

Critical Issue 1: Enrollment/Retention

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

Goal 1: Increase interactions with potential students on and off campus to increase the number of inquiries and registered students.

- Strategy 1.1: Support and increase programs throughout the year that bring area high school students to campus or send faculty and staff to the high schools.
- Strategy 1.2: Develop a rapid personal response and follow-up plan for all inquiries.
- Strategy 1.3: Develop a rapid response mechanism for enrolling last-minute applicants.
- Strategy 1.4: Develop and/or enhance programs to attract transient students to campus.
- Strategy 1.5: Increase enrollment of students in credit courses at Metro College sites by improving awareness through the advertising of course offerings.
- Strategy 1.6: Develop an integrated orientation program that fuses placement testing, orientation, and advising and registration into a “one-stop” process.

Goal 2: Streamline placement testing procedures, orientation, and registration for incoming students.

- Strategy 2.1: Develop procedures that allow students to take placement tests (when necessary) and register on the same day.
- Strategy 2.2: Develop an orientation curriculum in the student’s college of choice or as a general education requirement for all.
- Strategy 2.3: Devise a formula for testing only students with low GPA’s and/or standardize entrance exam scores. [*Note: This contradicts items in the Student Services/Alumni Relations draft.*]

Goal 3: Develop programming to improve initial University experiences and increase retention rates.

- Strategy 3.1: Centralize advising for first-year students and for students on warning.
- Strategy 3.2: Centralize implementation of developmental-level courses (composition, math, and reading).
- Strategy 3.3: Implement career advising into each student’s educational process at the University.
- Strategy 3.4: Develop a program for advising and tracking students on a “conditional admit” system.

- Strategy 3.5: Develop a program for advising transfer students, non-traditional students, and evening students that is equitable, accurate, and timely.
- Strategy 3.6: Increase participation and matriculation of high school students under SB140 legislation.
- Strategy 3.7: Develop summer programs for high-ability students.
- Strategy 3.8: Develop summer bridge programs for underprepared college-bound students.

Goal 4: Improve the campus environment.

- Strategy 4.1: Develop an inviting recreation center for student use.
- Strategy 4.2: Increase availability of campus housing.
- Strategy 4.3: Expand and improve off-campus housing.
- Strategy 4.4: Generate more group affiliation by developing special-interest housing facilities.
- Strategy 4.5: Link the University to area business and entertainment.
- Strategy 4.6: Offer evening and weekend hours for student service offices, and provide additional campus activities to improve retention of various student categories.
- Strategy 4.7: Encourage attention of media to positive student-centered activities.
- Strategy 4.8: Increase distance-learning opportunities.

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 by making the admissions process equitable, accurate, and timely.

[The subcommittee also provided a number of cross-references to related enrollment-retention items under other critical issues; they will be incorporated when the other drafts are complete.]

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 an ideal mix of programs and educational experiences to meet student and workforce needs.*

Goal 1: **YSU will establish, maintain, and enhance educational programs that meet the University’s mission and that foster excellence.**

Strategy 1.1:

Determine the human and fiscal resources that YSU will invest in graduate programming (e.g., evaluate Ph.D. program development).

Strategy 1.2:

Examine and facilitate expansion of the graduate program in terms of student enrollment and course offerings.

Strategy 1.3:

Determine the structure and scope of the program-review process, including identification of programs of distinction.

Strategy 1.4:

Enhance marketing, development, and articulation of associate degree programs in supporting workforce development and degree-completion needs.

Strategy 1.5:

Continue to expand programs and course work that attract and retain the best and the brightest students.

Strategy 1.6:

Assess the demands and needs for programs (e.g., what are the market demands?).

Strategy 1.7:

Examine program needs and effectiveness, including continuing education, associate degree programs, workforce development, and non-credit programming.

Strategy 1.8:

Conduct reviews of department centers and programs.

Strategy 1.9:

Expand opportunities for high school juniors and seniors to obtain advance credit toward a college degree at YSU.

Strategy 1.10:

Increase the ratio of graduate to undergraduate student credit hours incrementally by at least 10% by 2008.

Strategy 1:11:

Develop instructional programs and priorities that enhance leadership and citizenship abilities of students.

Goal 2: YSU will increase timely student access to and success in educational programs.

Strategy 2.1:

Increase access to computer-based instruction by developing additional web site materials and new modalities of instruction (e.g., alternative classrooms).

Strategy 2.2:

Assess the YSU mission in continuing education, workforce development, and non-credit programming (e.g., Metro College).

Strategy 2.3:

Identify and prioritize the instructional modes of delivery for academic programs (e.g., distance learning; evaluate how distance learning can be used at various businesses and organizations).

Strategy 2.4:

Determine the criteria for establishing and assessing University centers, including identification of centers of distinction.

Strategy 2.5:

Evaluate when to offer classes to assure that student demands are being met.

Strategy 2.6:

Identify and increase academic program options for students with some college and no degree (i.e., degree completion programs).

Strategy 2.7:

Strengthen and provide central coordination of distance-learning courses and promote offering of additional distance-learning programs.

Strategy 2.8:

Improve and expand instructional technology and laboratory facilities.

Strategy 2.9:

Increase and enhance the number of P-16 collaborations with Youngstown and Warren schools.

Strategy 2.10:

Strengthen and enhance student-advisement services at the University, college, and department levels.

Strategy 2.11:

Improve and expand the base of classroom and laboratory facilities to meet changing instructional and enrollment demands.

Strategy 2.12:

Enhance the sense of “campus community” through major events that engage faculty, staff, students, and the community.

Goal 3: YSU will maintain and enhance the quality of the general education curriculum.

Strategy 3.1:

Assess the impact of the new general education model on programs that have outside certifying/accrediting bodies (e.g., the need for upper-division GER courses?).*[clarify the material in parentheses?]*

Strategy 3.2:

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

Strategy 3.3:

Assess the impact of the new general education model on timely graduation of students (focus on what happens when students change majors after the freshman or sophomore year).

Goal 4: YSU will identify, encourage, and reward excellence and innovation in faculty performance in teaching, scholarship, and service—and in the integration of these areas.

Strategy 4.1:

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

Strategy 4.2:

Determine how the scholarship of teaching and learning will be assessed in promotion and tenure procedures and in graduate faculty status.

Strategy 4.3:

Evaluate services and increase support of mechanisms that enhance faculty's classroom teaching (e.g., Center of Teaching and Learning Technology, faculty workshops).

Strategy 4.4:

Increase faculty-development opportunities for integrating new technologies into classroom instruction.

Goal 5: YSU will improve and advance academic services provided to international students and will enhance international studies and studies abroad.

Strategy 5.1:

Evaluate current efforts to recruit international students in terms of expenditures and income from these efforts, with the intent to enhance fruitful current activities and expand results in this area.
[Question: Does "income" here mean financial income, or results of the recruiting?]

Strategy 5.2:

Review and evaluate support services offered to international students once they arrive on campus.

Strategy 5.3:

Explore expanding programs involving international studies and studies abroad by reviewing and evaluating what other institutions are doing successfully.

Goal 6: YSU will identify and develop ways to enhance research and scholarship.

Strategy 6.1:

Identify and streamline processes related to grant attainment, approval, and implementation.

Strategy 6.2:

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 a preferred structure to the University revenue stream that seeks to minimize volatility, maximize income, and ensure pricing equity for students.**
[Non-financial people might ask what “preferred structure” is—clarify?]

Strategy 1.1: Set preferred ratios among the major revenue streams (State support, tuition and mandatory fees, variable fees, endowment/quasi-endowment, investment, auxiliaries) and use those preferred ratios as a guide in pricing and State lobbying efforts and decisions about capital campaigns.

Strategy 1.2: Simplify and consolidate tuition, mandatory fees, and variable fees into a coherent pricing structure that takes into account costs to be covered, effective student relations, and price/demand inelasticity.

Strategy 1.3: Recognize financial aid as a dimension of price discounting. As resource allocations are made, focus discounting strategies on achieving institutional goals.

Goal 2: Establish a goal-driven resource-allocation plan for the general fund.

Strategy 2.1: Set the locus of resource allocation as close as feasible to the operational unit that is being held accountable for a set of institutional goals.

Strategy 2.2: Establish a motility process that ensures the capture of initiative funds at the beginning of each fiscal period for redistribution according to a goal-driven plan. *[Will the general public understand “motility process”?]*

Strategy 2.3: Set goals that are particular to each fiscal period, drawn from strategic goals but chosen to emphasize some aspect of those longer-term goals that will be stressed for accomplishment during a particular fiscal period.

Strategy 2.4: Establish an annual process through which operational units may contend for “base-plus” funding on the basis of goals set for that fiscal period.

Strategy 2.5: Ensure that opportunities for a goal-oriented reallocation process contain a bias in the direction of revenue-generating units. Revenue-generating and cost-units budget allocation methodologies should be developed. *[Clarify last sentence?]*

Goal 3: Encourage selected entrepreneurial practices by applying accounting practices flexibly within the constraints of both general- and auxiliary-fund accounting rules.

Strategy 3.1: Establish the terms on which operational units will be allowed consistently to carry forward general-fund balances at the operational level.

Strategy 3.2: Identify operational units that should be allowed the use of auxiliary- or business service-fund accounting rules to ensure that appropriate entrepreneurial practices thrive.

Strategy 3.3: Set rules that allow some fraction of salary recoupment to be retained by operational units.

Strategy 3.4: In coordination with Strategy 3.3, above, set rules that allow operational units to make proposals for approval by the chief financial officer at the beginning of each fiscal period for movement of funds between salary and operational categories.

Goal 4: Increase the financial efficiency of technology deployment.

Strategy 4.1: Create a consolidated summary of capital expenditures on technology for the past five years.

Strategy 4.2: Create a consolidated summary of on-going license and software expenditures to which YSU is committed for the next five years.

Strategy 4.3: Create a consolidated summary of the on-going staff and student-help expenditures to which YSU is committed, using the current fiscal year as an index.

Strategy 4.4: Calibrate YSU's investment in technology for the next three years to the circumstances discovered after consolidation of information referenced in Strategies 4.1, 4.2, and 4.3, above.

Strategy 4.5: Decrease the investment in general-purpose student computer laboratories over the next three years, and reinvest recaptured resources in technologies that are unavoidably required for operation of the University.

Goal 5: Adopt a leveraging strategy for a “multiplier effect” on capital dollars. Leverage state-appropriated capital dollars to finance infrastructure needs as identified by campus strategic plans.

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.**

Strategies

- 1.1 Articulate the institutional narrative.
- 1.2 Define the separate but mutually reinforceable identities of YSU.
- 1.3 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.**

Strategies

- 2.1 Develop an "umbrella" set of purposes: brand, recruitment, development, alumni relations and others.
- 2.2 Develop and select effective communication vehicles.
- 2.3 Determine internal and external resources available to advance image/marketing initiatives.
- 2.4 Establish University IMC Committee to advance coordinated messages.
- 2.5 Create opportunities with local print and electronic news media.
- 2.6 Use personal selling to reinforce other marketing communication initiatives.

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

Strategies

- 3.1 Enhance the use of university websites, electronic bulletin boards, mass e-mail, the *Jambar* student newspaper, and other vehicles.
- 3.2 Promote faculty, staff, and student achievements.
- 3.3 Establish a labor/management communication program.

Goal 4: **Play a leadership role in community efforts to shape and advance a new image for the Mahoning Valley.**

Strategies

- 4.1 Partner with key community stakeholders and regional marketing communication professionals to project a new vision.
- 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: **Provide the services and activities that address the changing developmental and social needs of a diverse student population.**

Strategy 1.1: 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.

Strategy 1.2: Develop 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.

Strategy 1.3: Mandate placement testing before registration for first-time, first-year students.

Strategy 1.4: Develop and implement a mandatory orientation course for all new students.

Goal 2: **Provide the services and activities determined by the student needs-assessment instrument and the Reading/English/Math/Foreign Language placement-test results to address the changing academic needs of a diverse student population.**

Strategy 2.1: Develop and implement learning communities in Housing Services and in the Center for Student Progress in collaboration with the Division of Academic Affairs.

Strategy 2.2: In collaboration with the Division of Academic Affairs, use the results of the student needs-assessment and placement tests to provide appropriate courses at times and locations convenient to students.

Strategy 2.3: Develop an IEP (Individual Education Plan) for each student based on the results of the student needs assessment and placement tests.

Strategy 2.4: Offer an adequate number of developmental reading, mathematics, and English courses to meet student needs and mandate that students who placed into them take them in proper sequence beginning their first semester.

Strategy 2.5: Increase the number of supplemental-instruction offerings to meet student demand.

Strategy 2.6: Develop and implement a system whereby all students must register with the Center for Student Progress, and encourage

- use of the Center's services for implementation of their IEP.
- Strategy 2.7: Develop and implement a mandatory conditional-admission procedure for underprepared students that includes weekly sessions with a Center for Student Progress professional coordinator.
- Strategy 2.8: Provide an orientation process for transfer students and facilitate review of their transfer credits.
- Strategy 2.9: Develop a process that awards life-experience credits to adult learners.
- Strategy 2.10: Improve the ease and range of application services for international students.
- Strategy 2.11: Encourage the development of a University College to address the issues of first-year, transfer, underprepared, and undecided students.

Goal 3: Create a welcoming environment for all students, assisting with necessary connections to campus resources.

- Strategy 3.1: Make customer service a campus priority.
- Strategy 3.2: Provide customer-service training for all University personnel and student employees.
- Strategy 3.3: Reward employees who demonstrate exemplary customer service.
- Strategy 3.4: Provide a student "swipe" card for use of University services.

Goal 4: Develop an ongoing assessment and communication system to ensure the retention and advancement of current students.

- Strategy 4.1: Survey student satisfaction on a regular basis and establish a process for prioritizing and implementing recommendations.
- Strategy 4.2: Provide academic support and access to instructional technology.
- Strategy 4.3: Increase opportunities and compensation for on-campus employment.
- Strategy 4.4: Endorse the requirement that all students participate in community service and student organizations as part of their academic curriculum.
- Strategy 4.5: Facilitate opportunities to study abroad.
- Strategy 4.6: Enhance opportunities to strengthen internship and graduate-assistant programs.

Goal 5: Develop a system to ensure a lifelong relationship with alumni.

- Strategy 5.1: Establish more alumni chapters for YSU graduates in concentrated geographical areas and among YSU graduates with prior undergraduate extra-curricular affiliation, i.e. Greeks.
- Strategy 5.2: Re-institute a YSU yearbook in collaboration with the Offices of Marketing and Communications and Media Services.
- Strategy 5.3: Maintain an address and e-mail database of all YSU stakeholders.

- Strategy 5.4: Provide a lifelong e-mail address to alumni.
- Strategy 5.5: Involve alumni in the student-recruitment process—hire alumni on a part-time basis to serve as contacts for area high school counselors.
- Strategy 5.6: Provide lifelong career services to Alumni Society members.
- Strategy 5.7: Facilitate payroll deduction for payment of alumni dues.
- Strategy 5.8: Capture and maintain information regarding student activities on the application for graduation.

Goal 6: Provide facilities that are more amenable and accessible to students.

- Strategy 6.1: Develop a true Student Services Center encompassing all areas of direct service to students.
- Strategy 6.2: Build a “Student Recreation and Wellness Center” and create a program designed to provide recreational, health, and wellness activities to students, alumni, and community members.
- Strategy 6.3: Create policies and procedures that allow for one-stop service to students.
- Strategy 6.4: Upgrade facilities to make them more accessible for individuals with disabilities.

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 of the University.

Strategies:

- 1.1: Establish and maintain policies and procedures that will ensure successful achievement of the goal of increasing campus diversity.

- 1.2: Engage in ongoing community 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.
 - Involve University faculty, staff, and current students in recruiting to the YSU community members of identified communities.
 - 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).
 - Conduct off-campus and on-campus job and information fairs with a diversity focus.
 - Create publications, advertising, and web pages that are directed to specific identity groups.

- 1.3: Ensure that the University conducts effective, fully inclusive job searches.
 - Establish hiring goals for underrepresented groups in each academic and administrative department. Provide incentives to administrators for increasing the diversity of their faculty/staff hires.
 - Expand the network with area minority-oriented agencies, groups, and individuals to disseminate all job announcements.
 - Increase the use of list-servs that focus on underrepresented populations.
 - Increase the distribution and use of state/national workforce-utilization data to give University employing units a better understanding of various state and national comparisons.

- Provide incentives for prospective employees from diverse identity groups to choose Youngstown State University.

- 1.4: Advertise specific courses and/or programs to potential audiences.
- 1.5: Identify and mentor high school students from identified populations—starting in junior high school—for University enrollment. Provide substantial scholarship incentives for them to attend YSU.
- 1.6: Assure consistent representation/attendance by the University’s upper-level administrators at diversity-related events on and off campus.

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

Strategies:

- 2.1: Enhance the diversity component of the University’s curriculum.
- Develop more courses that address diversity, along with incentives for faculty to create them.
 - Develop minor and major programs in areas such as women’s studies, Africana studies, Hispanic studies, gender studies, cross-cultural communication, and class studies.
 - Encourage cross-curricular efforts and team teaching of courses that emphasize issues of identity and difference.
 - Develop a diversity-intensive component for the General Education Requirement.
- 2.2: Keep the message of valuing diversity in the forefront of the University’s internal and external communications.
- Conduct frequent campus diversity-information campaigns via internal newsletters, posters, e-mail, and website.
 - Conduct University-sponsored public education workshops, study circles, and public discussion on all diversity issues.
 - Ensure that University communications reflect the diversity of the YSU community and send the message that the institution values and respects differences.

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

Strategies:

- 3.1: Develop more employee-training workshops that focus on diversity. Provide incentives for attendance.
- 3.2: Ensure continued support of the University/Community Diversity Council and ongoing funding of an administrative staff position that is responsible for leading the University's diversity efforts on and off campus.
- 3.3: Develop strong, highly visible, well-supported centers to provide services and educational programs for women; African Americans; Hispanics; international students; gay, lesbian, bisexual, and transsexual people; etc. Support these centers with full-time paid staff and reasonable administrative and programming budgets.
- 3.4: Establish a lecture/film series for diversity that addresses a wide range of issues and identities. Combine with campus workshops/discussion sessions during the day, and give employees release time to attend.
- 3.5: Educate the campus community about the complaint procedure that deals with discriminatory language and/or behavior. Establish a hearing board with representatives of targeted groups, and ensure that complaints are heard promptly and adjudicated fairly. Establish specific consequences for offenders.
- 3.6: Negotiate employee-contract language that provides all University employees with equal access to health care and all 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.*

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.

Goal 1: Integrate and coordinate technology and information systems.

Strategy 1.1: Develop a coordinated and prioritized technology plan.

- 1.1.1. Review the institutional strategic plan
- 1.1.2. Assess current technology and the ability to support the institutional plan
- 1.1.3. Identify core technologies
- 1.1.4. Develop, implement, and maintain a technology strategy to support the institutional plan
- 1.1.5. Plan for future technology needs and advancements
- 1.1.6. Review the effectiveness and usability of existing and proposed technologies

Strategy 1.2: Establish a technology leadership and communication structure.

- 1.2.1. Hire a Chief Technology Officer (CTO)
- 1.2.2. Consolidate oversight for technology funding, planning, acquisition, and maintenance functions
- 1.2.3. Create a committee of technology stakeholders to advise the CTO
- 1.2.4. Recognize academic departments as primary designers for the implementation of technology in the classroom
- 1.2.5. Coordinate technology support staff responsibilities and assignments

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 systems.

- 1.4.1. Implement and support the Degree Audit & 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 Management System
- 1.4.5. Implement a comprehensive Alumni and Development System
- 1.4.6. Provide comprehensive information-management reporting tools

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.

Strategy 3.1: Provide technology and information access that is user-oriented.

Strategy 3.2: Ensure accessibility to technology for traditional, non-traditional, and special-needs students.

- 3.2.1. Provide general and special-use technology labs
- 3.2.2. Address requirements of special-needs students
- 3.2.3. Provide faculty, staff, and students access to up-to-date hardware and software

Strategy 3.3: Continuously upgrade YSU website/information portals.

Strategy 3.4: Combine common technology-related services.

- 3.4.1. Support web pages, e-mail, directory services

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

Strategy 4.1: Provide training in and support for the use of technology to faculty and staff.

Strategy 4.2: Support distance learning.

- 4.2.1. Provide resources to acquire and implement distance-learning technology
- 4.2.2. Provide training and ongoing support for distance-learning activities

Strategy 4.3: Ensure access to multimedia capabilities in all classrooms.

Strategy 4.4: Promote the use of up-to-date hardware and software by faculty, staff, and students.

Strategy 4.5: Support academic departments in designing and implementing the use of technology in the classroom.

Goal 5: Develop and implement an institutional technology-funding methodology.

Strategy 5.1: Assess institutional expenditures and revenues.

5.1.1. Evaluate lease vs. buy options

5.1.2. Develop incentives for efficient use of technology funds

Strategy 5.2: Provide dedicated funding for new and replacement technology.

Strategy 5.3: Provide dedicated funding to maintain existing technology.

Strategy 5.4: Identify additional sources for technology funding.

5.4.1. Pursue grants for funding new and improved technology

5.4.2. Review and evaluate continued support for grant-initiated programs

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.*

Long-Term Goal: It is the intention of the Community Engagement Subcommittee to change the identity of the institution and the community such that Youngstown is identified as a “university town.” In decades* to come, it will be commonly understood that Youngstown is a diverse university town, and YSU will be commonly thought of by the University community as the University in a university town.

The goals and strategies listed below seek to lay a foundation for this long-term goal.

Goal 1: Improve and retain the intellectual capital of the area. Youngstown State University will:

Strategy 1:1 Create an academic, cultural, and diverse community environment that attracts and retains local/regional intellectual capital (e.g., SMARTS [Students Motivated by the Arts]).

Strategy 1:2 Maintain the intellectual capital of the region through comprehensive continuing professional development (e.g., additional graduate programming at the Master’s level and through continuing education).

Strategy 1:3 Become a leader in promoting academic excellence in P-12. Achieving academic excellence, over a couple of decades,* is a **must** for the University and the community to retain intellectual capital in the region and enhance economic development.

Strategy 1:4 Partner, through the College of Education and other relevant colleges and/or units, with local school systems to develop solutions to improve the schools’ “report card” scores (e.g., benchmark similar school districts with high scores and evaluate their methods for success; involve the Regional Chamber in developing a model for what the school systems in the region should look like in the next thirty years to provide an educated workforce that supports economic development, the manufacturing base, and the regional business community. Consideration should be given to consolidating school systems where significant decreases in enrollment have occurred).

*Decades to be understood as a thirty-year time span; one decade is ten years; three decades is thirty years.

Strategy 1:5 Partner comprehensively in the P-12 school community (e.g., SMARTS, CATALYST [Center for the Advancement of Teaching and Learning at Youngstown State], Title II Grant, Bridges Program).

Strategy 1:6 Foster relationships between YSU students and P-12 schools in a wide variety of disciplines (e.g., Pathways).

Strategy 1:7 Establish information networks with parents and students in grades 7-12, and provide them with informational materials on how to get to college.

Goal 2: Serve as a catalyst, partnering with local development entities (e.g., the Regional Chamber, the Business Incubator) to encourage local business development. The University will:

Strategy 2:1 Establish new degree programs in areas of regional need (e.g., Master of Social Work [MSW], Associate Degree in Nursing [ADN]; a completion program to meet current employment demands and to accommodate ADN graduates as they seek the Bachelor of Science in Nursing and Master of Science in Nursing).

Strategy 2:2 Develop a partnership with the Regional Chamber in which the University provides the Chamber with expertise and the Chamber in turn evaluates regional needs and opportunities for the University (e.g., the University will identify areas in which it can most effectively and efficiently use its [*the Chamber's?*] resources).

Strategy 2:3 Assume a leadership role to improve socioeconomic conditions in the community and the region by assisting the Regional Chamber and other local entities in developing a strategic plan that addresses the infrastructure needs of The Valley over the next thirty years (e.g., land use, zoning, residential areas, the downtown, water, sewer, transportation, green spaces, local government).

Strategy 2:4 Serve as a resource to local businesses by providing data and expertise (e.g., Center for Urban Studies).

Strategy 2:5 Identify the research and development activities at YSU that can enhance and support local business and industry (e.g., partnerships between YSU's College of Engineering and Delphi's research and development; YSU's Marketing Department and area business; and YSU's College of Engineering and the region's aluminum extrusion industry).

- Strategy 2:6 Obtain support to recruit staff and develop local resources to create intellectual capital for research and development partnerships (e.g., research and development teams, high-profile research faculty in areas that meet University/community needs).
- Strategy 2:7 Work proactively with the regional community in addressing professional development and workforce needs (e.g., create additional workforce development capability through the Southwoods Metro Campus; identify a recognized University structure for community engagement; respond to business requirements for education).
- Strategy 2.8 Treat the arts center downtown as both an economic-development effort and a cultural-enhancement action (cf. strategy 3.1).
- Strategy 2.9 Assign to an existing University office the responsibility of working as a clearinghouse for community engagement.
- Strategy 2:10 Improve the leadership of local government through development of highly qualified community leaders and citizen scholars (e.g., through the Department of Political Science and/or the Ohio Certified Public Managers Program, and the Center for Human Services Development).

Goal 3: Maintain and improve the cultural environment. Youngstown State University will:

- Strategy 3:1 Partner with area enterprises to encourage expansion of partnerships with the Butler Institute of American Art and the Beecher Center, the Youngstown Ballet, the Youngstown Symphony, the Youngstown Area Arts Council, and other interested organizations and businesses, as well as further development of a high-profile downtown arts center (e.g., building a new downtown concert hall, continuing the Summer Arts Festival).

Goal 4: Investigate curricula that promote University/community partnerships and/or activities. Youngstown State University will:

- 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 (e.g., placing business majors in relevant regional business settings).

Strategy 4:3 Establish strong community liaisons for each department or program on campus (e.g., external advisory committees).

Strategy 4.4 Increase collaboration with other institutions of higher education agencies, organizations, and industries in the region to offer programming to meet community employer needs (e.g., Kent, Akron, Cleveland—may include programs of distance learning or visiting professors from institutions such as Central State).

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 various minority media outlets.

Goal 6: Every unit will determine the extent and type of its community engagement based on the following three characteristics:

1. How geographically broad will the area be? (e.g., The Bitonte College of Health and Human Services [BCHHS] will develop distance-learning partnerships to expand YSU's service area.)
2. Where is the locus? (e.g., BCHHS will continue to develop extensive community/University partnerships that support instruction and place students in community settings; for example, internships, volunteer work, clinicals, and/or practicums.)
3. What is the purpose? (e.g., BCHHS will continue to pursue internal and external recognition that the College is the largest and most comprehensive educator of health and human services professionals in the region.)

Goal 7: Youngstown State University will seek a more user-friendly relationship with community groups by reducing logistical problems (e.g., provide easy access to parking, facilities, programs, and services).

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, using “best practices,” a highly qualified, flexible, and diverse faculty/staff.

- Strategy 1:1 Provide competitive starting salaries.
- Strategy 1:2 Make a commitment to reduce front-end workload for new faculty (reduced teaching loads)/staff (apprenticeship).
- Strategy 1:3 Enhance and improve the orientation of new faculty/staff.
- Strategy 1:4 Develop a mentoring program for new faculty/staff.
- Strategy 1:5 Provide necessary start-up resources (e.g., computer) and support for new faculty/staff.
- Strategy 1:6 Review breadth and target areas of advertising for positions.
- Strategy 1:7 Review temporary vs. tenure-track (faculty) permanent, long-term (staff) contracts.
- Strategy 1:8 Optimize use of the website for human-resource development.
- Strategy 1:9 Use the web to develop external linkages for faculty/staff development.
- Strategy 1:10 Ensure compatibility of information and servers (e.g., ability to open attachments).
- Strategy 1:11 Review contracts for flexibility and incentives.
- Strategy 1:12 Consider tying teaching goals (YSU/department mission and goals) to contractual incentives (sabbaticals).
- Strategy 1:13 Create development programs that help meet YSU/department goals and priorities.
- Strategy 1:14 Develop visiting-scholar/expert/student programs.
- Strategy 1:15 Review the relationship of faculty/staff needs, flexibility, and contractual options.
- Strategy 1:16 Encourage/support (financial and reallocation of time) membership and exchange (personnel and ideas) in professional organizations.
- Strategy 1:17 Coordinate recruitment of faculty/staff with efforts that portray a positive institutional image.
- Strategy 1:18 Use improved website to attract nationally diverse applicants for available positions.
- Strategy 1:19 Provide as much detail as possible about any opening and environment of the position, i.e. biographical sketches of supervisors.
- Strategy 1:20 Provide opening information to promising YSU graduates or soon-to-be graduates.
- Strategy 1:21 Streamline the hiring process, from needs assessment to contract signing.

Goal 2: Improve student-employee use, training, placement, assignments, and leadership experiences, within contractual obligations.

- Strategy 2:1 Provide comprehensive orientation to University policies (confidentiality, etc.).
- Strategy 2:2 Provide adequate training for students and those supervising students.
- Strategy 2:3 Use students to “reverse mentor” in technology.
- Strategy 2:4 Establish adequate funding of student employment.
- Strategy 2:5 Effectively use existing reporting/tracking software.
- Strategy 2:6 Maximize use of work-study students.
- Strategy 2:7 Provide a competitive graduate-student stipend.
- Strategy 2:8 Ensure fair graduate-student teaching responsibilities.

Goal 3: Improve communication across the campus.

- Strategy 3:1 Develop and use list-servs.
- Strategy 3:2 Improve the orientation of new employees.
- Strategy 3:3 Promote office-to-office communication.
- Strategy 3:4 Optimize lines of communication among personnel involved in overlapping duties.
- Strategy 3:5 Develop University Function Chart (indicate how one’s work function affects others).
- Strategy 3:6 Develop an “ombudsperson” (where can I find answers?) concept (with the web site) for University personnel similar to the help desk for technology questions.

Goal 4: Improve campus morale.

- Strategy 4:1 Recognize the implications other goals and strategies have on morale (e.g., communication, working conditions, benefits, etc.)
- Strategy 4:2 Have recognition program(s) that include(s) everyone (classified?)
The more inclusive the recognition ceremony(ies,) the better.
- Strategy 4:3 Develop training programs for supervisors, with consideration being given to morale.
- Strategy 4:4 Review benefit options.
- Strategy 4:5 Praise, especially publicly, jobs well done.
- Strategy 4:6 Provide for proper working conditions, including environmental issues, such as room size, lighting, air quality, and temperature (especially Monday morning).
- Strategy 4:7 Ensure that the workforce represents a broad cross-section and that non-majority members are valued.

Goal 5: Strategically analyze faculty and staff placement/needs for the next 10 years.

- Strategy 5:1 Acquire/develop a Human Resource Information System (HRIS) that is compatible with other campus databases, such as DARS.
- Strategy 5:2 Reexamine workload/job title/job classification policies, especially for duplication of effort.
- Strategy 5:3 Employ the Strategic Plan.
- Strategy 5:4 Employ the Academic Senate, Senate committees, and other existing holders of information and ideas.
- Strategy 5:5 Create an inventory of faculty/staff and their areas of expertise to be used in many institutional activities, including information-resource identification, outreach, and planning efforts.
- Strategy 5:6 Employ the University Function Chart.
- Strategy 5:7 Execute program, department, faculty/staff skills, job description, government regulation, student interests and qualifications, and communication flow periodically.[clarify?]
- Strategy 5:8 Benchmark all institutional activities to institutions that better represent projected YSU mission and goals.
- Strategy 5:9 Partner with other institutions, share ideas, and jointly resolve mutual concerns.
- Strategy 5:10 Include in faculty-/staff-needs decisions community outreach, partnering (especially K-12 education), and economic development issues.

Goal 6: Increase revenue needed to fulfill mission and goals.

- Strategy 6:1 Explore patents, licenses, foundations, grants, etc.
- Strategy 6:2 Increase annual giving and other development efforts.
- Strategy 6:3 Reinstate surplus inventory policies.
- Strategy 6:4 Minimize expenses where possible.
- Strategy 6:5 Clearly define mission and goals of the institution (YSU is not all things to all people), especially if new directions would stretch faculty/staff and lower morale.
- Strategy 6:6 Set tuition at an appropriate level for institutional mission and goals, not arbitrarily high or low
- Strategy 6:7 Study the correlation between tuition cost and public perception of an institution.
- Strategy 6:8 Review programs relative to state subsidy and other revenue considerations.
- Strategy 6:9 Promote faculty/staff entrepreneurship to develop new businesses.

Goal 7: Provide incentives for retention.

- Strategy 7:1 Have effective evaluations.

- Strategy 7:2 Develop a system of evaluations of supervisors in conjunction with those of faculty/staff.
- Strategy 7:3 Maintain competitive salaries.
- Strategy 7:4 Maintain adequate staffing.
- Strategy 7:5 Create, review, and revise if necessary clear job descriptions.
- Strategy 7:6 Tie job changes to adequate compensation.
- Strategy 7:7 Ensure a fair promotion process.
- Strategy 7:8 Address all issues in a timely manner, with definitive decisions.
- Strategy 7:9 Promote respectful interactions among faculty/staff and supervisors.
- Strategy 7:10 Support efforts that keep morale high.

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, faculty, staff, alumni, and the community.*

Goal 1: Make the campus and its facilities more inviting and user-/visitor-friendly.

Strategy 1:1 Provide a comprehensive, informative, and integrated campus signage system.

Strategy 1:2 Provide easy, safe, and well-maintained access to University facilities to make it convenient, simple, and economical to attend programs.

Strategy 1:3 Develop ways to use YSU facilities to maximize opportunities to improve campus-life programming.

Strategy 1:4 Provide for more leisure spaces and informal common areas that invite gathering and socializing.

Strategy 1:5 Explore options for enhanced community/external use of University facilities.

Strategy 1:6 Provide for additional recreational facilities.

Goal 2: Make campus facilities more comfortable, inviting, and aesthetically pleasing.

Strategy 2:1 Maintain building systems to ensure a year-round comfortable environment.

Strategy 2:2 Improve and maintain study areas and lounges.

Strategy 2:3 Inventory, maintain, and upgrade existing facilities, reducing or eliminating the deferred maintenance backlog.

Goal 3: Assess and improve classroom/learning environments.

Strategy 3:1 Update and improve the condition of classrooms throughout campus.

Strategy 3:2 Maintain an up-to-date inventory of all classrooms, laboratories, and other instructional spaces.

Strategy 3:3 Develop a plan to ensure compatibility of classroom design, capability, and setup with teaching styles and needs.

Strategy 3:4 Provide a means to assess the adequacy of facilities for special-needs students.

Goal 4: Enhance instructional technology in classrooms and support facilities.

Strategy 4:1 Create classrooms with the latest multimedia equipment to ensure that appropriate technological advances are available for instructional purposes.

Strategy 4:2 Ensure that all classrooms and other meeting rooms are provided with basic equipment needed for instruction and related activities.

Strategy 4:3 Develop a replacement schedule for classroom and meeting-room equipment.

Goal 5: Complete and implement a facilities “Master Plan.”

Strategy 5:1 Assess the need for additional student housing.

Strategy 5:2 Assess the need for and feasibility of additional facilities for future academic and special-events activities.

Strategy 5:3 Assess and prioritize maintenance and refurbishing needs for existing facilities and infrastructure.

Strategy 5:4 Update the long-range parking plan to ensure the safe, efficient flow of vehicles and pedestrians through campus.

Strategy 5:5 Ensure that demolitions, renovations, and additions to the campus are designed and implemented in accord with sound environmental practices.

Strategy 5.6 Develop a replacement plan and identify financial resources for Facilities, Grounds, and Police equipment and vehicles.

Goal 6: Use facilities as efficiently as possible.

Strategy 6:1 Explore ways to make existing facilities available for multiple use.

Strategy 6:2 Enhance public radio and television facilities to serve the University and community more extensively.

Strategy 6:3 Support the current on-campus summer programs and explore means to bring additional members of the community to campus.

Goal 7: Improve the safety, aesthetics, and functionality of the campus periphery and surrounding neighborhood.

Strategy 7:1 Establish clearer campus boundaries through well-integrated signage and an aesthetically attractive perimeter.

Strategy 7:2 Engage the city and community in efforts to enhance the campus neighborhood.

Strategy 7:3 Improve the safety of the area surrounding campus by improved structures, enhanced lighting, and expanded services and activity.

Strategy 7:4 Explore increased partnerships to use or develop downtown facilities for the mutual benefit of the University and the community.

Goal 8: Evaluate the use of external and leased facilities and the use of internal facilities by external users.

Strategy 8:1 Evaluate the University's use of external facilities and determine whether this is a cost-efficient means to provide classes and programs and whether it serves the needs of the community.

Strategy 8:2 Inventory University space leased to external agencies and develop policy for the lease of University space.

Goal 9: Explore ways to make financial resources available to implement the goals and strategies in the Facilities/University Neighborhood segment of the Strategic Plan.

Strategy 9:1 Determine whether more extensive uses of University facilities by external agencies can generate additional revenue to assist in implementing the plan.

Strategy 9:2 Determine whether more efficient use of University facilities can generate cost savings that can be used to develop other priorities in the plan.

Strategy 9:3 Determine whether non-academic use of University facilities during summer months can generate revenues that can be used to develop other priorities in the plan.