For feedback from Academic Senate and Academic Departments.

- Senators, provide feedback directly to Amy Cossentino at alcossentino@ysu.edu.
- Department chairs, compile feedback and send to Amy Cossentino at alcossentino@ysu.edu.

Please provide feedback by noon, September 15, 2023.

OVERVIEW

Leadership proposed, and the Board of Trustees agreed, that given progress on the *Plan for Strategic Actions to Take Charge of Our Future* (endorsed June 2020), that it be "renewed" and presented to the Board of Trustees for consideration in September, 2023.

The vice presidents, as sponsors, consulted and formed five working groups to consider additions, adjustments or deletion of Goals and Strategies in the areas of sustainability, academic portfolio optimization, student success, marketing and communication, and community/workforce.

Each working group was co-convened by a member of the leadership team and a dean. There were 5-6 additional members of each working group. Working groups convened multiple times and the sponsors and the co-conveners met regularly to assure progress.

The sponsors and co-conveners met and each working group provided their top five priorities for adjustments to the Plan that were subsequently illustrated in a DRAFT renewed Plan.

An additional area of focus was proposed and accepted as Sustainability. This adjustment provided the opportunity to make the Plan one institutional Plan as opposed to separate Academic and Academic Support area sections comprising the Plan.

A DRAFT was reviewed by each working group and adjusted after which the sponsors convened to review the DRAFT. The sponsors then proposed additional adjustments.

Dr. Lafferty was consulted and adjustments were made accordingly after which the provost will present and ask for feedback via the Academic Senate and the deans/chairs will share with the faculty for feedback.

Given this feedback, a PENULTIMATE DRAFT will be presented to the Governance Committee of the Board of Trustees in September, 2023, for review and endorsement.

A summary of adjustments follows:

SUMMARY of Adjustments by Area

Increased by one Area of Focus: Sustainability – 3 to 4

Removed one Goal – 9 to 8

Added one Goal – 8 to 9

Reduced Academic Plan strategies by 11 – 41 to 30

Eliminated Academic Support Area Goals– eliminated 6 Goals

Eliminated Academic Support Area Strategies – eliminated 26 strategies

OVERALL ADJUSTMENTS

Added one area of focus – from 3 to 4

Reduced Goals by 7- from 15 to 8

Reduced number of strategies by 36 – from 67 to 31

PLAN FOR STRATEGIC INSTITUTIONAL ACTIONS TO TAKE CHARGE OF OUR FUTURE
(ENDORSED JUNE 2020; RENEWED SEPTEMBER 2023)

AREAS OF FOCUS TO IMPLEMENT THE PLAN

- **STUDENT FUTURES & LIFELONG LEARNING**

  ...create environments that empower students to acquire intellectual and social capital and experiences to realize individual aspirations.

  We will:

  - Adopt a student-centered approach to all University operations and policies that values and includes all students.
  - Ensure curricula, systems, policies and practices increase academic persistence and steady progress to graduation.
  - Adopt a coordinated approach to admissions, matriculation, persistence, completion and the career success of our students.
  - Develop an approach to the admission and matriculation process that improves the retention and completion strategy, that attends to achievement gaps.

- **ACADEMIC DISTINCTION AND DISCOVERY OF KNOWLEDGE**

  ...foster the development of a community that will grow intellectually, socially, and ethically in which individuals put knowledge into practice.

  We will:

  - Implement a continuous, purposeful strategy to improve teaching, learning and area-identified selective national research distinction.
  - Adopt and integrate university-wide learning outcomes throughout the curriculum, including credentials for distinction.
  - Develop internships, service, experiential and applied learning projects with local businesses and organizations that provide opportunities for students to apply their knowledge in scholarly activity.

- o Implement continuous and regular assessment of student learning outcomes and best teaching practices to ensure the fair and equitable success of all students.
- o Improve student, faculty, and staff access to advanced technologies, equipment, and facilities.

- **COLLECTIVE IMPACT WITH THE REGION**

  ...create deliberate, mutually-beneficial, educational, civic, industry, and philanthropic partnerships that achieve equitable and innovative regional development supporting sustainable regional prosperity.

  We will:

  - o Listen to the needs of the community and collaboratively address those needs.
  - o Actively collaborate with community partner organizations which share in our mission.
  - o Develop activities that demonstrate impact and purpose in accordance with the university's mission.
  - o Communicate the impact and value of community engagement activities.
  - o Strategically align community engagement activities with regional educational needs via both degrees and industry credentials.
  - o Ensure that current and future partnerships are inclusive, equitable, and grounded in accessible systems, practices, and goals.

- **SUSTAINABILITY**

  ...there will be continuous quality improvement processes that reflects a commitment to alignment of resources with Plan implementation that aligns with the institution's long-term goals and objectives

  We will:

  - o Focus on enhancing organizational effectiveness as well as gain efficiencies.

      o   Prioritize as part of the budget process academic program quality; enrollment as a marketing and communication strategy directly impacting admissions; finance and facilities; human resources; and information technology.

      o   Ensure all aspects of the institution, from its overarching mission to specific objectives and metrics, align with strategic priorities.

STRATEGIC ACTIONS FOR 2023 AND BEYOND

- **GOAL:** <u>IMPLEMENT BEST PRACTICES THAT ADDRESS STUDENT NEEDS THROUGHOUT THE STUDENT LIFE CYCLE TO INCREASE PERSISTENCE, COMPLETION AND POSTGRADUATE SUCCESS.</u>

    Strategy: Continue to ensure all students benefit from holistic, relational, developmental, and integrated academic advising by optimizing technology platforms and the enhanced advising structures to behaviorally influence student actions towards successful outcomes.

    Strategy: Enhance student experiences through implementation of specific initiatives designed to actively engage students in co-curricular and extra-curricular activities that add value to their social and personal growth to their degree program and enhance career readiness and success.

    Strategy: Improve support and resources for students facing non-academic challenges with a particular focus on the mental health and other dimensions of student success.

    Strategy: Focus on post-graduation planning across the student life cycle to reinforce the value of completion, as well as career and life-readiness, assuring students have strong foundational "hard- and soft-skills."

    Strategy: Involve full-time and part-time faculty in a wide range of activities to support student success in and outside of the classroom.

- **GOAL:** <u>DEVELOP A RECRUITMENT FOR ENROLLMENT STRATEGY THAT ALIGNS WITH AN INTEGRATED MARKETING AND COMMUNICATIONS STRATEGY TO GAIN MARKET SHARE.</u>

    Strategy: Define individual value propositions for each YSU degree program and develop an enrollment cultivation strategy for each that

considers the pertinent attributes of the program, department and/or college.

Strategy: Develop a comprehensive, strategic marketing/advertising enrollment plan for undergraduate, graduate and international programs with a competitive budget to expand into regional, national and global markets.

Strategy: Implement the objectives, tactics and identity from the brand study for internal and external audiences through marketing, advertising, social media and communication channels that includes a focus on cultivating a YSU impression beginning in middle school including influencing college-going decisions.

Strategy: Align budget and resources to gain market share at the academic program level including under-represented students as well as via international recruitment strategies and collaborations.

Strategy: Develop new recruitment strategies that lend themselves to virtual experiences for students outside of drivable distances.

- **GOAL:** BRING INNOVATIVE, STUDENT-CENTERED TEACHING TO SCALE IN ORDER TO PROMOTE LIFE-LONG LEARNING AND INCREASE RETENTION.

    Strategy: Update University policies and guidelines, including promotion and tenure documents, to reflect the importance of faculty engagement in innovative teaching strategies.

    Strategy: Define expectations and provide training opportunities for faculty to learn and apply best pedagogical practices.

    Strategy: Enhance the quality and capacity of technological support that promotes learning by providing faculty and students with the support and infrastructure needed to excel in technology-based learning.

    Strategy: Coordinate with the Institute for Teaching and Learning to develop tools for the improvement, evaluation and assessment of teaching and learning.

    Strategy: Implement a faculty development and mentoring plan.

Strategy: Align and optimally integrate degree completion and industry workforce credentials, certificates and other in-demand skills to optimize career success.

- **GOAL:** DEVELOP A CULTURE OF ASSESSMENT THAT ENSURES THE QUALITY OF ACADEMIC PROGRAM MAJORS, MINORS, AND OTHER CREDENTIALS

  Strategy: Continue academic program enhancement and effectiveness initiative that aligns with continuous quality improvement and a program enhancement plan, as well as investment and possible suspension of admissions to academic programs when warranted.

  Strategy: Develop a mechanism to continually identify, assess, and implement new academic programs, including alternative credentials or coursework integration.

  Strategy: Determine the differentiator of a degree and assure that such differentiation can be measured and be of consequence in marketing the value of a degree.

- **GOAL:** IMPLEMENT UNIVERSAL LEARNING OUTCOMES AND TRANSFORM GENERAL EDUCATION TO ENHANCE THE VALUE OF A DEGREE.

  Strategy: Continue to integrate diversity, equity, and inclusion throughout the university and in the curriculum.

  Strategy: Implement a revised General Education program to reflect the learning outcomes approved by Academic Senate that integrates alternative credentials that add value to a YSU degree.

  Strategy: Optimize student understanding of the value of the General Education Curriculum so their expression of that value differentiates them during their career.

- **GOAL:** CONDUCT AND SUPPORT RESEARCH, SERVICE AND SCHOLARSHIP THAT PROVIDES RELEVANT AND MEANINGFUL EDUCATIONAL EXPERIENCES FOR STUDENTS AND FACULTY THAT ADDS VALUE TO THE REGION.

Strategy: Identify areas for community-based scholarship that focuses on teaching and life-long learning and mutually beneficial community engagement.

Strategy: Update University policies and guidelines, including promotion and tenure documents, to reflect the importance of the scholarship of teaching, life-long learning and community-based scholarship.

Strategy: Identify selected areas of research, aligned with appropriate regional, state, or national focus areas that brings distinction to the university as a Carnegie Masters Large institution.

- **GOAL:** YSU WILL BE RECOGNIZED AS A COMMUNITY-ENGAGED CAMPUS BY THE CARNEGIE FOUNDATION IN EDUCATION; HEALTH; PROSPERITY AND EQUITY; AND ARTS AND CULTURE.

  Strategy: Pursue and secure regional, state, national, and foundation funding in support of university and community priorities.

  Strategy: Inventory and communicate all community engagement activities.

  Strategy: Develop and optimize a framework for central communication, coordination and management of community engagement.

  Strategy: Establish community engagement and experiential learning as key components of the YSU educational experience through an enhanced new student experience, and enhanced coordination of community and business engagement initiatives with a focus on integrating such activities into the curriculum.

  Strategy: Update University policies and guidelines for tenure, advancement, and promotion across departments and divisions to reflect the importance of community engagement initiatives and activities.

  Strategy: Develop, incorporate and highlight community engagement as part of position postings, processes and policies.

- **GOAL:** ALIGN INSTITUTIONAL RESOURCES WITH STRATEGIC PRIORITIES BY OPTIMIZING RESOURCE ALLOCATION TO ENHANCE OVERALL EFFECTIVENESS CONTRIBUTING TO A VIBRANT FUTURE

STATE AS REFLECTED BY APPROPRIATE SENATE BILL SIX RATIOS
OTHER PERTINENT MEASURES OF INSTITUTIONAL PERFORMANCE.

Strategy: Student recruitment for enrollment strategies and tactics will align with a comprehensive rolling 3-year plan consisting of specific enrollment goals that support institutional financial integrity.

Strategy: Thoroughly execute the biannual Student Retention, Persistence, and Completion Plan, which will also encompass career readiness and success, and closing the achievement gap given evolving higher education accountability standards.

Strategy: Optimize educational offerings of workforce education and innovation to support regional career readiness and to enhance degree enrollment for institutional resource generation.

Strategy: Develop a talent attraction, retention, and staffing plan that supports a quality work environment.

Strategy: Implement a Business Intelligence System, within an activated data governance framework, to support timely delivery of data to inform institutional decision-making that enhances effectiveness and gains efficiencies.

Strategy: Build on the support area mission, quality and attributes statements to instigate the perspectives of a culture of caring and service-oriented actions.

Strategy: Enhance space efficiency by continually evaluating classroom and course scheduling, along with space occupancy rates, to reduce the campus footprint that requires ongoing maintenance and operational support, thus diminishing the need for continual repairs and minimizing deferred maintenance.