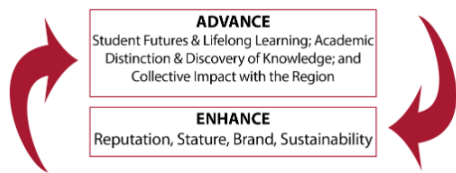


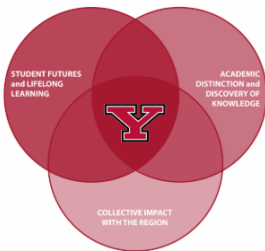
YOUNGSTOWN STATE UNIVERSITY PLAN FOR STRATEGIC ACTIONS TO TAKE CHARGE OF OUR FUTURE OVERVIEW

Like most institutions of higher education, *Youngstown State University is confronting many challenges* including: limited resources, the concerns regarding the perceived value, cost, and time associated with attaining a higher education degree; declining numbers of high school graduates in the region; differences in the diversity of university student populations relative to that of the communities served including gaps in success-rates among racially diverse and first generation students; and community issues such as health, education, job stagnation and economics that impact regional prosperity. ***Given these challenges, our institution has embarked upon building and implementing a strategic plan called “Take Charge of Our Future”.*** By developing and implementing this plan, ***our goal is to assure our University remains relevant, vibrant, connected, and effective thus resulting in a sustainable future.***



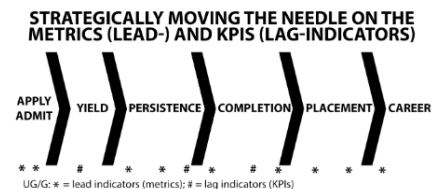
All actions and uses of resources will be strategic. Every action taken should advance the institution’s mission to realize the vision. We must be diligent to assure that every action taken will Advance the mission and thereby Enhance the brand, reputation, and sustainability of our University.

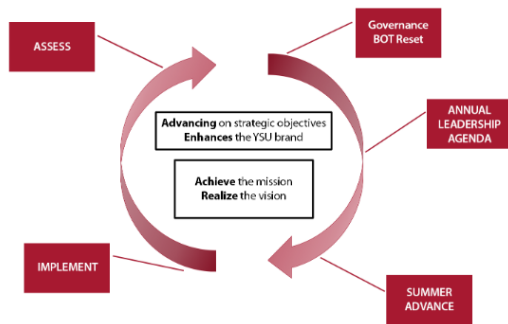
Academic excellence and student success are inextricably linked and are the objectives of YSU. To make this happen, the academic areas must be supported by every area of the university. ***“If it is going to be, it is up to ME-WE!”***



Advancing the institution on its mission to realize its vision of stimulating and enabling academic excellence and student success will be achieved through a unifying framework wherein hitting ***the bullseye thrives in the intersection of Student Futures and Lifelong Learning, Academic Distinction and Discovery of Knowledge and Collective Impact with the Region.***

YSU is one step in the continuum of a life of learning. Our commitment is to bring together data, research, and student and academic engagement in ways that ***collaboratively impact and influence our communities’ educational success both before individuals are college-eligible and well after college to enhance knowledge, advance individual careers, provoke innovation, and support economic development.***





To assure long-term sustainability, we recognize that as a university we must employ ongoing processes that drive continuous improvement in every action taken, so as over time the success of implementing prioritized objectives is achieved. ***The achievement of short-, mid-, and longer-term objectives will over time move the needle on Key Performance Indicators (KPI)*** monitored by

the President and Board of Trustees. This will be assured by **focusing institutional actions on the steps and events that impact and influence adopted KPIs**. This will be achieved via shared governance that shares in responsibility for success that is linked to decision-making known to have consequences.

MISSION, VISION, AND VALUES

As we “Take Charge of Our Future”, we are in a relentless and robust pursuit of excellence that differentiates our university. We envision that ***institutions that transform challenges into opportunities are those that will first transform themselves thereby creating a sustainable future for themselves as an Anchor Institution in both our region and state.***

MISSION

An Institution of Opportunity:
YSU inspires individuals, enhances futures, and enriches lives.

As a student-centered university, Youngstown State University’s mission is to provide innovative lifelong learning opportunities that will inspire individuals, enhance futures and enrich lives. YSU inspires individuals by cultivating a curiosity for life-long learning; enhances the futures of our students by empowering them to discover, disseminate and apply their knowledge; and enriches the region by fostering collaboration and the advancement of civic, scientific, and technological development. YSU’s culture of enrichment flourishes in our diverse, accessible, and quality education.

VISION

Youngstown State University is where students thrive in their educational and career pursuits, where scholarship creates innovative solutions, and where community engagement is a cornerstone of collaboration that collectively contribute to the sustainable prosperity of the region and beyond.

VALUES

We—the faculty, staff, administrators, and students of Youngstown State University—hold the following values essential to achieving the mission and realizing the vision.

- **Centrality of Students** – We put students first, fostering their holistic and lifelong success.
- **Excellence and Innovation** – We bring academic excellence and innovation to learning and life for all stakeholders.
- **Integrity and Human Dignity** – We root all behaviors, decisions and actions in the achievement of integrity, mutual respect, collegiality, equity and inclusion.
- **Collaboration and Public Engagement** – We embrace collaboration and create innovative partnerships to foster sustainability and enrich both our culture and region.