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*Designing Our Future in  
the 21st Century:*

*The Centennial Strategic Plan  
of Youngstown State University*

June 28, 2002



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# *Table of Contents*

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Youngstown State University Mission Statement ..... 1

Youngstown State University Vision Statement ..... 2

Youngstown State University Core Values ..... 3

Defining Principles for the Strategic Planning Process ..... 4

Youngstown State University Priority Statements ..... 5

Centennial Strategic Plan ..... 6



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## *Youngstown State University Mission*

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### YSU Mission Statement

Youngstown State University provides open access to high-quality education through a broad range of affordable certificate, associate, baccalaureate, and graduate programs.

The University is dedicated to

- outstanding teaching, scholarship, and service and to forging connections among these three interactive components of its mission;
- fostering student-faculty relationships that enrich teaching and learning, develop scholarship, and encourage public service;
- promoting diversity and an understanding of global perspectives;
- advancing the intellectual, cultural, and economic life of the state and region.

*Approved by the Board of Trustees June 2001*



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## *Youngstown State University Vision*

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### YSU Vision Statement

Youngstown State University will become a national model for student-centered comprehensive urban universities, transforming its students into successful professionals, scholars, citizens, and leaders.

Building upon its tradition of developing the body, mind, and spirit, YSU will provide a full range of services and amenities to meet the needs of residential, commuter, and offsite students.

In partnership with schools and the corporate, public, and non-profit communities, YSU will promote diversity and excellence in teaching, research, and service to increase the educational attainment, economic prosperity, and environmental vitality of the region.

The University will be a center for intellectual and cultural activity and a catalyst for public engagement.

*Draft Endorsed by the Board of Trustees March 14, 2002*



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## *Youngstown State University Core Values*

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We—the faculty, staff, administrators, and students of Youngstown State University—hold the following values essential to achieving the University’s mission:

### *Centrality of Students*

We are a student-centered institution committed to the education, development, well-being, and success of students of all ages and from all walks in life. In concert with our mission to help students grow intellectually, we strive to foster their personal, social, emotional, and career growth, as well as their capacities for lifelong learning, civic responsibility, and leadership.

### *Excellence and Innovation*

We value excellence and innovation inside the classroom and out. Thus, we strive to offer outstanding academic programs; to foster intellectual inquiry, exploration, and discovery; to transcend traditional boundaries; to apply and perfect knowledge; to encourage creativity; to provide effective tools, technologies, and facilities for learning; and to excel in research and scholarly activity, including the “scholarship of teaching and learning”—an area of research that explores how individuals teach and learn.

### *Integrity/Human Dignity*

As a campus community, we expect all conduct to be rooted in integrity, mutual respect, and civility. We value ethical behavior in scholarly and other endeavors; believe in the dignity and worth of all people; strive to foster an appreciation of, and respect for, differences among the human race; and celebrate the diversity that enriches the University and the world.

### *Collegiality and Public Engagement*

As scholar-citizens of many extended and interconnected communities, we pledge to work collegially and cooperatively to enrich the cultural environment; establish productive partnerships; provide responsible leadership; address community and workforce needs; and bring about the greater good of the collective whole—be it the University, the Mahoning Valley, the state, the region, or beyond.

*Endorsed by the Board of Trustees November 14, 2001*



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## *Defining Principles*

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### **Youngstown State University**

#### **Defining Principles for the Strategic Planning Process**

YSU's strategic plan represents a shared vision of what YSU seeks to become and specific strategies to achieve it. An open and continuous endeavor, the strategic planning process is designed to guide a dynamic University capable of responding in a timely fashion to new opportunities and changing internal and external circumstances. The plan reflects campus- and community-wide collaboration and discussion.

The Strategic Plan will

- represent YSU's commitment to provide all students open access to a high-quality education.
- state how YSU interacts with and responds to community needs and opportunities.
- guide development of annual action plans and budgets, connecting human and other resources to identified priorities and supporting initiatives.
- guide the University in identifying programs and activities that will be initiated, continued, and discontinued.
- establish a vision for achieving identified priorities by YSU's centennial year in 2008.

*Endorsed by the Board of Trustees November 14, 2001*



# ***Youngstown State University Priority Statements***

## ***Critical Issue 1: Enrollment/Retention***

YSU will build enrollment strategically and manage it effectively.

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

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.

## ***Critical Issue 3: Financial Resources***

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

## ***Critical Issue 4: Image/Market***

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

## ***Critical Issue 5: 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.

## ***Critical Issue 6: Diversity***

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.

## ***Critical Issue 7: Technology***

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

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

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

## ***Critical Issue 9: Human Resources Development***

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

## ***Critical Issue 10: Facilities/University Neighborhood***

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. The University will work with the community to enhance the safety, aesthetics, and vitality of the campus periphery and surrounding neighborhood.

*Endorsed by the Board of Trustees December 16, 2001*

# Centennial Strategic Plan

## Critical Issue 1: Enrollment/Retention

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

**Goal 1: Develop a long-term enrollment-management plan that places particular emphasis on retention (see also Critical Issue 1, Goal 4).**

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 recruitment/retention to achieve specified enrollment targets.**

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

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

Strategy 2.3: Use technology to streamline and improve the application and admissions process (e.g., web-based 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.

**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.

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.

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

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

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 in a timely fashion to 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.

Strategy 1.3: Examine and facilitate expansion of graduate programming.

Strategy 1.4: Reestablish a program-review process.

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: Support and continue to strengthen the general-education curriculum.

Strategy 1.7: Strengthen internship and graduate-assistantship programs.

Strategy 1.8: Expand international-studies and studies-abroad programs.

**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).

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

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

Strategy 2.4: Assure that general-education requirements enable timely completion of academic programs and degrees.

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 recognize excellence and innovation in 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.

### 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 strategies to leverage 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: Establish, implement, and manage themes for the University's marketing communication program.**

Strategy 1.1: Develop the brand image campaign upon which a comprehensive marketing communication program will be built.

**Goal 2: Conduct a comprehensive, integrated YSU marketing communication (IMC) program.**

Strategy 2.1: Develop and sustain campus-wide consensus for a marketing communication plan.

Strategy 2.2: Develop and provide services to assist University constituencies such as undergraduate admissions, the graduate school, development, alumni relations, and others to fulfill their marketing needs.

Strategy 2.3: Identify and use external communication vehicles, including University broadcast media.

**Goal 3: Manage a comprehensive on-campus communications program to inform employees and students, as well as to promote campus pride.**

Strategy 3.1: Develop and use the University website, electronic bulletin boards, mass e-mail, the *Jambar* student newspaper, and other vehicles to inform employees and students.

*June 28, 2002*

Strategy 3.2: Establish better labor/management communication (see also **Critical Issue 9, Strategy 3.1**).

**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, providing access to campus resources.**

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

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.

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.

## 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.

Strategy 1.3: Conduct effective, fully inclusive job searches.

**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.

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.

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

**Goal 3. Foster a climate of respect at the University for all individuals, regardless of their ethnicity, race, gender, physical function, sexuality, religion, or class.**

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

Strategy 1.2: Develop a coordinated and prioritized technology plan.

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

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

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

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

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

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.

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.

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**).

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

*\*For the purposes of this section, TECHNOLOGY is defined as the entire array of mechanical, electronic, and virtual devices and processes used by the YSU 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.*

## Critical Issue 8: Community Engagement

**Priority:** *YSU will undertake community partnerships to serve and address the cultural, intellectual, educational, 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.

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

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

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

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

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

**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.

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

Strategy 5.1: Maintain and develop community-oriented 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, 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.

*June 28, 2002*

- Strategy 1.2: Enhance retention of new faculty and staff.
- Strategy 1.3: Optimize use of the web for human-resource development.
- Strategy 1.4: Use faculty and staff contracts to respond to strategic needs of the University and provide incentives for flexibility.
- 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.
- Strategy 2.2: Provide more equitable and attractive employment opportunities for graduate students.
- Goal 3: Create a climate that is welcoming and respectful of faculty and staff; improve campus morale.**
- Strategy 3.1: Facilitate and improve communication across campus, including communication between the administration and the bargaining units (see also **Critical Issue 4, Strategy 3.2**).
- 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 faculty/staff retention.**

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

Strategy 5.2: Maintain adequate staffing.

## 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. The University will work with the community to enhance the safety, aesthetics, and vitality of the campus periphery and surrounding neighborhood.*

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

Strategy 1.1: Complete and implement a Campus Master Plan.

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

Strategy 1.3: Assess and improve classroom and learning environments.

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

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

### **Goal 2: Maintain YSU as the safest campus in the state.**

Strategy 2.1: Work with campus and community security officers to maintain and improve the safety of the campus and surrounding neighborhood.

Strategy 2.2: Increase the safety of the area surrounding campus through improved structures, enhanced lighting, and expanded services and activities (see also **Critical Issue 10, Goal 4**).

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

Strategy 3.1: Explore ways to making campus facilities available for multiple uses 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: Use YSU facilities to maximize opportunities to improve campus-life programming.

**Goal 4: Improve the aesthetics and economic and cultural vitality of the campus periphery and surrounding neighborhood.**

Strategy 4.1: Establish clearer campus boundaries through well-integrated signage and an aesthetically attractive perimeter.

Strategy 4.2: Engage the city and community in efforts to enhance the campus neighborhood.

Strategy 4.3: Explore additional partnerships to use or develop downtown facilities for the mutual benefit of YSU and the community.