



**RESOLUTION TO APPROVE  
“TAKING CHARGE OF OUR FUTURE” RELATED TO STRATEGIC  
PLANNING BY THE YOUNGSTOWN STATE UNIVERSITY  
BOARD OF TRUSTEES**

**WHEREAS**, Youngstown State University, like many institutions of higher education, is confronting many challenges including: the concerns regarding the perceived value, cost, and time associated with attaining a bachelor’s degree; declining numbers of high school graduates in the region; differences in the diversity of university student populations relative to that of the communities they serve, including differential student success-rates; and community issues such as health, education, and economics that impact regional prosperity; and

**WHEREAS**, based upon these and a myriad of other issues impacting higher education, the Board is compelled to “Take Charge of Our Future” as a vibrant community resource by developing a new Strategic Plan that: engages university constituents; incorporates the spirit of shared governance and responsibility-consequential governance; builds public trust by increasing collaboration aligned with community solutions; and inspires the entire university community to continuously improve itself; and

**WHEREAS**, the Strategic Planning Organization Team and other University and community constituents have and will continue to benefit from engaging with nationally recognized Thought Leaders & Provokers, the review of pertinent data and facts, consideration of perspectives regarding diversity, inclusion and equity, and input provided by a vast array of constituents including regional and national employers during the planning process; and

**WHEREAS**, this Resolution evolves from the 2018 October Board Advance meeting topics focused on strategic planning as well as the Board’s previous Strategic Planning Resolution (December 6, 2018 Agenda item E.1.g); and

**WHEREAS**, the Board understands that analysis and synthesis of information, shared learning, mutual communication, deliberation and planning are very necessary yet time-consuming stages of developing the Strategic Plan;

**NOW THEREFORE, BE IT RESOLVED**, that the following are to be focus areas of the next Board-endorsed Strategic Plan:

**Increase educational quality** with an emphasis on faculty professional development, faculty and administrative leadership diversity, innovative teaching and measurable learning outcomes that address high impact areas for student learning and experience, and a unique and transformative general education experience that has flexibility while not reducing academic integrity including meaningful experiences possibly linked to institutional learning outcomes, those of which employers nationally have indicated are needed in the work-place as well as



creating educational experiences in including study abroad and learning about abroad, and experiential learning opportunities that develop an informed citizenry that is engaged in their work and community the result of which is also related to job placement and a successful career, including assisting students from diverse backgrounds to be academically successful via access to intentional and purposeful systems of support;

**A focus on research in a strategic manner** that includes the Mahoning Valley Innovation and Commercialization Center, and associated endeavors, and consideration of a limited number of other purposefully selected areas to achieve national distinction, as well as the recognition of scholarship across all disciplines that contribute to academic excellence and scholarly distinction of the institution and that supports improving excellence in teaching that enhances learning;

**Attention to the enrollment of new students** through academic program strength and improvement, new academic program development, including an online strategy, and consideration of competency-based education and certifications, in addition to strategic business and industry focused academic programming as well as a strategic YSU brand marketing and communication initiative that emphasizes academic quality and distinction, as well as increasing the numbers of underrepresented, international, and students from other areas of the State and Nation;

**A focus on student success** including optimally locating appropriate areas of the student success organizational structure, an optimized and redesigned First Year Experience, increasing persistence and progress towards completing a degree in four years and closing achievement gaps by developing an integrated advising model with an appropriate capacity of advising, particularly for a successful career, student services, and mental health counseling as well as initiatives to support the success of students from diverse populations that responds to students' needs in innovative and successful ways that includes attention to student progress, adjusted academic policies to improve not only student academic performance but also student understanding of and ability to take and successfully complete gateway courses, enroll in courses to make progress towards graduation, and utilization of all technology-enabled capabilities to support student success as well as an enriched and learner-engaged outside the classroom experience;

**Build strategic, strong, and purposeful collaborations with external community stakeholders** the outcomes of which include mutually beneficial impact and influence via applied scholarship, experiential education and service learning that fulfills our role as one of several entities anchored to and contributing to the prosperity of the region and beyond and brings faculty, students, local residents, business, non-profits, innovative partners and government together in projects in ways that stretch their perspectives beyond individual experiences and addresses diversity and inclusion, community, regional and world needs from the perspective that the university and the region are a collaborative living and learning community;



**YOUNGSTOWN  
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**Attain a level of technological capacity and competency** that is necessary to enhance the educational experience and integrated systems to achieving multiple strategic objectives, including program optimization and prioritization, student success strategies including degree maps and auditing, teaching and learning outcomes assessment, student portfolios, accreditation, and other quality and effectiveness enhancement technologies;

**Use reliable data created through a governance structure to generate and analyze information to create insights for well-informed decision-making** that facilitates the ability to measure progress towards goals established for aspects of the Strategic Plan, adjust tactics or change courses as warranted, and to create the opportunity to be accountable for progress towards objectives so established; and

**Assure organizational structures, processes and policies streamlining, as well as optimize performance management, peer review, planning, budgeting and financial management systems that prioritize the focus areas of the strategic plan,** creates expectation of outcomes through agreed upon meaningful goals and recognizes units for achieving greater effectiveness and efficiency and demonstrating optimal use of resources to achieve the goals of the Strategic Plan.

**NOW, THEREFORE, BE IT FURTHER RESOLVED,** that these areas of focus are not intended to restrain the work of the Strategic Planning Organization Team and the campus' engagement in such, but rather, to put forward areas of emphasis the Board has determined the Plan must address to "Take Charge of Our Future"; and to assure that any strategic priorities identified for strategic investment before the Board's approval of the next Plan will align with and "jump-start" the Plan, and such allocations and the justifications will be presented to the Board for consideration in the proposed FY2020 budget.

**Board of Trustees Meeting  
March 7, 2019  
YR 2019-**