

ENROLLMENT/RETENTION

YSU will build enrollment strategically and manage it effectively.

- Goal 1: Increase the conversion rate of inquiries to registered students
 - Strategy 1.1: Develop rapid personal response and follow-up plan for all inquiries
 - Strategy 1.2: Develop rapid response mechanism for enrolling last minute applicants

- Goal 2: Coordinate enrollment strategies with the enrollment-management plan

- Goal 3: Increase the graduation rate of all enrolled students
 - Strategy 3.1: Identify and meet the needs of under-prepared students
 - Strategy 3.2: Make sure all students feel welcome on campus
 - Strategy 3.3: Engage students rapidly in campus life

- Goal 4: Increase the percentage of residential students
 - Strategy 4.1: Provide more housing
 - Strategy 4.2: Offer more on-campus activities – nights & weekends
 - Strategy 4.3: Generate more group affiliations – special interest housing?
 - Strategy 4.4: Expand and improve off-campus housing
 - Strategy 4.5: Improve campus perimeter

- Goal 5: Increase the variety of types of students
 - Strategy 5.1: Increase the percentage of adult students
 - Strategy 5.2: Offer more weekend and night classes
 - Strategy 5.3: Offer programs and services that appeal to adults with some college but no degree
 - Strategy 5.4: Offer student services on evenings and weekends
 - Strategy 5.5: Increase the number of ESL/international students
 - Strategy 5.6: Increase the number of high-achieving students – one-on-one recruiting/scholarships
 - Strategy 5.7: Increase the number of transfer students

PROGRAM/TEACHING, LEARNING, AND RESEARCH

YSU will promote excellence in teaching, learning, service, and research—and prepare students to undertake civic and leadership responsibilities—through an ideal mix of programs and educational experiences to meet student and workforce needs.

- Goal 1: Establish a program mix that meets the needs of the community and the university – bachelors, graduate, associate, certificate, licensure
- Goal 2: Determine the human and fiscal resources that YSU will invest in graduate programming
- Goal 3: Determine the structure and scope of the program review process, including identification of programs of distinction
- Goal 4: Identify and prioritize the instructional modes of delivery for academic programs – e.g. distance learning
- Goal 5: Determine the criteria for establishing and assessing university centers, including the identification of centers of distinction
- Goal 6: Maintain and enhance the quality of the GER curriculum
- Goal 7: Find ways to recognize and reward excellence and innovation in faculty performance and programs
- Goal 8: Assess the YSU mission in the areas of continuing education, workforce development, and non-credit programming (e.g. Metro College)
- Goal 9: Determine how the scholarship of teaching and learning will be assessed in promotion and tenure procedures and in graduate faculty status
- Goal 10: Support the advancement of an initiative designed to enhance the scholarship of teaching and learning (e.g., CATALYST)
- Goal 11: Continue to expand programs and coursework that attract and retain academically gifted and talented students
- Goal 12: Assess the current approach to the support of international students and international studies

FINANCIAL RESOURCES

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

- Goal 1: Develop incentives for the efficient use of resources
- Goal 2: Increase enrollment
- Goal 3: Apply resources to areas of high strategic importance and demand
 - Strategy 3.1: Identify programs of highest demand
 - Strategy 3.2: Identify programs of low demand
 - Strategy 3.3: Reallocate existing resources from lower priority areas through attrition or retirement, keeping contractual agreements in mind
 - Strategy 3.4: Keep contractual agreements in mind
 - Strategy 3.5: Apply new resources to areas of strategic importance
- Goal 4: Negotiate contractual agreements to support strategic decisions
- Goal 5: Drive costs out of the system
 - Strategy 5.1: Facility utilization analysis – trend has been ↑ space in the face of ↓ enrollment
 - Strategy 5.2: Coordinate decisions with Operations Improvement recommendations
 - Strategy 5.3: Examine leases and contracts
- Goal 6: Identify additional resource potential
 - Strategy 6.1: Improve enrollment mix – graduate/undergraduate
 - Strategy 6.2: Raise tuition
 - Strategy 6.3: Increase development income/planned giving/alumni giving
 - Strategy 6.4: Explore option of community-college type levy
 - Strategy 6.5: Increase grant/research activity
 - Strategy 6.6: Increase revenue from auxiliary services – e.g., Bookstore
 - Strategy 6.7: Increase co-pay in fringes – e.g., parking, health, fee remission
 - Strategy 6.8: Improve the state subsidy formula
 - Strategy 6.9: Increase endowed chairs – increase local interest

IMAGE/MARKETING

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

- Goal 1: Establish a consistent common message that defines our identity
 - Strategy 1.1: Define what attributes to communicate to establish IMAGE
 - Strategy 1.2: Develop branding strategy
 - Brand recognition allows premiums – Grants/research, students, faculty
 - Strategy 1.3: Commit funds and resources to image campaign
 - Strategy 1.4: Educate stakeholders and solicit buy-in of all with the plan – ask for stakeholder input into brand, image definition, desired (actual) attributes
 - Strategy 1.5: Define who we are and who we want to be. Detail the gap.

- Goal 2: Prioritize targets of marketing message
 - Strategy 2.1: List targets, and correlate with what is important to them

Example only:

Target	Partnerships	Convenience	Program quality	Affordability	Program variety	Nationally ranked faculty
Business	X					
Nontraditional students		X				
Athletes						
High Schools			X			
Area undergraduates			X	X		
Other undergraduates			X		X	X

Goal 3: Benchmark – are any of our competitors all things to all people?

Goal 4: Establish, create, and define creative effective communication strategies – “Why we are #1”

Goal 5: Encourage every YSU associate to participate actively in establishing the identity – to know and articulate our “message”

Goal 6: Create a living process that is reviewed and tweaked annually

STUDENT SERVICES/ALUMNI RELATIONS

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: Make certain that students have access to the broad range of services necessary to adjust to university life

- Strategy 1:1 Provide effective financial aid
- Strategy 1:2 Provide effective advisement and easy access to it
- Strategy 1:3 Improve the YSU placement-testing process
- Strategy 1:4 Create a welcoming environment – make connections especially for a diverse population
- Strategy 1:5 Provide enough available classes – especially for freshmen
- Strategy 1:6 Offer developmental classes – e.g., for students with low ACTs
- Strategy 1:7 Improve first-week faculty follow-up for students who don't attend class – class schedules/attendance
- Strategy 1:8 Explore the option of reporting midterm grades
- Strategy 1:9 Encourage students to see advisors (regularly) to monitor student progress
- Strategy 1:10 Explore the possibility of standard office hours across campus for advisors in deans' offices

Goal 2: Address the needs of transfer students

- Strategy 2:1 Provide orientation
- Strategy 2:2 Facilitate the review of credits

Goal 3: Meet the needs of adult learners

- Strategy 3:1 Explore giving life-experience credits – formalize the classes; formalize the process, and publish it

Goal 4: Meet the needs of international students

- Strategy 4:1 Improve the ease and range of application services

Goal 5: Develop an ongoing assessment and communication system to ensure the retention and advancement of current students

- Strategy 5:1 Conduct and use student satisfaction surveys
- Strategy 5:2 Provide access to instructional technology
- Strategy 5:3 Increase opportunities for on-campus employment
- Strategy 5:4 Student organizations (??)
- Strategy 5:5 Facilitate the ability to study abroad
- Strategy 5:6 Strengthen internship and graduate-assistant programs

Goal 6: Develop a system to ensure a lifelong relationship with alumni

- Strategy 6:1 Establish more alumni chapters
- Strategy 6:2 Reestablish a YSU yearbook
- Strategy 6:3 Maintain an address and e-mail database
- Strategy 6:4 Give alumni a lifelong e-mail address
- Strategy 6:5 Involve alumni in the student-recruitment process – hire alumni on part-time basis to serve as contacts for area high school counselors
- Strategy 6:6 Provide lifelong career services
- Strategy 6:7 Facilitate payroll deduction for payment of alumni dues

DIVERSITY

YSU will promote and ensure an environment of respect for all people. Its students, administration, faculty, staff, and course content will increasingly reflect the diversity of the community, the nation, and the world.

- Goal 1: Make diversity an academic priority
 - Strategy 1:1 Create a campus speakers fund to note values and benefits of diversity
 - Strategy 1:2 Institute a “Festival of Ideas”
 - Strategy 1:3 Creative incentives for hiring of minority faculty and instructors
 - Strategy 1:4 Pursue graduate program partnerships with Central State
 - Strategy 1:5 Develop teeth in diversity goals for the general education curriculum

- Goal 2: Recruit top-quality students of color in the region
 - Strategy 2:1 Increase scholarship support to recruit/retain students of color
 - Strategy 2:2 Explore new recruitment models – e.g., leadership programs

- Goal 3: Enhance the importance of higher education as a “life goal” for P-12 students of color
 - Strategy 3:1 Create a P-12/YSU bridge program for disadvantaged youth to promote college success at YSU

- Goal 4: Make diversity a key element of the YSU enrollment-management plan
 - Strategy 4:1 Provide academic & resource support for enrolled students of color

- Goal 5: Assess why students of color elect or reject YSU

- Goal 6: Aggressively recruit and retain international students
 - Strategy 6:1 By 2008, significantly increase the number and breadth of international students
 - Strategy 6:2 Create a website aimed at recruiting international students to YSU

- Goal 7: Enhance international education for YSU students

TECHNOLOGY

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

- Goal 1: Improve communication and coordination among all technology support services
- Strategy 1:1 Hire a chief technology officer
 - Strategy 1:2 Combine academic and administrative computing
- Goal 2: Assess and monitor university technology spending
- Strategy 2:1 Budget centrally for all technology
 - Strategy 2:2 Evaluate lease vs. purchase of technology-related equipment
- Goal 3: Centralize distance education administration and resources
- Goal 4: Promote the effective use of technology in the classroom
- Strategy 4:1 Provide multimedia capabilities in all classrooms
 - Strategy 4:2 Provide for continuous training and support of faculty
 - Strategy 4:3 Provide regular upgrades on faculty desktop PCs and student labs (hardware and software)
- Goal 5: Provide access to technology for all students
- Strategy 5:1 Develop a program to assist students in purchasing laptops
 - Strategy 5:2 Ensure the availability of computers for special-needs students in the classrooms
- Goal 6: Develop appropriate technology policies and operating procedures
- Strategy 6:1 Develop an online distance learning policy and operating procedures
- Goal 7: Pursue grants for funding new and improved technology
- Goal 8: Develop effective, user-friendly, efficient use of technology university-wide
- Strategy 8:1 Continuously upgrade YSU website
 - Strategy 8:2 Review effectiveness of CUFFS and other administrative systems
 - Strategy 8:3 Implement and support DARS as soon as possible
 - Strategy 8:4 Review the effectiveness and usability of all new technology
 - Strategy 8:5 Centralize common services where applicable, e.g., web pages, e-mail, directory services
 - Strategy 8:6 Adopt a standard that would allow sharing data across systems and platforms
- Goal 9: Develop a prioritized technology plan
- Strategy 9:1 Survey departments about technology goals for the next three years
 - Strategy 9:2 Establish a technology leadership structure

COMMUNITY ENGAGEMENT

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

Goal 1: Make the University a partner in recruiting industries (business) to locate in the region

Strategy 1:1 Work with local economic development agencies/entities to focus on providing jobs for local intellectual capital

Goal 2: Raise the intellectual capital of the area

Strategy 2:1 Create an academic and community environment that attracts and retains local/regional intellectual capital

Goal 3: Become a partner in the research and development activities of local industry

Strategy 3:1 Obtain local foundation support to recruit, staff, and develop local resources for research and development

Goal 4: Create a joint academic/public service center for regional public policy

Goal 5: Investigate curriculum modifications that promote entrepreneurial activities

Strategy 5:1 Create high-school-to-graduate-school programs to pique interest at the high school level for marketing, technology development, information technology, law, engineering, etc.

HUMAN RESOURCES DEVELOPMENT

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

Goal 1: Optimize use of the website for human resource development

- Strategy 1:1: Improve human resource development by improving internal communication
- Strategy 1:2 Use the website for faculty/staff development
- Strategy 1:3 Use the website for attraction and promotion of available faculty and staff positions
- Strategy 1:4 Use the web to develop external linkages
- Strategy 1:5 Ensure compatibility of information and servers (e.g., ability to open attachments)

Goal 2: Develop a highly qualified and diverse faculty/staff

- Strategy 2:1 Use improved website to attract applicants for available positions
- Strategy 2:2 Make a commitment to reduce front-end workload for new faculty
- Strategy 2:3 Enhance and improve the orientation of new faculty
- Strategy 2:4 Develop a mentoring program for new faculty
- Strategy 2:5 Provide necessary start-up resources (e.g., computer) and support for new faculty
- Strategy 2:6 Develop a visiting-scholar program
- Strategy 2:7 Review temporary vs. tenure-track contracts
- Strategy 2:8 Provide competitive starting salaries

Goal 3: Assess, develop, and recruit a highly qualified and flexible staff

- Strategy 3:1 Provide orientation and on-going training for diversity/multicultural issues
- Strategy 3:2 Review contracts for flexibility and incentives
- Strategy 3:3 Review breadth and target areas of advertising for positions
- Strategy 3:4 Consider tying teaching goals (YSU/department mission and goals) to contractual incentives (sabbaticals)
- Strategy 3:5 Create staff-development programs that help meet YSU/department goals and priorities
- Strategy 3:6 Review the relationship of physical plant, staff needs, flexibility, and contractual options

Goal 4: Improve student-employee use, training, placement, assignments, and leadership experiences

- Strategy 4:1 Provide comprehensive orientation to University policies (confidentiality, etc.)
- Strategy 4:2 Provide adequate training for students and those supervising students
- Strategy 4:3 Provide incentives for retention
- Strategy 4:4 Use students to “reverse mentor” in technology

Goal 5: Improve communication across the campus

- Strategy 5:1 Develop and use list serv
- Strategy 5:2 Improve the orientation of new employees

Goal 6: Improve campus morale

Goal 7: Strategically analyze faculty and staff placement/need for the next 10 years

Goal 8: Increase revenue needed to fulfill mission and goals

- Strategy 8:1 Explore patents, licenses, foundations, grants, etc.

Other suggestions

- Allow variation across disciplines/pay scales
- Enhance revenue through program enhancement – state subsidy formula
- Communicate info to all staff daily via list serv
- Recruit and retain faculty by increasing starting salaries – especially for experience, graduate school, minority faculty
- Create a visiting student program
- Address workload issue with benchmarking
- Ensure workforce represents broad cross-section and that non-majority members are valued
- Benchmark relative to ratios, experience, quality – not just size and geographic area – who do we want to be like?
- Improve communication – website is underutilized – at program, department, faculty level – need more support and resources
- Enhance grad school website – ability to apply online – increase outreach
- Provide sufficient cooperating personnel for teacher education and internships and stipends for graduate students
- Standardize grad assistant teaching responsibilities; ratio of grad assistants/teaching (differentiate lecture & lab)
- Diverse campus requires diverse faculty – look at successful programs elsewhere
- Look at office staffing and assess the needs, variation, flexibility
- Website is the window to the world – needs external impartial observer – we need to give a better impression of what we have and who we are!
- Provide website services for faculty – coordination and support
- Make the website a point of reference with secondary schools, parents, political people

FACILITIES/UNIVERSITY NEIGHBORHOOD

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

- Goal 1: Make the campus and its facilities more user-/visitor-friendly
 - Strategy 1:1 Provide adequate, informative, integrated signage
 - Strategy 1:2 Increase accessibility (e.g., improve ADA accessibility; provide adequate, safe, convenient, well-maintained parking)
 - Strategy 1:3 Explore ways to make campus life more “flavorful”
 - Strategy 1:4 Facilitate functional and recreational mobility (e.g., bike paths, “people movers”)

- Goal 2: Make campus facilities more comfortable, inviting, and aesthetically pleasing
 - Strategy 2:1 Regulate heating and cooling effectively
 - Strategy 2:2 Maintain and improve student study areas and lounges
 - Strategy 2:3 Provide indoor and outdoor recreational facilities

- Goal 3: Assess and improve classroom/learning environments
 - Strategy 3:1 Update and implement suggestions outlined in the report of the Classroom Assessment Committee
 - Strategy 3:2 Maintain an up-to-date inventory of all classrooms, laboratories, etc.
 - Strategy 3:3 Increase the flexibility of classrooms and other learning areas to serve instructional and scheduling needs
 - Strategy 3:4 Develop a timetable for providing additional facilities and technology for special-needs students

- Goal 4: Enhance instructional technology in classroom and support facilities
 - Strategy 4:1 Create “smart” classrooms in all academic buildings
 - Strategy 4:2 Ensure that all classrooms and other meeting rooms have basic technological tools (e.g., projection facilities)

- Goal 5: Complete and implement a facilities “master plan”
 - Strategy 5:1: Assess facilities and classroom needs through 2008
 - Strategy 5:2: Assess and address student-housing needs through 2008
 - Strategy 5:3: Evaluate the need for and feasibility of a separate building for the Dana School of Music, and larger facilities for University events such as commencements, concerts, etc.
 - Strategy 5:4: Inventory, maintain, and upgrade existing facilities, reducing or eliminating the deferred-maintenance backlog
 - Strategy 5:5: Develop a remodeling/replacement schedule for classrooms, offices, furniture, equipment, etc.
 - Strategy 5:6: Evaluate and implement relevant recommendations from the operations task force/auditor’s report
 - Strategy 5:7: Review facilities implications of other sections of the Strategic Plan

- Goal 6: Use current learning and support facilities as efficiently as possible
 - Strategy 6:1: Explore ways to make existing facilities more flexible

- Goal 7: Use YSU facilities to enhance community-University relations
 - Strategy 7:1 Explore options for additional community/external use of YSU

- facilities
- Strategy 7:2 Explore ways to help the community benefit from YSU's technology infrastructure (e.g., OhioLINK and other electronic conduits)
- Strategy 7:3 Use public radio and television facilities/linkages to serve the community and beyond
- Strategy 7:4 Continue existing on-campus summer programs (e.g., festivals, camps, music and arts programs), and explore additional ways to bring members of the community on campus during the summer

- Goal 8: Improve the safety, aesthetics, and functionality of the campus periphery and surrounding neighborhood
 - Strategy 8:1 Establish clearer campus boundaries through well-integrated signage, an aesthetically pleasing perimeter, etc.
 - Strategy 8:2 Engage the city and community in efforts to enhance the campus periphery/neighborhood
 - Strategy 8:3 Develop a "safe strip" around the campus (e.g., provide increased lighting, explore options to extend campus-police involvement in the area surrounding YSU)
 - Strategy 8:4 Explore partnerships to use or develop downtown facilities (e.g., Powers Auditorium, an art district) for the mutual benefit of YSU and the community

- Goal 9: Evaluate the use of external and leased facilities (e.g., Southwoods, Eastwood) and the use/lease of internal facilities by external users

- Goal 10: Explore ways to make financial resources available to implement the goals and strategies in this section of the Strategic Plan