

YSU 2020:
THE STRATEGIC PLAN OF
YOUNGSTOWN STATE UNIVERSITY,

2011–2020



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There's nothing particularly exciting about planning. While new buildings and new academic programs grab the headlines, the process and importance of planning oftentimes go unnoticed and unappreciated. Given the economic condition of the nation and the state and the financial challenges facing public higher education, planning is not only a good idea—it is imperative.

YSU 2020: The Strategic Plan of Youngstown State University outlines a dynamic and ambitious future for YSU. It will guide us in everything we do and help us align the University's priorities, investments, and initiatives in the second decade of the 21st century.

We thank the 52 members of the Strategic Planning Committee for their countless hours developing the plan that is before you today. We also thank the hundreds of individuals—students, faculty, staff, administrators, alumni, and community members—who participated in focus groups and forums. Your input was invaluable. We are eager to put the plan into action and make our vision and goals a reality.

Cynthia E. Anderson
Cynthia E. Anderson, Ed. D
President

Scott R. Schulick
Scott R. Schulick
Chairperson
Board of Trustees



YSU 2020:
The Strategic Plan of Youngstown State University, 2011–2020

2020 Strategic Vision:

Youngstown State University will become a national model for student success, academic excellence, resource stewardship, and regional engagement.

In summer 2010, Youngstown State University set out to envision the future: What will Youngstown State University “be” and “look like” in the year 2020? The result of that visioning process is the plan outlined here—YSU 2020: The Strategic Plan of Youngstown State University, 2011–2020.

The plan will chart institutional directions and help us align priorities, investments, and initiatives over the next decade. It establishes the framework for carrying out the Mission, Vision, and Core Values approved by the Youngstown State University Board of Trustees in December 2008:

Youngstown State University Mission Statement

Youngstown State University—an urban research university—emphasizes a creative, integrated approach to education, scholarship, and service. The University places students at its center; leads in the discovery, dissemination, and application of knowledge; advances civic, scientific, and technological development; and fosters collaboration to enrich the region and the world.

The University

- Creates diverse educational experiences that develop ethical, intellectually curious students who are invested in their communities;
- Provides access to a broad range of undergraduate programs;
- Offers graduate programs in selected areas of excellence, including those that meet the needs of the region;
- Supports economic development through applied learning and research;
- Integrates teaching and learning, scholarship, and civic engagement;
- Fosters understanding of diversity, sustainability, and global perspectives; and
- Advances the intellectual and cultural life of the city, region, and world.

Youngstown State University Vision Statement

Youngstown State University will become a national model for university-community engagement that enhances teaching and learning, student and faculty research, and community well-being. The University will expand its regionally focused mission to include national and international emphases, while working with other colleges and universities, business and industry, and the K-12 community to stimulate the economic, technological, and cultural rebirth of Ohio.

This Vision will be supported by

- Leading scholars and practitioners using multidisciplinary approaches to address societal challenges;
- Engagement of undergraduate and graduate students in research;
- Strategic development of undergraduate and graduate programs;
- Curricular and co-curricular integration of professional and liberal education, problem-solving, critical thinking, and communication skills;
- An emphasis on applied learning and community engagement; and
- Respect for the deep and rich diversity of the communities we serve.

Youngstown State University Core Values

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 integrate curricular and cocurricular activities; 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; foster sustainability; and bring about the greater good of the collective whole—be it the University, the city of Youngstown, the state of Ohio, the region, or beyond.



Context for Planning:

YSU 2020, like the Mission, Vision, and Core Values, builds on a process that began in 2007–2008, when the Chancellor of the University System of Ohio issued Ohio’s *Strategic Plan for Higher Education 2008–2017*. That plan classified Youngstown State University as an “Urban Research University” with an obligation to “provide the Youngstown area with the talent and research base for the growth of new companies and industry to replace those that have been lost to a changing economy” (p. 48). The state plan also laid the groundwork for an outcomes-based (rather than enrollment-driven) state funding formula and established a mandate for dramatically increasing the number of students enrolled in Ohio’s colleges and universities by 230,000 students by the year 2017.

The new funding formula and YSU’s evolving mission—along with the declining state and national economy and shrinking state support—pose both challenges and opportunities that the University must address. In the words of YSU Board chair Scott Schulick, “the stakes are high.” We can’t just continue to do exactly what we’ve always done, in the way that we’ve always done it. *YSU 2020* offers a framework for addressing challenges and opportunities. It offers direction for making Youngstown State University a dynamic and positive force for education, renewal, and poverty reduction in the region and beyond.

The Strategic-Planning Process:

Dr. Cynthia E. Anderson took office as YSU's seventh President on July 1, 2010. A few weeks later, the Youngstown State University Board of Trustees, President Anderson, and the President's Cabinet gathered for a planning retreat, facilitated by Dr. Ellen Chaffee, a consultant from the Association of Governing Boards of Universities and Colleges. This group defined four critical "**cornerstones**," or focuses, upon which to build the University's next strategic plan:

- **institutional accountability and sustainability**, or good stewardship of the institution's financial, physical, and human resources;
- **student success**;
- **transition to the urban research university mission**; and
- **regional engagement**.

The 52-member Strategic Planning Steering Committee—chaired by Dr. Ikram Khawaja, YSU's Provost and Vice President for Academic Affairs; and Mr. Eugene Grilli, Vice President for Financial Affairs—met for the first time on July 15, 2010. Committee members included faculty, staff, students, administrators, Board of Trustees members, and community representatives (see **Appendix A**). By the end of the meeting, all had received an overview of the focused and fast-paced planning process that would follow. In addition, each had volunteered to serve on one or more of the four "cornerstone groups" to begin the work of planning.

A fifth group volunteered to manage communications related to the planning process, so that the campus and area communities could stay informed about the planning process and participate if they desired. The University conducted more than 20 focus groups with various campus constituencies and members of the community at large. In addition, interested parties could respond anonymously to web-based questionnaires. Several hundred people participated in one or more of these data-gathering activities.

Instead of the typical 12–18 months normally devoted to a major strategic-planning process, the Steering Committee and cornerstone groups accomplished the task in four months: August, to get organized; September, to gather data; October, to organize components of the plan; and November, to write the document that would go to the Board of Trustees in December 2010.

Some Guiding Principles:

In addition to the core values stated earlier, YSU is committed to two overarching principles that can be seen in each of the four cornerstones and that must guide each of the University's activities and initiatives:

- commitment to diversity and inclusiveness, in the broadest sense; and
- commitment to "continuous quality improvement," or a "culture of assessment."

Commitment to inclusiveness and diversity must make itself felt in the University's daily activities; in hiring decisions; and in the University's recruitment and retention initiatives. It applies equally to employees in every category; to traditional and nontraditional students of every description; to campus visitors; and to companies that do business with the University.

Likewise, a commitment to widespread assessment, or continuous quality improvement, applies not only to teaching and learning but also to every initiative, activity, and Division of the University. By defining outcomes, evaluating how well we meet them, and using the results to adjust course if necessary, we can align budget with priorities, make informed budget decisions, and facilitate positive change.

Organization of the Planning Document:

Following this introductory "chapter" are four discrete chapters that form the core of the plan—one chapter for each of the four cornerstones of *YSU 2020*. The four chapters present the four cornerstones in detail.

Each cornerstone chapter, or section, is organized as follows:

- The cornerstone begins with a narrative overview, outlining three or four **themes**, or topics, around which that section of the plan is organized.
- After the narrative overview, a more detailed explanation follows, outlining priorities, initiatives, and metrics that can be used to measure progress in achieving that portion of the plan. The priorities are both listed and described in narrative format.

The **priorities** are significant strategic objectives or goals that span multiple divisions of the University and sometimes the University as a whole. **Initiatives** are specific projects or actions that will support achievement of the strategic priorities. **Metrics** are measurable data points that can be tracked *backward* to establish a baseline, and *forward* to 2020, to determine whether the University meets the 2020 goals.

Some of the metrics are particularly significant and constitute a set of measurements known as "**Institutional, or Board, Metrics**," since the Board of Trustees will track these metrics regularly to assess progress on the plan. The Institutional/Board Metrics appear in **Appendix B**.

Definition

Accountability and Sustainability

Accountability and sustainability entail aligning the University's resources and investments to meet broad strategic goals and maintain institutional vitality.

Although described as a cornerstone, **Accountability and Sustainability** are foundational to the *entire* strategic plan, in that the other cornerstones rest on the ability of the institution to manage its collective resources effectively; if one resource area is threatened, none of the other cornerstones will succeed. YSU aspires to become a national model for resource stewardship, which entails making careful choices about *all* of the University's resources—fiscal, physical, and human.

The first Accountability and Sustainability Cornerstone theme is Fiscal Health. The Fiscal Health section describes processes through which the YSU administration and Board of Trustees can align budget priorities with strategic initiatives. These processes will provide tools to make difficult budget decisions. As fiscal stewards, we must be efficient and strategic, focusing limited resources in ways that best advance the University's vision and goals. The ever-changing economic dynamics of the state, nation, and community challenge us to manage fiscal resources prudently. The Board Metric that gives the clearest "snapshot" of the University's fiscal health is the financial ratio index, an index based on three financial ratios that can be tracked from year to year.

The second Accountability and Sustainability theme is Human Resources Health. As stewards of human resources, we must collectively and individually develop and support *all* of the individuals who make up our campus community. We must examine YSU's policies, procedures, and processes to identify practices that build a climate of collegiality and mutual support. The Board Metric for this theme is an index based on an Employee Satisfaction Survey that will be administered every other year; the higher the index score, the more robust our human resources health.

The third cornerstone theme is Facilities Health. As stewards of our physical facilities, we need to create a comprehensive facilities plan that emphasizes maintenance, renovations, and safety of our physical resources, as well as environmentally sound practices. The Board Metric for this theme is the "percent of facilities in satisfactory condition or needing only minor rehabilitation," one of the accountability measures in Ohio's *Strategic Plan for Higher Education 2008–2017* (p. 104).

The final Accountability and Sustainability theme is a Culture of Shared Responsibility— a theme that spans not only this cornerstone, but the other three cornerstones as well. A transparent, inclusive culture involves respecting and valuing all employees, regardless of demographic identities. It also involves developing policies and procedures that improve administrative efficiencies and result in real savings of precious resources, broadly defined. At the same time, it acknowledges the *critical value of assessment* for monitoring not just student learning, but also the University's effectiveness in bringing about real strategic change and realignment of expenditures. The Board Metric for this theme is an index derived from Employee Satisfaction Survey questions that specifically address campus cultural change.



To summarize, the Board Metrics are

Fiscal Health:	An index of pertinent financial ratios
Human Resources Health:	Employee Satisfaction index
Facilities Health:	% of buildings in satisfactory condition or needing only minor rehabilitation
Shared Responsibility:	Employee Satisfaction campus cultural change indicators

INITIATIVES

- Identify and implement a new approach to University budgeting, which includes cost-benefit analyses, that is transparent and flexible.
- Align budget priorities with strategic priorities.
- Identify and implement strategies to bring auxiliary revenues to a level at or above expenditures.
- Create a central database and financial analyses that support financial decisions.

THEME 1: FISCAL HEALTH

Institution/Board Metric: Index of Pertinent Financial Ratios (Senate Bill 6 Ratio)

Priorities/Rationale

1. A transparent and responsive budget system

The fiscal health of the University involves decisions that are supported and guided by the University's mission, vision, and profile. Clear communication, transparency, and understanding are vital as the University embarks on restructuring the process by which it budgets its funds.

The evolving character of YSU as defined by the strategic plan will need at its core a fiscal condition that is robust, well managed, and responsive to demands and challenges. The worldwide fiscal challenges of 2008 provided a harsh lesson to higher education. In an unstable economy, a structural budget deficit can occur with little warning, as evidenced by the October 2010 "lapse," or postponement, of \$3 million in state subsidy. Short-term budget crises invariably threaten long-term plans. Thus, the fiscal sustainability of institutions must be addressed at two levels: survival in the short term, and budgeting to achieve long-term goals and priorities.

Through fundraising/development, the University will support unmet needs for scholarships and projects as appropriate.

2. Strategic finance

Stable and sustainable revenue sources are the counter to fiscal hazard. As YSU aspires to higher levels of quality and transitions to an urban research institution, requests for spending to support programs will increase and the University budget will face increasing pressure. Financial equilibrium of identical increases in revenue and expenses will become more difficult to maintain.

Hence, the process by which the University budget is developed and implemented is a critical element of the strategic plan. The process needs to align budget with priorities, recognize revenue and spending needs, and provide for stability in the face of

short- or long-term interruptions in revenue resources. Analysis of current resources and spending patterns will lay the foundation for an improved budgeting process. Ideal outcomes may include enhanced effectiveness of spent dollars and incentives for resource growing.

As part of a comprehensive strategic-finance strategy, the University will develop a clearer understanding of the role of auxiliaries (e.g., the bookstore, parking) and assure that the business practices of each auxiliary are directed to achieving and maintaining the auxiliary's self-supporting capacity.

Core to the strategic plan and to strategic finance is a reliable, accurate, and well-developed database connected to a culture that embraces the need to systematically assess or measure its processes. Management of resources in all respects relies on measures that identify progress and problems, while enabling the University to address short-term needs and strategic priorities.

2020 METRICS

1. Financial health ratios
2. Standard & Poor's, Moody's ratings
3. Auxiliaries profit and loss
4. Extent to which annual development goals are met

theme 1

THEME 2: HUMAN RESOURCES HEALTH

Institution/Board Metric: Employee Satisfaction Index

Priorities/Rationale

1. Systematic and effective professional development

In a professional climate increasingly known for the serial careers of employees, complex organizations are challenged to recruit, develop, and retain excellent employees for the long term. Youngstown State University recognizes the critical role that effectively trained and cooperatively functioning staff and faculty play in the achievement of the University's mission. Thus, YSU will assure the professional health of its human resources by pursuing and/or maintaining the following priorities:

To achieve cross-training for efficient daily operations, development of employees qualified for advancement, an institution-wide spirit of teamwork and service-mindedness, a diverse workforce at all levels of the organizational chart, and enhanced employee satisfaction, YSU will provide access to broad-based programs of professional development. Employee development will be provided *internally* through organized mentoring systems and training offered by Human Resources, as well as throughout the academic and non-academic divisions. It will be facilitated *externally* through opportunities to travel for training.

2. Improved labor/management relations

Contract negotiation based on discovery of mutual interests has proven effective at YSU. Simultaneously with implementing principles of shared governance, YSU will seek the partnership of its four collective bargaining units to explore effective models of negotiation and achieve contracts that strengthen labor/management relations, institutional integrity, and employee satisfaction.

3. Exemplary customer service

"Customer service" is a phrase frequently encountered at the mall. However, to some extent all employees and all students, as well as external clients such as vendors, parents, and visitors, are "customers," and as such they will be treated with respect and courtesy at all levels. Seminars or workshops will be developed to enhance customer-service experiences throughout the University.



2020 METRICS

1. Number of employee development/ training opportunities per year
2. Number/% of participants in employee development/training opportunities
3. Diverse learning environment survey
4. Employee Satisfaction Survey results
5. Student FTE/FT faculty FTE

theme 2

INITIATIVES

- Develop effective mentoring systems for all employees, including those in leadership roles.
- Establish formal training opportunities for all employees, including those in leadership roles.
- Develop effective ways to improve campus community satisfaction.
- Negotiate labor contracts that strengthen labor-management objectives.
- Explore alternative negotiations models.
- Establish a culture of customer service.

INITIATIVES

- Utilize the Capital Campaign for facilities.
- Coordinate safety and the physical plant.
- Develop and implement a comprehensive facilities plan aligned with programming.
- Update the facilities master plan on a regular cycle.
- Develop an equipment-replacement policy.
- Engage employees and students in developing environmentally friendly policies and practices.

THEME 3: FACILITIES HEALTH

Institution/Board Metric: % of Buildings in Satisfactory Condition or Needing Only Minor Rehabilitation

Priorities/Rationale

1. A comprehensive facilities plan focused on cost-effectiveness, environmental responsibility, and safety of the physical plant

The University aspires to a comprehensive facilities plan that primarily emphasizes renovation of existing building stock. The focus of renovation will be on stabilization and modernization of existing structures. Inherent in these refurbishment projects will be the institution's commitment to cost efficiency, environmental responsibility, safety, and accommodation of the diverse needs of students, faculty, staff, and the community. Enhancing the existing infrastructure reflects a response that is consistent with Ohio's fiscal challenges and consequent lack of significant support for new capital projects.

2. Equipment-replacement and deferred-maintenance standards

Beyond major renovation projects, a policy will be established for scheduling equipment replacement and a plan will be set forth developing definitive and realistic standards for deferred maintenance. Equipment-replacement and deferred-maintenance standards will assure an inclusive, state-of-the-art learning environment that facilitates students' reaching their fullest potential. These standards will also lead to a quality physical plant that fosters the energy to maximize the talents and productivity of the University's human resources.

3. Environmental footprint reduction

Responsible stewardship of resources, alignment of budgetary priorities with campus needs, and concerted efforts at sustainable practices will result in a resurgence of the institution's infrastructure. This will contribute to facilities initiatives that complement enrollment growth, enhance and support academic program expansion, and establish laboratory settings that promote world-class research. The integrity of Youngstown State University's natural beauty will be retained as we engage in planning that emphasizes efficiency, environmental sustainability, thoughtfulness, and fiscal responsibility.



2020 METRICS

1. % of buildings in satisfactory condition or needing only minor rehabilitation
2. % of buildings over 25 years old (maintenance age)
3. Utilities costs per gross square foot (GSF) per FTE
4. Energy consumption/GSF
5. % of general fund used for maintenance
6. Deferred maintenance
7. Environmental footprint index

theme **3**

THEME 4: CULTURE OF SHARED RESPONSIBILITY

Institution/Board Metric: Employee Satisfaction Campus Cultural Change Indicators

Priorities/Rationale

1. A transparent, inclusive culture

Throughout conversations related to the Accountability and Sustainability cornerstone ran an elusive theme related to our shared culture, our sense of belonging to a family or a team—the YSU team. Cultures change over time. We seek to build a transparent, inclusive culture characterized by respect for all employees and students regardless of identity and ability level. Ideally, all will perceive that they are cared for as members of the YSU team. Threads and initiatives that support this concept may be found throughout this and the other cornerstones.

2. Efficient and effective administrative processes and decision-making

One strongly voiced concern during the cornerstone conversations dealt with the frustrating inefficiencies often associated with YSU's business processes. Hence, solutions to these inefficiencies should improve employee morale as well as garner cost savings—especially important in these fiscally challenging times.

Other concerns focused on the interrelated topics of decision-making and communication. If employees perceive that decisions are top-down, made without input from those affected, morale declines. And when communication of decisions or processes or plans is intermittent, one-way, or nonexistent, morale declines further. A culture of shared responsibility requires respectful, ongoing, and open communication.

3. A culture of assessment

Measurement permeates this entire strategic plan. "Continuous quality improvement" requires that regular assessments be undertaken and that results be openly shared and used to facilitate needed change. Assessment should become as routine as checking one's e-mail—and decisions based on assessment should become the norm.



INITIATIVES

- Systematically review, simplify, and automate business processes.
- Explore and implement shared services as needed.
- Update and implement the Technology Master Plan on an ongoing basis.
- Form an IT steering committee to align IT priorities with strategic priorities.
- Implement shared-governance recommendations.
- Establish effective communication systems.
- Develop needed assessment instruments, and implement regular institutional assessments.

2020 METRICS

1. Employee satisfaction with culture
2. Savings garnered from improved administrative efficiencies
3. % of programs/units providing proficient or exemplary assessment reports

theme 4



Definition

Student Success

Student success is defined as “academic achievement, satisfaction, and productive post-college performance.”

A student offered the definition above at one of the early Student Success Cornerstone group meetings. Student success, in each of these senses, is paramount for Youngstown State University; and thus the structure, policies, and practices of the institution must facilitate the success of students and graduates. The University offers countless avenues through which individuals can progress toward their educational, personal, and career goals. Strengthening those opportunities will remain a central driver for everything we do at YSU.

The profile of YSU students will change considerably over this planning cycle and beyond, reflecting state and national trends, demographic shifts, decreasing numbers of high school graduates, growth of the new community college, and characteristics of the “Millennial Generation.” Given these shifts, the range of student characteristics and needs will be broad. **The shifts represent an important opportunity to strengthen YSU’s infrastructure and resources to enhance the quality of the educational experience for a dynamic and diverse student body.**

Students from many backgrounds—including first-generation students, returning adults, students with disabilities, and international students—bring varied perspectives and skill sets to the institution. Regardless of their individual abilities and aspirations, undergraduate and graduate students who come to YSU need support to achieve their goals and be successful. They may require **differing types and amounts of support during different stages of their academic careers.** This is especially true for undergraduates. Addressing diverse student needs and providing multiple entry points for programs and services are key factors in supporting student success. In large part, student achievements depend on how well YSU’s mission, vision, goals, policies, and practices advocate for and adhere to basic tenets of student learning and development.

Specific measures to facilitate student success are outlined on succeeding pages.

The first Student Success theme is Academic Achievement. Experiencing success in the classroom reinforces students’ efforts to learn and master educational fundamentals, and this success leads to graduation. The Board Metric for this theme is the “6-year graduation rate” (i.e., the percentage of students who graduate within 6 years)—a standard state and national measure of student success.

The second Student Success theme is Student Satisfaction with Academic and Non-Academic Experiences. Students who are satisfied are likely to experience greater student and post-graduation success. The Board Metric for this theme is an index derived from satisfaction-measuring instruments such as the National Survey of Student Engagement (or NSSE, known as the “Nessie”).

The third Student Success theme is Readiness for Post-College Success. The Board Metric for this theme is an index of test and licensing-examination scores (e.g., Graduate Record Examination and Praxis scores).



To summarize, the Board Metrics are	Academic Achievement:	6-year graduation rate
	Student Satisfaction:	Index of satisfaction measurements
	Post-College Success:	Index of pertinent educational testing and licensing scores

INITIATIVES

- Implement a University College or similar idea—e.g., a freshman boot camp or seminar.
- Align systems of advising.
- Improve orientation processes and programs.
- Examine and revise admissions and retention requirements.
- Tighten and improve enforcement of academic-progress policies and procedures (esp. conditional admission).
- Implement dual enrollment with EGCC.
- Coordinate academic programming with EGCC.
- Develop a major marketing campaign to position YSU as a University of choice (e.g., YSU Success Stories). Recruit under-represented students, the best students, and students outside the immediate area.
- Create an Enrollment Management Team.
- Develop collaborative partnerships with PK-12.
- Create early-warning processes to improve student success.
- Improve course-completion rates.
- Enhance learning-assessment endeavors.
- Support faculty development in teaching and learning.

THEME 1: ACADEMIC ACHIEVEMENT

Institution/Board Metric: 6-Year Graduation Rate

Priorities/Rationale

At YSU, students have access to a rigorous academic experience marked by high-quality teaching, research, and creative activity that prepare students to become responsible and engaged local and global citizens. Yet, for all students to achieve their potential while members of our campus community, certain priorities must be strengthened and initiatives must be undertaken.

1a. Exceptional academic advising and student-progress support systems

1b. Teaching-and-learning focused professional development

1c. Collaboration between Academic and Student Affairs

It is well known that the quality of academic advising is critical to academic achievement and student success. The divisions of Student Affairs and Academic Affairs must collaborate to ensure that all advisors, whether professional college advisors or faculty members, provide the best guidance for all students, regardless of a student's ability level or entry point into YSU.

This collaboration must extend beyond the area of advising to explore and enhance the direct connection between effective teaching and student academic achievement. Student success is based on productive partnerships between the student and an array of faculty members, advisors, mentors, tutors, and representatives of similar student-progress support systems who collaboratively provide direction and counseling both *in* and *outside* the classroom.

2. Collaboration between Eastern Gateway Community College and Youngstown State University

The connection between Eastern Gateway Community College and YSU must be strengthened to facilitate easy movement between the two

institutions without unnecessary loss of credit or course duplication. The growth of EGCC will enhance YSU's ability to migrate from an open-access university to an urban research university. Close collaboration between EGCC and YSU will ensure that the students of our region are served seamlessly by both institutions.

3. More aggressive recruiting/marketing of YSU as a destination university

The quality of the educational opportunities at YSU tends to be undervalued or unknown, even locally. As discussions continue about establishing higher or more selective admissions requirements for YSU, initiatives must be undertaken to aggressively recruit students of diverse demographics, both regionally and outside our traditional recruiting area. *National and international* recruiting, featuring *selected exemplary programs*, will produce a more dynamic and diverse student body. Similarly, aggressive marketing will supplement recruiting efforts. Such marketing initiatives must feature YSU as a *university of first choice*, rather than as a fall-back position—especially for local students.

4. Engaged assessment of student learning

YSU must continue its efforts to make assessment of student learning outcomes a priority. Assessment must engage everyone involved in the educational process, rather than being perceived as a nagging chore to be endured. The results of assessments are critical for strengthening programs and ultimately for ensuring student success, both in the classroom and in the post-college worlds our students will enter. Furthermore, as we develop non-traditional course-delivery systems and flexible credit options, assessment of learning becomes the critical barometer for measuring the effectiveness of such options, as well as their comparability to traditional systems.



2020 METRICS

1. 6-year graduation rate
2. Graduation rates of minority and first-generation college students
3. Student-athlete graduation rate
4. Number of STEM graduates (a component of state funding formula)
5. Degrees awarded
6. Retention rates
7. Average ACT of entering freshmen (a component of state funding formula)
8. Collegiate Learning Assessment (CLA) scores
9. Enrollees age 25 and older
10. Course-completion rates (a component of state funding formula)
11. % of students on warning, probation, and suspension
12. Number of study-abroad students
13. Number of international students

- Formalize exit interviews.
- Use data to make improvements.
- Raise more money for scholarships.
- Expand service-learning initiatives.
- Ensure that courses are available when needed.
- Reduce cost to students by improving time to completion of degree.
- Streamline academic experiences—e.g., 3-yr degrees, credit for prior learning.
- Offer flexibly scheduled, alternative delivery, and distance-education courses and programs.

THEME 2:

STUDENT SATISFACTION WITH ACADEMIC AND NON-ACADEMIC EXPERIENCES

Institution/Board Metric: Index of Student Satisfaction Measures

Priorities/Rationale

1. Satisfaction with academic experiences related to

- *teaching and learning*
- *advising*
- *facilities*
- *technology*
- *learning outcomes*
- *engagement*

Academic achievement and satisfaction are inextricably linked. Academic achievement exerts a major influence on the college experience and ultimately on student satisfaction. The content knowledge that students acquire and their accompanying perception of preparedness to enter their chosen profession contribute to an overall sense of confidence, pride, and satisfaction. At the same time, satisfaction with the academic experience can lead to higher achievement. Engaged and satisfied learners are often more successful learners.

2. Satisfaction with non-academic experiences and campus life

While academic achievement is an important component of student satisfaction, alone it cannot yield the degree of satisfaction that we hope our students attain upon program completion. In addition to intellectual needs, we seek to meet the affective needs of our students.

Providing a variety of student organizations, sports events, artistic performances, wellness experiences, and other extracurricular activities that meet a myriad of interests encourages students to become involved in university life beyond the classroom. Such involvement promotes feelings of connectedness and a sense of belonging to our campus community. Participation in service learning and in community activities yields a sense of self-fulfillment and promotes the development of well-rounded individuals who better understand and are ready to assume their place in our diverse society.

As we provide experiences that engage the whole student, we offer opportunities for our students to grow, to reach their full potential,

and to enhance the quality of their lives. And as students feel an overall satisfaction with their YSU experience, they become both natural ambassadors for recruiting new students to YSU and supportive alumni who encourage the University's future growth and development.

3. Affordable programs

The "cost value" of a YSU education, particularly in comparison to the cost of education at peer institutions that offer programs of equal quality, has always been and continues to be a priority at YSU. As we constantly strive to increase private funds for scholarships, we ensure that higher education is affordable and within reach for all students—particularly first-generation college students—who desire to attend YSU.

A critical part of affordability that has received insufficient attention is the amount of time it takes students to complete a degree. We must take steps to improve students' ability to complete their degrees more quickly.

4. Flexible course and program delivery

Strategically developed alternative course and program delivery (e.g., online courses, 3-year baccalaureate programs) based on "best practices" provides greater flexibility for students who must juggle multiple responsibilities. Flexible delivery can help students graduate in a more timely manner, leading to savings of money and time and ultimately to greater satisfaction.

2020 METRICS

- | | |
|--|--|
| 1. Index of student satisfaction survey results related to academic and non-academic experiences | 3. Exit-interview results |
| 2. Students' average out-of-pocket costs | 4. Number of courses and programs that are online, flexibly scheduled, or distance education |

theme 2

THEME 3: READINESS FOR POST-COLLEGE SUCCESS

Institution/Board Metric: Index of Pertinent Educational Testing and Licensing Scores

Priorities/Rationale

1. Preparation for work or further education in a diverse, global, and technological world

Public higher education in the twenty-first century is challenged by ever greater demands for both inclusion and accountability. The stakes are high for students and institutions alike.

Youngstown State University provides education of life-long value. Particularly to leverage the institution's impact on economic development, YSU seeks to prepare graduates for further education or for work in diverse, global, and technological environments.

YSU students will have access to appropriate resources to enable them to graduate with skills and experiences that make them competitive for employment or for higher study, and students will benefit from assistance in seeking post-college opportunities and making effective applications. Particularly important are the opportunities to explore careers through internships, cooperative-education experiences, service-learning experiences, and study-abroad experiences. Through such activities, students will additionally form relationships with mentors who will enhance the students' post-college success.

Recognizing the value that experience plays in the job market and other applicant pools, YSU will strive to increase opportunities for students to amass practical experience while they study.



2020 METRICS

1. Job placements
2. Graduate-school placements
3. GRE, MCAT, LSAT scores
4. License and certification scores

theme 3

INITIATIVES

- Increase internship, cooperative-education, service-learning, and study-abroad opportunities.
- Enhance job fairs and professional days—e.g., Press Day.
- Provide interview training and preparation.
- Publish lists of companies/agencies that recruit on campus.



Definition

Urban Research University Transition

ADAPTED FROM THE SENATE-APPROVED DOCUMENT

Youngstown State University contributes to the development and application of knowledge for the betterment of students and, thus, the communities in which they live and work. The University strives to improve the quality of life in the region and is the primary link to the global community. As an urban research university, YSU is guided by three core principles:

- Faculty research and scholarship are integrated into teaching and learning to improve graduate and undergraduate student experiences;
- YSU answers important questions and solves real problems by sharing information, expertise, and resources with the community;
- YSU invests in research, academic, and other programs that enrich the intellectual, cultural, and economic life of the community.

In the *Strategic Plan for Higher Education 2008–2017*, the Chancellor designated Youngstown State University an “Urban Research University.” Early in 2010, the Academic Senate at YSU affirmed the designation and described in detail what it entails (see **Appendix C**). Subsequently, the Urban Research Transition Cornerstone Committee—in recognition of the fact that the University has a long way to go to fully embrace and fulfill an expanded research mission—added the word “Transition” to the cornerstone name. The work of the cornerstone group produced three broad themes, as well as numerous priorities and initiatives, described in the following pages. It should be noted here that many of the initiatives, in particular, overlap with initiatives in two other cornerstones: Student Success and Regional Engagement.

The first Urban Research University Cornerstone theme is Innovation and Discovery, which addresses research needs of the region as well as basic and applied research activities for faculty, graduate students, and undergraduate students. The Board Metric that tracks these activities is an index comprising total publications plus one-third of citations in a given year—the latter in recognition of the fact that citations come after publication and thus are a lagging indicator.

The second cornerstone theme is Funding to Support Research. Grants and philanthropic giving are critical to research endeavors of the institution, especially in lean budget times, and collaborative internal and external partnerships enhance our funding success. The Board Metric for this theme is total external research funding.

The third theme is Quality Academic Programs, a theme that entails an expansion of graduate programming, as well as academic relevance and rigor. While research enhances the education of undergraduate students, graduate students, especially, can be active and productive researchers. Further, academic relevance and rigor address the necessity that programs be relevant to “real world” careers and that they be challenging, so that students will be well prepared for life beyond the University and for the careers they enter. The two Board Metrics addressing academic programs are the ratio of graduate to undergraduate students and the ratio of full-time to part-time faculty.



To summarize, the Board Metrics are

Innovation and Discovery:
Funding to Support Research:
Quality Academic Programs:

An index of peer-reviewed publications and citations
 Total external research funding
 G/UG student ratio
 FT/PT FTE faculty ratio

INITIATIVES

- Provide technical support for grant-writing and statistical analysis.
- Re-engineer processes to reduce time, paperwork, and divisional barriers to research and scholarly activity.
- Implement changes to increase time for faculty research without reducing teaching capacity.
- Expand and enhance undergraduate research opportunities.
- Publicize research outcomes.
- Create an outreach office to provide research and consulting services to the community.
- Establish a reward system to facilitate faculty applied research in the community.
- Create opportunities for interdisciplinary collaboration (e.g., “community of scholars”).
- Develop an assessment system to evaluate outcomes of collaborative and regional research projects.

THEME 1: INNOVATION & DISCOVERY

Institution/Board Metric: Index of Peer-Reviewed Publications, Citations

Priorities/Rationale

1. Collaborative research to address urban and regional needs

We have a special obligation to the city and the region in which the University is located to develop and apply research expertise to improve the quality of life. Poverty, crime, chronic disease, an aging and under-educated population, and economic revitalization present research problems that require interdisciplinary approaches. We can partner within the University and with other educational institutions, businesses, and organizations to address such issues. Working collaboratively will require removal of impediments, such as duplicative paperwork and outdated regulations. We must examine and streamline policies and processes to become more efficient and make it easy for the community to access the expertise of the University. The outcomes (e.g., job creation, partner satisfaction) of these collaborative projects will be routinely assessed.

2020 METRICS

1. Peer-reviewed publications
2. Citations
3. Creative works
4. Inventions, patents, and licenses
5. Number and outcomes of regionally based research projects

theme 1

2. Faculty and student scholarship

Creation and dissemination of knowledge are the essence of a university. Youngstown State University encourages the full spectrum of scholarship, including basic and applied research, creative works, and other intellectual contributions. An increased emphasis on research productivity will enhance, rather than detract from, teaching. We will carefully cultivate the relationship between scholarship and teaching by expanding undergraduate research opportunities and encouraging the scholarship of teaching and learning.

YSU will strengthen its capacity for research by providing ongoing training, technical support, and recognition of faculty and staff efforts. Disseminating research outcomes more widely to the general public will increase public understanding of the value of faculty and student scholarship and enhance the academic reputation of the University.



THEME 2: FUNDING TO SUPPORT RESEARCH

Institution/Board Metric: Total Research Funding from External Sources

Priorities/Rationale

1. Support for grant development and management

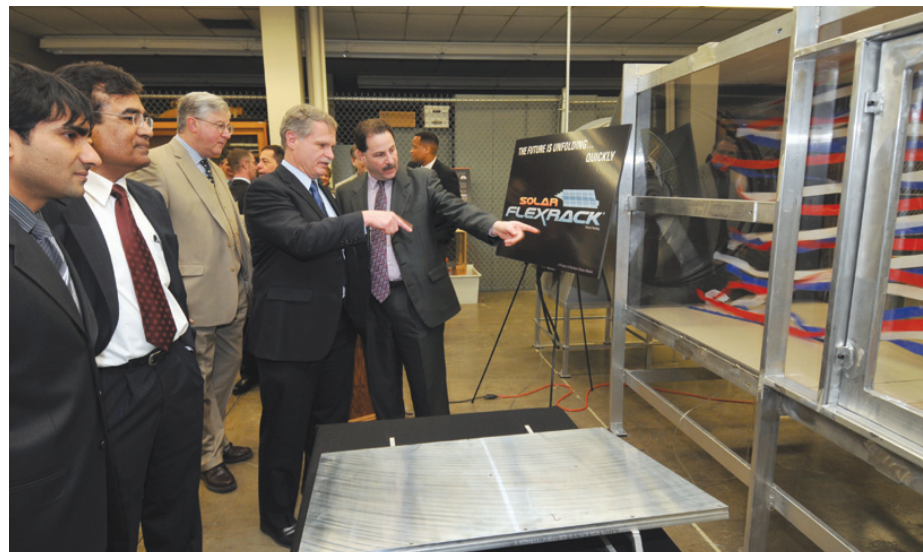
To transform YSU into an Urban Research University, limited resources must be redirected to research activities that are greater in scope than current research activities. YSU's four new Centers of Excellence need new funds in order to flourish. Expectations of research productivity from faculty and students are increasing. To address the economic-development and jobs-creation needs of the region, YSU's research and scholarly activities must be expanded. To that end, in these challenging times of significantly limited resources, the most prudent approach is to enhance external grants efforts.

The Office of Grants and Sponsored Programs drastically needs additional personnel to assist faculty in developing and managing grants. Given that no new money is available internally for this purpose, one solution is to increase grant activity to such a level that indirect costs will be able to support the additional personnel. In addition, faculty would benefit from workshops in grant development and management, so that they wouldn't depend so heavily on staff and might become more self-sufficient in this arena.

2. Philanthropic funding for academic initiatives

An additional source of revenue is from philanthropic donations directed to research enterprises, such as endowed chairs or a specific research program or project. Modest sums are occasionally given for such purposes; however, with more concerted efforts from the Development Office, these sums would expand. Further, fundraising workshops for the Academic Division could enhance philanthropic funding, since faculty, for example, might become effective at successfully soliciting donations for their projects.

The initiatives expand on these concepts.



2020 METRICS

1. Total external grant \$
2. Number of external grants funded
3. Philanthropic total targeted for academic initiatives
4. Academic endowments \$
5. Grants submission \$
6. Number of grant submissions
7. Funding received from for-profit organizations

theme 2

INITIATIVES

- Benchmark and apply best practices in grant management.
- Develop comprehensive policy re: start-up packages for new faculty to enhance their research activities.
- Provide training for faculty in grant development and management to develop self-sufficiency.
- Reevaluate indirect cost rate when eligible.
- Provide fundraising training for the academic sector.
- Reinvest funds from research into research.
- Design policies to work effectively with the Youngstown State University Research Foundation (YSURF) to enhance research accomplishments.

- Add/implement selected graduate programs.
- Develop combined bachelor's/master's programs.
- Create innovative mechanisms to fund graduate students.
- Develop marketing and recruitment strategies targeting graduate students and highly able undergraduate students.
- Examine admissions standards for graduate students.
- Conduct regional needs assessment.
- Examine/establish methods to regularly assess the quality of academic programs.
- Examine tenure and promotion guidelines to ensure quality faculty.
- Advance Centers of Excellence to national prominence.
- Review and revise General Education Requirements to address Higher Learning Commission issues.

THEME 3: QUALITY ACADEMIC PROGRAMS

Institution/Board Metrics: Graduate/Undergraduate Student Ratio; FT/PT FTE Faculty Ratio

Priorities/Rationale

1. Expansion of graduate education

As noted in Ohio's *Strategic Plan for Higher Education* (p. 48), past practices in the state have restricted the growth of both undergraduate and graduate programs at Youngstown State University. State policy now encourages the expansion of programs at YSU, especially graduate education, to provide the "talent and research base" needed to attract new businesses and create jobs. Expansion of graduate programs will require innovative approaches at a time of scarce resources. We must build on our strengths and carefully select programs to be added, to maintain quality and to meet demonstrated needs. Systematic needs assessment will identify programs that are most likely to contribute to economic development. We can attract more graduate students by providing funding and offering combined bachelor's/master's programs, which may reduce the time and cost needed to earn a degree. Graduate students recruited from outside the immediate locale contribute to the economy, vitality, and diversity of the community and may remain in the area after graduation.

2. Academic rigor and relevance

A relevant education exposes students to diverse points of view and cultures. Students learn not only from their teachers, but also from one another. The quality of classroom interaction is affected by the abilities and backgrounds of participating students. Therefore, we must recruit a diverse and academically motivated student body. To attract high-ability students, we will effectively communicate YSU's quality, opportunities, and distinctive characteristics to the region and beyond.

One of YSU's distinctive characteristics is its general education program. However, the innovative design of the program has proved difficult to implement and assess, and thus the Higher Learning Commission has challenged us to address general education compliance/assessment issues.

We will ensure the quality and continued relevance of academic programs through assessment processes, such as learning-outcomes assessment, annual program planning and reporting, and accreditation reviews. Because a quality faculty is key to the design and delivery of rigorous academic programs, we must recruit effective scholars and teachers, provide them ongoing development and support, and evaluate them appropriately. To that end, departments and colleges will be encouraged to examine their tenure standards and promotion guidelines in light of standard practices (e.g., external review of candidates) at peer institutions.

2020 METRICS

1. Graduate/undergraduate student ratio
2. FT/PT FTE faculty ratio
3. Number of degrees awarded
4. Number of master's and doctoral students
5. Number of graduate students from outside the region
6. Number of master's and doctoral degrees awarded
7. Mean Graduate Record Examination (GRE) score

theme 3





Definition

Regional Engagement

Regional engagement refers to activities that enhance the quality of life, well-being, and economic development of communities in and around Youngstown and the surrounding region. YSU has a positive impact on the region through active mutual engagement, not merely by existence.

The Regional Engagement Cornerstone supports positive change in the community and region. Economic, geopolitical, and tourism organizations have developed many “Quality of Life” indices over the last decade to examine cities across the globe. Common themes include safety and security, the economy and jobs, health, education, diversity, cultural and intellectual life, and competitive athletics, among others. By engaging components of the community in robust, collaborative partnerships, YSU can foster improvements in nearly all of these arenas, as well as provide appropriate access to educational opportunities to aid in poverty reduction. At the same time, endeavors such as athletics can build connections with alumni and citizens of the community.

The first Regional Engagement Cornerstone theme is Providing Value to Business, Industry, and Non-Profit Organizations. Economic development and job creation are major themes across the state and nation. A quality education is critical for finding a job and keeping it, for starting one’s own company, and for strengthening the economy. However, providing community value goes beyond job training. The specific focus of this cornerstone theme is development of partnerships and joint projects with for-profit and not-for-profit organizations (NPOs) in the community. Faculty, staff, and students can engage collaboratively with these organizations for mutual benefit. The Board Metric for this theme is the number of community-engagement activities and projects.

The second cornerstone theme is Artistic and Cultural Engagement. Active engagement through artistic and cultural programming enriches the campus and regional communities. New partnerships can enhance this richness. An added benefit is that the region will become more attractive to businesses and industries seeking a home. Instead of reporting that Cleveland and Pittsburgh are nearby, communities can report the well-developed arts and cultural life of the immediate region. The Board Metric for this theme is an index based on number

of attendees at cultural programs plus the number of programs that broaden demographic diversity—e.g., that attract students in the region’s schools, that expand the age range of the populace served.

The third theme is YSU’s impact on the general Health and Wellness of the community. Undergraduate and graduate programs in the Bitonte College of Health and Human Services and in other colleges provide direct services to the community. Additionally, graduates of YSU’s health and human services programs work in the region. Students and faculty collaborate with community-based health organizations to prepare students to enter their chosen careers and benefit the community in turn. The Board Metrics for this theme are the number of students completing internships in health and human services and the percentage of students and graduates passing discipline-related certification/licensure exams.

The fourth theme is the impact of Intercollegiate Athletics in the greater Mahoning Valley. Athletic events and related activities engage the community, forge alumni relations, and aid in campus development. Athletic competitions and camps bring thousands of people to the campus each year. Furthermore, throughout the academic year, student-athletes and staff enrich the lives they touch by volunteering for hundreds of service events involving broad and diverse demographics. Collectively, these interactions build lasting bonds with the public, with both tangible and intangible benefits to the region and University. The Board Metrics for this theme are the number of individuals attending athletic events and clinics, and the number of service events completed by student-athletes and staff.



To summarize, the Board Metrics are	Business/NPO Value:	Number of community-engagement activities/projects
	Artistic/Cultural Engagement:	Index of no. of attendees + no. of programs that broaden demographic diversity
	Health and Wellness:	Number of students completing internships in health and human services, Percentage of students and graduates passing discipline-related certification/licensing exams
	Athletics:	Numbers of individuals attending athletic events and clinics Number of service events completed by student-athletes and staff

INITIATIVES

- Develop strong relationships with regional economic-development agencies.
- Improve coordination between community-outreach units and academic departments.
- Increase coordination and communication between academic units related to economic development and community engagement.
- Establish policies to reduce barriers to partnerships.
- Develop a partner-satisfaction instrument.

2020 METRICS

1. Number of relationships/partnerships, with development of partner-satisfaction instrument
2. Number of economic-development and community-engagement initiatives
3. Number of enrollments in continuing education (non-credit-bearing)
4. Number of students completing internships

theme 1

THEME 1:

PROVIDING VALUE TO BUSINESS, INDUSTRY, AND NON-PROFIT ORGANIZATIONS

Institution/Board Metric: Number of community-engagement activities/projects

Priorities/Rationale

1. Symbiotic partnerships and projects

Youngstown State University views economic impact as a symbiotic relationship with businesses, industry, technological enterprises, and non-profit organizations. Through technology innovation and transfer, dissemination of research in mutually beneficial ways, and promotion of economic-development collaborations, YSU will strive to seek, cultivate, and sustain appropriate bilateral engagements between faculty, staff, students, and regional business, technological enterprises, industry, and non-profit organizations. These efforts may, in some instances, intersect with priorities of the Urban Research University Transition Cornerstone. Furthermore, scholarship activities by faculty—especially those within the University Centers of Excellence in the Williamson College of Business Administration and the College of Science, Technology, Engineering, and Mathematics—will play a prominent role.

Work with non-profits will focus on developing relationships between University faculty and the respective organization's professional staff that result in collaborative research initiatives and resources for professional development. In addition, University students will have the opportunity to engage in both service-learning activities and internships. Such efforts will enhance organizational services while providing faculty with research venues and students with quality learning experiences.

YSU will also collaborate and coordinate programming among academic and outreach units to more effectively prioritize and engage in economic-development initiatives that bring value to the University and the region. By collaborating with regional initiatives that have an economic impact, YSU seeks to support innovation, the



creation of new businesses, the retention of businesses, poverty-intervention activities, and the activities of non-profit organizations. Through information-sharing and collaboration, we seek to learn about the complementary strengths of regional organizations and support a culture of shared objectives and inclusion. Although many factors influence economic development—some beyond the direct control of YSU—the collective efforts noted above will facilitate job creation and retention within the region as well as address those elements that undermine economic prosperity.

THEME 2: ENRICHING QUALITY OF LIFE THROUGH ARTISTIC AND CULTURAL ENGAGEMENT

Institution/Board Metric: Index of number of attendees + number of programs that broaden demographic diversity

Priorities/Rationale

1. Diverse on- and off-campus programming, both individual and collaborative, to enhance quality of life in the region

Creative culture is crucial to establishing and sustaining a region's quality of life. Varied and comprehensive cultural and artistic offerings, linked to quality academic programming, will allow Youngstown State University to take the lead in supporting arts and culture initiatives within the institution and the community at large. Urban renewal and economic vitality are positive byproducts of a community that prioritizes its cultural base, and YSU aspires to lead the region in diverse arts and culture programming, collaborations, and outreach activities. Such activities encourage and embrace diversity in all its forms.

2. Business attraction/retention via artistic and cultural programming

YSU commits itself to growth and sustainability in its arts and cultural programming, such that the economic impact of arts and culture—accomplished through the University's educational mission to its students and its mission of supporting cultural growth and sustainability in the region—is widely recognized in the region and beyond. As a regional leader in arts and cultural programming, the University also plays a role in business attraction and retention, as well as increased tourism.

Whether through museums, theater and music programming, art exhibitions, or other community-outreach activities—both on campus and within the community—we will offer accessible public programming to engage citizens of our region.



INITIATIVES

- Collect attendance/visitor demographic information to establish a baseline for target determination.
- Promote artistic and cultural offerings for business attraction and retention.
- Offer diverse arts and cultural programming to broaden audience demographics.

2020 METRICS

1. Number of attendees at University arts and cultural events
2. Number of programs targeting diverse demographics
3. Number of relationships with regional arts and cultural entities

theme 2

INITIATIVES

- Collaborate with stakeholders to secure training funds (e.g., federal grants) and sites for workforce development.
- Conduct health and human services symposia for the public, and offer continuing-education courses for providers.
- Use results of the Regional Health Assessment 2020 for improving the well-being of the community.
- Assure an adequate workforce to provide access to services for vulnerable populations; include education and prevention.
- Explore additional health-related academic programs, plus alternative delivery methods.
- Engage faculty and students with the community workforce re: health and wellness.

2020 METRICS

1. Number of students completing discipline-related internships in health and human services
2. Percentage of health and human services students and graduates passing national certification and licensing exams
3. Number of graduates employed by regional health-care, human services, public health, and correctional organizations

theme **3**

THEME 3:

INCREASING REGIONAL HEALTH AND WELLNESS

Institution/Board Metrics: Number of students completing discipline-related internships and Percentage of students and graduates passing discipline-related certification/licensing exams

Priorities/Rationale

1. Mutually sustaining relationships with health and human services entities

Youngstown State University has developed and will continue to develop productive collaborative relationships with health and human services entities. YSU works with these organizations to further develop the health and human services infrastructure through for-credit programming and continuing-education offerings.

In addition, the majority of YSU's health and human services students engage in clinical internships at regional health and human services organizations. Through these mutually beneficial collaborations, students develop professional skills and requisite professional ethics and values. For the majority of students, the process culminates in a high level of professional competence that ultimately leads to licensure and certification in their respective fields, which corresponds to an increased pool of well-qualified entry-level practitioners available for regional employment.

2. A strong health and human services infrastructure

Two major contributors to the quality of life in a given community are the health-care system and the network of human services. The comprehensiveness of the health and human services infrastructure, the level of employee expertise, the scope and depth of professionals in the workforce, and accessibility for consumers are all critical components that define the integrity of a community's care systems.

Youngstown State University excels at educating students in health and human services. The University's curricula in the health and human service disciplines prepare professionals with a strong theoretical foundation complemented by state-of-the-art, evidence-based practical skills—contributing to the region's health and human service enterprise both intellectually and pragmatically.



Producing qualified graduates for employment in the health and human service industries is only one aspect of YSU's multifaceted contribution to creating, sustaining, and retaining a viable workforce. Faculty engage with community organizations through service opportunities and share their expertise through board membership, professional consultation, provision of continuing-education seminars/workshops, and research collaboration. Links among YSU's programs in health professions, criminal justice, and sociology address civic priorities in crime prevention and community health, thereby enhancing economic prosperity and quality of life in the region and community at large. Moreover, these efforts contribute to stability of the health and human services workforce.

3. Health and human services prevention and education initiatives

In addition to for-credit programming and continuing-education offerings, YSU faculty and students work with health-care and social services professionals to offer education and both primary (i.e., prevention) and secondary (maintenance) interventions in the community. Residents well educated about their health-care options will have a greater life expectancy and higher quality of life. Residents who live in poverty require even greater efforts at education and prevention.

THEME 4:

IMPACT OF INTERCOLLEGIATE ATHLETICS

Institutional/Board Metrics: Number of individuals attending athletic events and clinics, as well as the number of community service events completed by student-athletes and staff.

Priorities/Rationale

1. Providing competitive intercollegiate athletic programs

YSU athletics has a proud and storied history of rich traditions that have significantly enriched the culture of the Mahoning Valley for decades. This impact is based on the program's commitment to developing and maintaining competitive intercollegiate athletic programs. These efforts are reinforced by strategic investments into athletic infrastructure and personnel. The collective results not only help build positive relationships between athletics and the public, but also showcase the University as an outstanding regional academic institution.

2. Supporting community outreach activities by student-athletes and staff

YSU is committed to preparing student-athletes to undertake civic and leadership responsibilities that directly impact the community in which they live. By engaging in community service activities, student-athletes

and staff contribute to the quality of life of Mahoning Valley residents. The student-athletes also serve as role models for young people. Collectively, the participation of the student-athletes and staff in outreach activities communicates a positive image of YSU and the intercollegiate athletic program.

3. Enhancing the acquisition of external resources

YSU is committed to supporting the efforts of its student-athletes to achieve the highest levels of competition. This support requires strategic investments in infrastructure and support services, as well as reliable sources of funding for current and future initiatives. Enhanced marketing efforts will attract contributors by communicating the quality of YSU's athletic programs. Funding generated from these external constituents will aid in developing competitive teams that enrich both YSU and the Mahoning Valley.



INITIATIVES

- Provide equal access, participation, and support for male and female student-athletes.
- Field competitive teams that manifest the University's ethical, academic, and civic values.
- Enhance community outreach activities that promote a positive image of athletics and the University.
- Identify and secure sources of funding to support student athletes and enhance their competitiveness.

2020 METRICS

1. Title IX compliance
2. The number of teams that consistently finish in the top half of the league standings
3. The number of community service events completed by student-athletes and staff
4. The percent increase in fundraising for athletic programs
5. The number of individuals attending athletic events and clinics

theme 4

APPENDIX A

Members, Strategic Planning Steering Committee

Co-Chairs: Ikram Khawaja and Gene Grilli

COMMITTEE MEMBERS	Affiliation	CORNERSTONE GROUPS/COMMITTEES				
		Communication	Regional Engagement	Student Success	Accountability & Sustainability	Urban Research
Martin Abraham	YSU STEM				X	X
Cynthia Anderson*	YSU President					
Eugenia Atkinson	Community			X		
Jonelle Beatrice	YSU Student Affairs			X		
Dianne Bitonte Miladore	NEOUCOM Board of Trustees			X		
Bege Bowers*	YSU Provost's Office	X**				
Brian Brennan	YSU ACE				X	
Joyce Brooks	Community			X		
Ron Chordas	YSU University Outreach		X			
Ron Cole	YSU Marketing	X				
Chester Cooper*	YSU Academic Senate		X**			
Delores Crawford	YSU Board of Trustees		X			
Bryan DePoy*	YSU Fine & Performing Arts		X**			
Mary Lou DiPillo	YSU Beeghly College of Education			X		X
Adam Earnhardt*	YSU Fine & Performing Arts	X**				X
Janice Elias	YSU Bitonte College of Health and Human Services	X				X**
Jack Fahey*	YSU Student Affairs	X		X**		
Shearle Furnish*	YSU College of Liberal Arts & Social Sciences			X	X	
Patrick Gaughan	YSU Williamson College of Business Administration		X			
Michael Glonek	YSU APAS		X			
Gene Grilli*	YSU Financial Affairs				X**	
Bob Hogue	YSU Academic Senate	X				
Michael Hripko	YSU STEM		X			X
Sylvia Imler	YSU Beeghly College of Education			X		
Peter Kasvinsky	YSU Graduate Studies				X	X
Ikram Khawaja*	YSU Provost	X				X**
Betty Jo Licata	YSU Williamson College of Business Administration		X			

COMMITTEE MEMBERS	Affiliation	CORNERSTONE GROUPS/COMMITTEES				
		Communication	Regional Engagement	Student Success	Accountability & Sustainability	Urban Research
Sherry Linkon	YSU College of Liberal Arts & Social Sciences			X		
Rick Marsico	YSU Technology				X	
Neal McNally	YSU Budget				X	
Nicholas Meditz	YSU Student Government			X		
Cindy Miller	YSU Human Resources	X			X	
Ross Morrone	YSU Web Site	X				
Joseph Mosca	YSU Bitonte College of Health and Human Services		X		X	
Martin Pallante	Community		X			
Gabriel Palmer-Fernandez	YSU College of Liberal Arts & Social Sciences					X
Mark Peters	Community					X
C. Reid Schmutz	YSU Foundation			X**		
Scott Schulick*	YSU Board of Trustees					
Gary Sexton	WYSU-FM	X				
Raymond Shaffer	YSU Williamson College of Business Administration				X	
Bruce Sherman	Community/Alumni				X**	
Jan Strasfeld	Community/Youngstown Foundation		X			
Ronald Strollo	YSU Athletics				X	
David Stout	YSU Williamson College of Business Administration					X
Albert J. Sumell	YSU College of Liberal Arts & Social Sciences		X			
Shannon Tirone*	YSU President's Office					
Mark Van Tilburg	YSU Marketing	X				
Patricia Veisz	YSU Small Business Development Center	X	X			
Carole Weimer	YSU Board of Trustees			X		
Nancy White*	YSU OEA		X	X	X	X
Dante Zambrini	Eastern Gateway CC Board of Trustees			X		
52		12	14	14	13	11

*Strategic Planning Steering Committee Executive Subcommittee

** Cornerstone Group/Committee Co-Chairs

APPENDIX B

Youngstown State University in 2020

YSU: A national model for student success, academic excellence, resource stewardship, and regional engagement

INSTITUTIONAL, OR BOARD, METRICS
By 2020, YSU will achieve benchmark levels on each of the metrics below:

**Current
or Most
Recent** **2020**

Student Success

Academic Achievement	Six-year graduation rate (standard nationally reported graduation rate)	35.6 %	43%
Student Satisfaction	Index of pertinent student-satisfaction-measuring instruments	TBD	TBD
Post-College Success	Index of educational test scores + % passing certification/license exams	TBD	TBD

Urban Research

Innovation, Discovery	Index of peer-reviewed publications (P)+ citations (C) = [P+1/3C]	193	270
Funding for Research	Total external research funding	\$7.2M	\$14M
Quality Academic Programs	Graduate FTE/Undergraduate FTE student ratio	.05	.12
	FT faculty FTE/PT FTE faculty ratio	1.39	1.50

Regional Engagement

Business/NPO Value	Number of community-engagement activities/projects	164	180
Artistic, Cultural Engagement	Index of no. of attendees at cultural events + no. of projects with diverse groups	NA	^ 5%
Health/Wellness	Number of students completing health and human services internships	1,180	1,239
	% of HHS students/graduates passing certification/licensing exams	91.8%	100%
Athletics	Numbers of individuals attending athletic events and clinics	TBD	TBD
	Number of service events completed by student-athletes and staff	TBD	TBD

Accountability/Sustainability

Fiscal Health	Senate Bill 6 ratios	3.7	3.1
Human Resources Health	Employee Satisfaction index (sum based on 10 questions)	31.43	51
Facilities Health	% of buildings in satisfactory condition or needing only minor rehabilitation	86.4%	95%
Cultural Health	Employee Satisfaction campus cultural change index	NA	NA

TBD = To be determined
 NA = Not available

APPENDIX C

Youngstown State University: An Urban Research University

Youngstown State University, as a member of the global community of scholars, contributes to the development and application of knowledge for the betterment of humankind. The University strives to improve the quality of life and strengthen the economy of the region, and forms the major regional conduit to the global community. As is fitting for an urban research university, YSU faculty and students participate in basic and applied scholarship that enriches teaching and learning and engages with local and global communities. Scholarship at YSU may be directed toward identifying and addressing the social, cultural, and economic needs of nearby urban neighborhoods and the city of Youngstown, but because not all nearby communities are urban, research at YSU is not confined to urban issues. YSU, as an urban research university, is made stronger and more competitive through linkage with its urban location, as the urban location is made stronger and more competitive through linkage with a high-quality research university.

Core Principles

Scholars/Teachers. *Faculty scholarship is integrated, as appropriate, into teaching and learning activities and facilitates undergraduate and graduate student research. Scholarship at YSU informs and energizes teaching but does not displace teaching and learning in importance. Scholarship at YSU provides an education that is both up-to-date and grounded in best practices—qualities necessary for developing a globally competitive workforce. At YSU, basic and applied scholarship is original and innovative, allowing for diverse scholarly interests and methodologies. It is not bounded by the walls of the University’s labs or classrooms, but is disseminated according to the highest standards of each discipline. Faculty and students engage in scholarship that applies theory learned in the classroom to the world beyond in all fields, from the arts and humanities to the sciences. The University pursues scholarship opportunities within internships, service learning, and action research projects that may also benefit the community.*

Scholarly Engagement. *YSU is committed to seeking joint benefit through mutual sharing of information, expertise, and resources, with the recognition that expertise is also found in the community. Community engagement is necessary for university-based scholarship to be relevant to and advance the public sphere. Community is defined broadly and includes (but is not limited to) academic, discipline-specific, geographic, and professional communities. YSU faculty, staff, and students partner with local, regional, and global businesses,*

community agencies, and leaders to identify important community research needs. YSU shares its resources to answer important questions, solve community-related problems, and advance best practices in all disciplines. It provides access to equipment, to faculty and student expertise, and to other resources that foster collaboration on funded projects with community entities.

Resource Alignment. *The institution will invest in new and existing academic programs that will augment YSU’s research-related skill base. To strengthen its research portfolio, YSU will continue to develop master and doctoral-level programs that advance the intellectual, cultural, and economic life of the region and nation. Innovative scholarship will enhance existing Centers of Excellence and create opportunities for new Centers of Excellence that facilitate faculty and student research, while also serving the community. Research, new academic programs, and Centers of Excellence will differentiate YSU as an urban research university meeting the distinct needs of the northeast Ohio community and beyond.*

Approved by the Youngstown State University Academic Senate April 7, 2010





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