

MINUTES
ACADEMIC PLANNING COMMITTEE
APRIL 10, 1991

Section: Restructuring

- C. The University will reorganize the Information Services units with the goal of integrating the information systems. The Information Services' primary mission will be to support the academic sector of the institution.
- D. The University will explore other areas of Academic Reorganization.

Report on Academic Computing:

Recommendation #1: (Refer to IA/ID #2, page 3 of "Recommendations") in regard to "matching funds".

Example: Matching funds will be made available to encourage schools or departments to procure computer technology.

Recommendation #2: (Refer to Facilities #1, page 5 of "Recommendations")

- e. The long-term facilities plan will include additional computer/workstations labs.

Recommendation #3: To be reviewed as committee reviews "Programs" section.

Recommendation #4: Not appropriate to strategic planning.

Recommendation #5: Not appropriate to strategic planning.

Recommendation #6: Not appropriate to strategic planning.

Recommendation #7: (Refer to Facilities, page 5 of "Recommendations".)

3. The long-term facilities plan will include the upgrading of Y.S.U.'s computer network.

- a) Computer facilities will reflect the state of the art.
- b) Classrooms will be upgraded to meet the needs of students and faculty for multimedia learning experiences, computer linkages, and telecommunications capabilities. (Recommendation #10)
- c) The University continue installation of a high-speed campus backbone. (Recommendation #11)

Recommendation #8: Omit.

Recommendation #9: Discuss with Academic Programs.

YOUNGSTOWN STATE UNIVERSITY

RECOMMENDATIONS TOWARD A STRATEGIC PLAN

April, 1991

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RECOMMENDATIONS TOWARD A STRATEGIC PLAN

Introduction

The Academic Planning Committee would like to offer the following document as Recommendations Toward a Strategic Plan for Youngstown State University. These recommendations have been based on the Exposure Draft released in September of 1990 and responses by faculty, staff, and administration to that document.

The Academic Planning Committee gave thoughtful consideration to many ideas, suggestions and materials that were received and selected the following recommendations as the basis for future planning.

MISSION GOALS

- Participates fully in Ohio's educational agenda as a full-service metropolitan university.
- Provides access to the entire potential student population in the service region and to populations beyond when it serves the mission.
- Graduates are known for achievements, service to the public good, and rich and and liberated lives.
- Programs, faculty, and facilities create worldwide prominence for the region and state.
- Provides an expert labor market, access to facilities and expertise, employment opportunities and financial development for the area.

ASSUMPTIONS

- The regional economy has recovered when compared to the early 1980's and a new economic base has developed.
- Suburban populations will grow and urban and rural populations will shrink.
- Aggressive recruitment and marketing are the norm in higher education.
- Higher education is necessary for career entry.
- Graduate degrees are needed for career success.
- There will be no major increase in tuition rates or subsidy.
- Traditional sources of revenue will not be enough to meet the future needs of the institution.
- Performance demands on YSU systems will increase significantly.
- Half or more of the YSU student population will be non-traditional.
- There will be significant turnover of YSU leadership.

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ACADEMIC MISSION STATEMENT

For the Strategic Plan of the 1990s

The academic mission of Youngstown State University is to foster the search for and concurrent dissemination of knowledge. This effort ultimately is directed toward elevating the human spirit and toward the intellectual growth and betterment of people and their agencies.

The University is dedicated to superior teaching, rigorous scholarship and research, and responsible public service. It aims to assemble and develop a faculty which embodies these standards and in turn cultivates them among students. It reinforces this effort through cocurricular opportunities and other out-of-class support. Hence, the University sees a primary test of its effectiveness in its graduates: the kinds of lives they lead, their personal accomplishments and their contributions to social good.

The University is dedicated to broad access to education. It provides academic access through open admission for all Ohio high school graduates to a wide range of programs and through specialized and advanced degree programs. It seeks to provide economic access through a strong program of financial aids as well as reasonable tuition charges. And it is committed to geographic access through attention to the needs of students who either live on or near campus or who commute.

The University is distinguished in its capacity to provide expertise to governmental bodies, industry and businesses, and social service agencies to increase their effectiveness. The University in turn builds its strength on the vitality and support of surrounding communities and their citizens, both organizational and individual, public and private, and by interaction with teaching and research wherever it is found.

In support of this, the University is committed:

- to achieve academic excellence in teaching, scholarship and study;
- to establish appropriate terminal degree programs;
- to maintain or improve its physical facilities, equipment, and support services;
- to improve its technologies for creation, manipulation, storage and retrieval of print, data, voice, visual and other types of information;
- to develop or aid in the development of residence facilities needed by future students: traditional and nontraditional, undergraduate and graduate;
- to maintain or enhance public service, including continuing education, industrial/business opportunity counseling, and applied research/technology transfer; and
- to take other steps, whether subordinate or complementary to these, necessary to realize this academic mission.

YSU Academic Senate; April 4, 1990

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Student Enrollment and Services

1. Make existing resources more visible and more accessible through easy and convenient registration procedures.
2. Accelerate enrollment recruiting and marketing to reflect demographic trends (i.e., minorities and non-traditional students).
3. Improve retention of students.
4. Develop and plan to provide childcare services.
5. Assure equitable distribution of scholarships through a monitoring of each students award such that no student receives more than tuition, books and room and board.

Research and Scholarship

1. The University will continue to encourage and support research and publication and other scholarly activities.
2. YSU faculty will maintain state-of-the-art knowledge in their field through research and scholarship which leads to publication or, as appropriate, through externally funded activities which produce professional development benefits.

Institutional Advancement and Institutional Development*

1. Expand the Office of Institutional Advancement and focus all the talents and energies of the office on development.
 - a. Expand the Office of Institutional Advancement to include a "development officer" skilled and experienced at successfully competing for institutional grants from public and private agencies.
 - b. Hire specialized experts in development to support traditional fund raising as well as advocacy for institutional development grants.
 - c. The Office of Institutional Advancement develops a plan for adding one new part-time area specialist for each college for the development of externally funded special projects. Such persons would be responsible to the Office of Institutional Advancement in securing external funding.
2. The Office of Institutional Advancement develop a stable source of funds independent of state aid and tuition specifically for projects that develop and support programs or that can be used as matching funds.

* Development refers to fund raising.

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Institutional Advancement and Institutional Development*

(Continued)

3. Encourage close cooperation and coordination between the Office of Institutional Development and the various colleges.
 - a. The "development officer" (See 1a.) and staff of the Office of Institutional Advancement coordinate and assist other university personnel in various departments and colleges in competing for grants.
 - b. Faculty and Deans in the various departments and colleges assist the Office of Institutional Development in securing new funding sources.
4. The Development Office of Institutional Advancement works with University Outreach and News Service and Publication to develop ongoing activities that create a positive and partisan presence for Youngstown State University at the national, state, and regional levels for the purpose of improving Y.S.U.'s information base and competitive advantage in securing funding and other benefits. These activities will include personal lobbying for Y.S.U. grant applications under consideration at national and state agencies, and in the private sector. They will also include developing faculty and staff links with national and state government publications, task forces, and educational decision-making units.

Physical Environment, Facilities, and Equipment

1. University Facilities will review and update the "Facilities Master Plan" to reflect the needs identified in the "Strategic Plan."
 - a. University Facilities develops a procedure for evaluating building space allocation in consultation with areas being served in the building.
 - b. University Facilities continue to improve handicap accessibility for all facilities and areas on campus.
 - c. One or more new buildings will be planned that would house welcoming spaces for students, possibly a child care or wellness facility, and moderate and large size classrooms. These buildings would serve multidisciplinary needs and relieve stress in buildings currently operating at or near capacity; specifically Cushwa Hall and Fedor Hall (i.e., a general classroom building and/or a multi-purpose building).

* Development refers to fund raising.

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Physical Environment, Facilities, and Equipment
(Continued)

- d. The long-term facilities plan includes new spaces that foster group activities, including but not limited to WYSU-FM music on campus phones and in most of the many foyers, mail rooms, and "infomats" for students, reading rooms, spaces in all programs for graduate assistants to interact.
2. Make existing resources more visible and more accessible through improved parking capacity and locations and create culturally rich and welcoming spaces at a large urban university.
 - a. Student services will work with university facilities to assess the amount and quality of support areas for nontraditional students (i.e., Expanding and upgrading the lounge).
 - b. More welcoming access to campus is developed by including prominent information centers.
 - c. Additional close in one-hour metered parking with correspondingly high user fees.
 - d. Accelerate the development and maintenance of mall-like "you are here" maps which identify special building areas along with vending machines, etc.

Faculty and Staff

1. Y.S.U. will serve as a model university for the region in developing human resources and effective communication between faculty, staff, and administration to the betterment of the University.
 - a. The Y.S.U. administration working with the Senate Academic Planning Committee will review the strategic plan biannually.
2. Y.S.U. will allocate resources for additional staff and develop programs for all new full-time employees.
 - a. The Office of Executive Director of Personnel Services will develop and implement formal inservice programs for all new full-time employees. The programs will include an introduction to the University's history and culture, values implicit in the Mission, system-level goals and objectives, structures and offices, and key procedures such as planning and budgeting as appropriate for individual classifications. The faculty orientation program will emphasize University resources to support teaching and research.

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Faculty and Staff

(Continued)

- b. The University has operated with lean staffing, and programs and the support units are generally at or exceeding capacity: additional staffing is required.
3. Y.S.U. will actively recruit and employ minority faculty members.
4. The Graduate School will develop a program to attract visiting and affiliated scholars.

Athletic Programs

1. Y.S.U. will have a balanced program of intramural and inter-collegiate athletics over the full spectrum of sports for both men and women.
2. Athletics is part of the overall educational program of the University. Those responsible for competitive sports (i.e., coaches) should (as far as possible) meet the same hiring criteria as faculty.

Public Image/Service

1. Substantially increase Y.S.U.'s prominence at all levels: regional, state, national, and global.
 - a. The administration, faculty, staff, and Board of Trustees pledge themselves to speak out forcefully on behalf of the University's excellence, to seek opportunities to increase the visibility of its excellence, and to promote activities that bring external recognition of its excellence.
 - b. The office of University Outreach works with News Service and Publications to develop regular public relation activities that communicate internally and externally the many academic, professional, and service achievements of members of the Y.S.U. community (i.e., better utilization of the Jambar).
2. Provide dramatically visible symbols of the area's industrial origins and economic history, as well as its present cultural diversity (i.e., buildings should display art inside and out, some hung temporarily and some permanently).
3. The Board of Trustees and the University Administration exercise leadership in fostering a spirit of this university community based on the central tenets of the Mission. All ceremonial activities are reviewed for how they may contribute more directly to developing this spirit of the University.

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Restructuring

1. The Cushwa Center for Industrial Development, Urban Studies Center, and Human Services Development will be regrouped as an independent public service sector and strive to be financially self-sufficient.
2. The College of Applied Science and Technology will be restructured to form two new Colleges (or Schools) each administered by a Dean. The Colleges (or Schools) will be a College of Health and Human Services and a College of Applied Science and Technology.