentives to administrators for increasing the diversity of their faculty/staff hires.
- 1.3.2: Expand the network with area minority-oriented agencies, groups, and individuals to disseminate all job announcements.
- 1.3.3: Increase the use of list-servs addressing underrepresented populations.
- 1.3.4: Distribute and use state/national workforce data to give University employing units a better understanding of various state and national comparisons.
- 1.3.5: Provide incentives for prospective employees from diverse identity groups to choose Youngstown State University.

**Goal 2. Educate the campus and the community about diversity and its importance in modern life.**

Strategy 2.1: Enhance the diversity component of the University curriculum.

2.1.1: Develop more courses that address diversity, along with incentives for faculty to create them.

2.1.2: Develop academic minors and majors in areas such as women's studies, Africana studies, Hispanic studies, gender studies, cross-cultural communication, and class studies.

2.1.3: Encourage cross-curricular efforts and team teaching of courses that emphasize issues of identity and difference.

2.1.4: Encourage development of a diversity-intensive component for the General Education Requirement.

Strategy 2.2 Ensure that University communications reflect the diversity of the YSU community and send the message that the institution values and respects differences.

2.2.1: Conduct frequent campus diversity-information campaigns via internal newsletters, posters, e-mail, and website.

Strategy 2.3: Provide educational programming and workshops that focus on diversity issues.

2.3.1: Sponsor public workshops, study circles, and discussion on diversity issues.

2.3.2: Establish a lecture/film series that addresses a wide range of diversity issues and identities.

2.3.3: Offer more employee-training workshops that focus on diversity.

**Goal 3. Create a climate of respect at the University for pronounced and unannounced identities, including ethnicity, race, gender, physical function, sexuality, religion, and class.**

Strategy 3.1: Provide administrative support for offices and centers that provide services to underrepresented groups.

3.1.1: Sustain support of the University/Community Diversity Council.

3.1.1.1: Provide ongoing funding of an administrative staff position responsible for leading the University's diversity efforts on and off campus.

3.1.2: Support the establishment of centers and provision of services and educational programs for underrepresented groups.

Strategy 3.2: Educate the campus community about University policies and procedures that address offensive/discriminatory language and/or behavior.

Strategy 3.3: Provide all University employees with equal access to health care and other fringe benefits.

## Critical Issue 7: Technology

**Priority:** *YSU will pursue an integrated approach in using technology to meet the academic, research, student-services, and administrative goals of the University.*

**Goal 1: Integrate, coordinate, and provide technology\* and information systems.**

Strategy 1.1: Establish a technology leadership and communication structure.

- 1.1.1: Hire a Chief Technology Officer (CTO).
- 1.1.2: Consolidate oversight for technology funding, planning, acquisition, and maintenance functions.
- 1.1.3: Create a committee of technology stakeholders to advise the CTO.
- 1.1.4: Recognize academic departments as primary designers for the implementation of technology in the classroom.
- 1.1.5: Coordinate technology support-staff responsibilities and assignments.

Strategy 1.2: Develop a coordinated and prioritized technology plan.

- 1.2.1: Review the institutional strategic plan.
- 1.2.2: Assess current technology and the ability to support the institutional plan.
- 1.2.3: Identify core technologies.
- 1.2.4: Develop, implement, and maintain a technology strategy to support the institutional plan.
- 1.2.5: Plan for future technology needs and advancements.

*\*For the purposes of this section, TECHNOLOGY is defined as the entire array of mechanical, electronic, and virtual devices and processes used by the University community to carry out various missions. It includes, but is not limited to, the hardware and software associated with personal computers, computer networks, mainframe computing, information systems, academic computing, research computing, and administrative computing, as well as systems such as external communication and information transfer, distance learning, and voice, data, and video communication.*

1.2.6: Review the effectiveness and usability of existing and proposed technologies.

1.2.6.1: Explore alternatives to some of the existing general-purpose labs.

Strategy 1.3: Create and revise technology policies and operating procedures.

1.3.1: Review, develop, and implement standardized operating procedures.

1.3.2: Adopt standards that facilitate sharing data across systems and platforms.

1.3.3: Establish a comprehensive online and distance-learning policy.

1.3.4: Create policies to ensure a secure networking environment.

1.3.5: Review privacy and intellectual property policies to ensure compliance with state and federal regulations and YSU collective-bargaining agreements.

1.3.6: Review, develop, and implement web-content and management policies.

Strategy 1.4: Review, upgrade, and integrate administrative computing systems.

1.4.1: Implement and support the Degree Audit and Record System (DARS).

1.4.2: Implement a comprehensive Financial Management System.

1.4.3: Implement a comprehensive Student Information System.

1.4.4: Implement a comprehensive Human Resource Information System.

1.4.5: Implement a comprehensive Alumni and Development System.

1.4.6: Provide comprehensive information-management reporting tools.

Strategy 1.5: Develop and implement a methodology for institutional technology funding.

1.5.1: Assess institutional expenditures and revenues.

1.5.1.1: Create summaries of capital expenditures on technology for the past five years; on-going license and software expenditures to which YSU is committed for the next five years; and on-going staff and student-help expenditures to which YSU is committed, using the current fiscal year as an index.

1.5.2: Evaluate lease vs. buy options.

1.5.3: Develop incentives for efficient use of technology funds.

- 1.5.4: Provide dedicated funding for new and replacement technology.
- 1.5.5: Provide dedicated funding to maintain existing technology.
- 1.5.6: Identify additional sources for technology funding.
- 1.5.7: Pursue grants for funding new and improved technology.
- 1.5.8: Review and evaluate continued support for grant-initiated programs.

**Goal 2: Maintain a current and reliable networked technology infrastructure.**

Strategy 2.1: Develop and implement a reliability and backup strategy.

- 2.1.1: Develop and implement an institutional disaster-recovery plan.
- 2.1.2: Develop and implement local information-backup plans.
- 2.1.3: Maintain reliable intranet connections to supported networked devices.
- 2.1.4: Evaluate and manage bandwidth capacity.

Strategy 2.2: Provide support for data, voice, video, and future technologies.

Strategy 2.3: Provide network applications and services to facilitate the use of the network.

**Goal 3: Provide access to technology and information that is up-to-date and user-oriented.**

Strategy 3.1: Ensure accessibility to technology for traditional, non-traditional, and special-needs students.

- 3.1.1: Provide access to general and special-use technology labs and other instructional technologies.
- 3.1.2: Address requirements of special-needs students.
- 3.1.3: Provide access to up-to-date hardware and software.

Strategy 3.2: Ensure faculty and staff accessibility to technology.

**Goal 4: Implement effective use of technology in teaching and learning.**

Strategy 4.1: Provide multimedia capabilities in all classrooms.

- 4.1.1: Support academic departments in designing and implementing the use of technology in the classroom.

Strategy 4.2: Provide faculty and staff training in and support for the use of technology (see also strategies under **Critical Issue 2, Goal 3**).

- 4.2.1 Promote the use of up-to-date hardware and software by faculty, staff, and students.

Strategy 4.3: Support distance learning (see also **Critical Issue 2, Strategy 2.2**).

4.3.1: Provide resources to acquire and implement distance-learning technology.

4.3.2: Provide training and ongoing support for distance-learning activities.

## **Critical Issue 8: Community Engagement**

**Priority:** *YSU will undertake community partnerships to serve and address the cultural, intellectual, social, and economic needs of the region.*

**Goal 1: Create an academic, cultural, and diverse community environment that retains and enhances local and regional intellectual capital.**

Strategy 1.1: Maintain the intellectual capital of the region by offering a comprehensive set of continuing professional-development degree and non-degree programs.

Strategy 1.2: Become a leader in promoting academic excellence in grades P-12, and collaborate with stakeholders to offer appropriate programs and services.

1.2.1: Foster relationships between YSU and P-12 schools in a wide variety of disciplines.

1.2.1: Establish information networks with parents and students in grades 7-12, and provide materials related to motivating children to attend college.

Strategy 1.3: Partner with local school systems to develop solutions to improve the schools' "report card" scores.

1.3.1: Benchmark similar school districts with high scores and evaluate their methods for success.

**Goal 2: Partner with local government, business, and non-profit entities to encourage local business development.**

Strategy 2.1: Provide the Regional Chamber and local entities the data and expertise needed to advance economic-development initiatives.

- 2.2.1: Identify research and development activities that YSU can undertake and/or enhance to support local business and industry.
- 2.2.2: Obtain support to recruit faculty/staff and develop local resources to increase intellectual capital for research and development partnerships.

**Goal 3: Maintain and enhance the cultural environment.**

Strategy 3.1: Partner with area arts organizations to sustain and enhance services.

- 3.1.1: Assist development of a high-profile downtown arts center.

**Goal 4: Offer curricula and programming to promote University-community partnerships and/or activities.**

Strategy 4.1: Create high-school-to-graduate-school programs to pique interest at the high school level for the arts, marketing, technology development, information technology, law, engineering, etc.

Strategy 4.2: Expand curricula that provide students an opportunity to participate in an internship/practicum experience in their discipline.

Strategy 4.3: Establish strong community liaisons for each department or program (e.g., external advisory committees).

Strategy 4.4: Establish more engaged and user-friendly relationships with community groups.

- 4.4.1: Have each major unit determine the extent and the type of its community engagement based on geographical reach, purpose, and constituencies.
- 4.4.2: Provide easy access to parking, facilities, programs, and services.

**Goal 5: Maximize the University's use of broadcast outlets to enhance community engagement.**

Strategy 5.1: Develop program initiatives via WYSU-FM.

Strategy 5.2: Develop program initiatives via PBS 45/49.

Strategy 5.3: Develop program initiatives via commercial broadcast, public-access cable outlets, and minority media outlets.

## Critical Issue 9: Human Resources Development

**Priority:** *YSU will further develop a competent, motivated, diverse, and competitively paid workforce committed to carrying out the mission of the University.*

**Goal 1: Develop a highly qualified, flexible, and diverse faculty and staff.**

Strategy 1.1: Recruit new faculty and staff strategically and through an informative and streamlined process.

- 1.1.1: Strategically advertise available positions.
- 1.1.2: Coordinate faculty/staff recruitment activities with efforts that portray a positive institutional image.
- 1.1.3: Provide as much detail as possible about positions, including biographical sketches of supervisors.
- 1.1.4: Provide information about available positions to promising YSU graduates and seniors.
- 1.1.5: Streamline the hiring process, from needs assessment to contract signing.

Strategy 1.2: Enhance retention of new faculty and staff.

- 1.2.1: Provide competitive starting salaries.
- 1.2.2: Commit to reduce front-end workload for new faculty and staff.
- 1.2.3: Enhance and improve faculty/staff orientation.
- 1.2.4: Develop a mentoring program.
- 1.2.5: Provide necessary start-up resources.

Strategy 1.3: Optimize use of the web for human-resource development.

- 1.3.1: Use the web to develop internal and external linkages for faculty and staff development.
- 1.3.2: Use improved website to attract nationally diverse applications for available positions.

Strategy 1.4: Use faculty and staff contracts to respond to strategic needs of the University and provide incentives for flexibility.

- 1.4.1: Review temporary vs. tenure-track faculty contracts.
- 1.4.2: Review contracts for flexibility and incentives.
- 1.4.3: Review the relationship of faculty and staff needs, flexibility, and contractual options.
- 1.4.4: Consider tying University and departmental mission and goals to contractual incentives (e.g., sabbaticals).
- 1.4.5: Encourage and support membership and exchange in professional organizations.

- 1.4.6: Develop visiting-scholar/expert programs.
- 1.4.7: Create development programs that meet department goals and priorities.

**Goal 2: Improve the use, training, placement, assignments, and leadership experiences of student employees.**

Strategy 2.1: Use and train work-study students more effectively.

- 2.1.1: Provide comprehensive orientation to University policies.
- 2.1.2: Provide adequate training for students and their supervisors.
- 2.1.3: Establish adequate funding.
- 2.1.4: Use students to “reverse-mentor” in technology.

Strategy 2.2: Provide more equitable and attractive employment opportunities for graduate students.

- 2.2.1: Ensure equitable graduate-student teaching responsibilities.
- 2.2.2: Provide competitive graduate-assistantship stipends.
- 2.2.3: Expand the graduate internship program.

**Goal 3: Improve campus morale.**

Strategy 3.1: Improve communication across campus.

- 3.1.1: Promote office-to-office communication.
- 3.1.2: Optimize lines of communication among personnel involved in overlapping duties.
- 3.1.3: Develop a University Function Chart to depict how one employee’s work function impacts others.
- 3.1.4: Appoint an “ombudsperson” for employees.

Strategy 3.2: Develop training programs for supervisors, with emphasis on improving employee morale.

Strategy 3.3: Provide appropriate working conditions.

Strategy 3.4: Ensure that YSU’s workforce represents a broad cross-section and that non-majority members are valued.

Strategy 3.5: Recognize employee excellence and accomplishment both formally and informally.

**Goal 4: Use the strategic plan and University mission to prioritize faculty and staff placement and hiring.**

Strategy 4.1: Benchmark institutional personnel functions and activities against those of institutions with mission and goals the same as or similar to YSU's.

Strategy 4.2: Reexamine workload/job title/job-classification policies, especially for duplication of effort.

Strategy 4.3: Create an inventory of faculty and staff and their areas of expertise to be used in matching personnel with institutional needs, outreach, and planning efforts.

**Goal 5: Provide incentives for retention.**

Strategy 5.1: Conduct effective and regular evaluations of all University employees and positions.

5.1.1: Review and revise job descriptions; ensure clarity.

5.1.2: Connect job changes to adequate compensation.

Strategy 5.2: Maintain adequate staffing.

5.2.1: Provide competitive salaries.

5.2.2: Promote appropriate and respectful interactions among faculty and staff with their supervisors.

## Critical Issue 10: Facilities/University Neighborhood

**Priority:** *YSU will develop and maintain a safe, attractive, convenient, and functional physical plant responsive to the present and future needs of students, staff, alumni, and the community.*

**Goal 1: Improve the campus and its facilities.**

Strategy 1.1: Complete and implement a Campus Master Plan.

1.1.1: Assess the need for additional student housing.

1.1.2: Assess the need for additional facilities for future academic and special-events activities; prioritize recommendations.

1.1.3: Update the long-range parking plan to ensure the safe, efficient flow of vehicles and pedestrians through campus.

1.1.4: Assess need for more recreational facilities, leisure spaces, and informal common areas.

1.1.5: Develop a comprehensive, informative, and integrated campus signage system.

- 1.1.6: Identify ways to integrate YSU's Campus Master Plan with the City of Youngstown's Comprehensive Plan.

Strategy 1.2: Inventory, maintain, and upgrade existing facilities.

- 1.2.1: Assess and prioritize maintenance and refurbishing needs of existing facilities and infrastructure.
- 1.2.2: Prepare and maintain a preventative and deferred maintenance schedule.
- 1.2.3: Develop a replacement plan and identify financial requirements.
- 1.2.4: Ensure that demolitions, renovations, and additions to the campus are designed and implemented in accord with sound environmental practices.

Strategy 1.3: Assess and improve classroom and learning environments.

- 1.3.1: Develop a plan to ensure compatibility of classroom design, capability, and setup with teaching styles and needs.
- 1.3.2: Update and improve the conditions of classrooms.
- 1.3.3: Maintain an up-to-date inventory of all classrooms, laboratories, and other instructional spaces.
- 1.3.4: Improve and maintain study areas and lounges.
- 1.3.5: Provide and assess the adequacy of facilities for special-needs students.

Strategy 1.4: Evaluate the use of external and leased facilities and the use of internal facilities by external users.

- 1.4.1: Evaluate the use of external facilities and determine whether such use is a cost-effective means of providing classes and programs.
- 1.4.2: Inventory YSU space leased to external agencies, and develop policies for such usage.

Strategy 1.5: Make the campus and its facilities more inviting and user friendly.

- 1.5.1: Provide easy, safe, and well-maintained access to YSU facilities.
- 1.5.2: Make use of campus facilities for programs convenient and cost-effective.
- 1.5.3: Maintain building systems to ensure a year-round comfortable environment.

**Goal 2: Improve the safety, aesthetics, and functionality of the campus periphery and surrounding neighborhood.**

Strategy 2.1: Establish clearer campus boundaries through well-integrated signage and an aesthetically attractive perimeter.

Strategy 2.2: Engage the city and community in efforts to enhance the campus neighborhood.

Strategy 2.3: Improve the safety of the area surrounding campus through improved structures, enhanced lighting, and expanded services and activities.

Strategy 2.4: Explore additional partnerships to use or develop downtown facilities for the mutual benefit of YSU and the community.

**Goal 3: Expand use of campus facilities.**

Strategy 3.1: Explore ways to making campus facilities available for multiple use by internal and external entities.

Strategy 3.2: Enhance public radio and television facilities to serve YSU and the community.

Strategy 3.3: Support current on-campus summer programs, and explore ways to bring additional members of the community to campus.

Strategy 3.4: Develop ways to use YSU facilities to maximize opportunities to improve campus-life programming