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Youngstown State University / Youngstown, Ohio 44555-3101  
Office of the President

December 1994

Dear Colleague:

As President, I am often asked to share my vision of the future of Youngstown State University. Developing a clear sense of direction for a dynamic organization, such as the University, is no easy task. In fact, I believe firmly that the future of YSU will be defined not simply by my vision or your vision; but in reality, by our collective vision of the future.

Every university encompasses a diversity of perspectives, and its directions evolve from numerous sources. It is essential, however, that the campus have a common sense of direction. In a time of great change, like the present, it is critically important that the University shape its future as much as possible rather than being shaped by the future!

*YSU 2000: A Vision for a Premier Metropolitan University* is designed to move Youngstown State University aggressively into the twenty-first century. It conveys an institutional vision that will create a new future for the University. The *Mission and Goals Statement* developed last year provides a basis for defining the future of the University. The thirteen institutional strategies and specific action-oriented sub-strategies outlined in this document are intended to shape the University as it fulfills its mission and achieves its goals.

During the past two years, working and talking together, we have begun to shape the future of our University. I look forward to working with you as we create a premier metropolitan university, based on the shared vision we have created for Youngstown State University.

Sincerely,

A handwritten signature in black ink, appearing to read 'Leslie H. Cochran'.

Leslie H. Cochran  
President



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## A VISION FOR THE FUTURE

The years immediately preceding the beginning of a new century are characterized by a sense of optimism and anticipation of change. Youngstown State University is entering a period of renewed campus vitality as we prepare for the twenty-first century. Optimism is apparent in the community at large. Change, necessary change, is on the horizon. In this environment, the University must be bold and have the courage to assume a leadership role in fostering reform both on campus and in the community.

Likewise, higher education, in general, will undergo substantial change during the next decade. In the immediate future, the University will be tested by the changing realities of society. The planning initiatives currently underway on campus afford the University an opportunity to anticipate and shape a significant portion of its future. Seizing this initiative may be difficult, but the failure to act now surrenders the University to the whim of events, to an uncertain future with no preparation, inadequate attention to alternatives, and little conscious effort to shape the course of events. The University must determine its future through intelligent action consistent with its vision, mission, strategies, and resources. This future will be determined not simply by the material resources available to us, but more likely by how intelligently and imaginatively we use all our resources, especially our people—to shape the future of the University and the community.

During the last two years, the mission, purposes, and goals of the University have received specific attention. Individual units have generated objectives, and institutional strategies have been developed. Internal organizational structures have been revised and new administrative procedures implemented. The institution has moved forward to establish priorities and to use these priorities to guide the budget allocation process. Each of these accomplishments has served as a means to translate the values and intentions of the University into action. Each University division, as well as its individual units, has been engaged in this activity designed in order to elicit institution-wide participation, provide coherence for decisions, delineate

priorities and means to achieve them, encourage cross-divisional cooperation, and communicate directions to the University community. This entire process creates a framework in which daily decisions can be made with the assurance that they are well-conceived actions contributing to the overall mission of the institution.

## **Institutional Vision**

*YSU 2000* constitutes a vision statement for Youngstown State University that emerged out of a deliberative process that encouraged the development of goals and objectives by each of its academic and administrative units. These directions shaped thirteen strategies that provide an overall institutional context for the future. When combined with the University mission statement, these plans provide explicit direction for the University. Through the fulfillment of these planning initiatives, YSU will emerge as a premier, state-assisted metropolitan university.

Youngstown State University serves a unique educational leadership role for the Mahoning Valley and Northeast Ohio/Western Pennsylvania. As the only four-year, state-assisted institution in much of this area, the University's regional service region includes a metropolitan area of over 600,000 citizens. The University shares, with other institutions in the region, a collaborative responsibility to meet the educational needs of the citizens it serves.

As a premier metropolitan institution, YSU will be oriented toward productive change and focused on academic excellence. The University will be open to the publics it serves, responsive to the educational needs of the region, and flexible in its response to both. The University will have a clear focus on quality and service. It will stress quality of service in the formal and informal learning environments and administrative support service areas. The institution will adopt a consumer orientation and be committed to the philosophy of continuous quality improvement. Its focus on quality and service assumes an open, interactive, collegial atmosphere that fosters the interdependence of teaching, scholarship, and service and engenders a cooperative spirit among its instructional and support units. Externally, the University will serve as a catalyst for constructive community change and will form partnerships with business, industry, education, and various agencies

throughout the region. Its educational, cultural, and intercollegiate athletic programs will enrich the community and enhance the interaction of the University and the community it serves.

The purposes of a premier metropolitan university are based on a shared commitment to excellence. The University encourages broad participation and fosters open communication. It strives to create and nurture a sense of community grounded in mutual trust and respect among students, faculty, and staff members. It facilitates involvement in intellectual and cultural activities, encourages informal interaction among its various constituencies, and provides an open atmosphere that enables an amicable expression of difference. In its activities, the institution promotes the achievement of excellence by all members of the University community.

The University strives, also, to provide the necessary resources, both human and material, to enable the faculty, students, and staff to carry out their responsibilities. To accomplish the institutional vision, YSU is organized under four distinct, but interrelated units—Academic Affairs, Student Affairs, Business and Financial Affairs, and Advancement and Institutional Affairs. Working as a whole, these organizational units provide an operational means to implement specific strategies, goals, and objectives. Working together, they enable the University to become a premier metropolitan university.

## **Division of Academic Affairs**

The Division of Academic Affairs is committed to providing an educational environment that ensures open and free exchange of ideas, where students receive knowledge, skills, and values that prepare them for living as well as earning a living, and where the faculty members are encouraged to pursue new knowledge and make the application of such knowledge in the classroom and in the community.

The mission of the Division is to create an integrative yet dynamic balance among teaching and learning, research and scholarship, and university and public service. A balance is sought between access for all who can profit from an education and the quality of instruction necessary for full development of each student; between theory and application in the instructional process, so that teaching, research, and service can all be appropriately emphasized; between liberal education for the student's lifelong personal growth and

professional education for career preparation; between internal institutional needs and increasing demands of external forces; and between regional needs on the one hand and national and international expectations on the other.

The six undergraduate colleges and the graduate school, working in collaboration with one another, ensure progress toward the achievement of the academic goals and objectives of the University. Their challenges include the development of high quality academic programs designed to meet diverse student interests and social imperatives; responsiveness to changing demographic and enrollment standards as well as to demands for access; attention to means of enhancing and supporting faculty; and development and integration of instructional technology relating to the curriculum. Creating a community of expectation and a community of respect, the Division of Academic Affairs enables the University to achieve its status as a premier metropolitan university.

## **Division of Student Affairs**

The Division of Student Affairs is engaged in and committed to a holistic approach to student development that assists students in their personal, social, intellectual, emotional, ethical, and career growth. Student Affairs is integral to the work of its colleagues outside of the Division by providing quality and meaningful services which strengthen the teaching, learning, and service mission of the University.

Student Affairs is dedicated to identifying and articulating students' needs, rights, and responsibilities. Working collaboratively with all institutional units, the Division develops policies, programs, and services that are student oriented and that foster community among all University constituencies. Promoting student access through the effective delivery of financial aid and scholarships is a principal commitment.

In light of its mission, Student Affairs focuses on four major areas: enrollment management, student life, student development, and student support services. Enrollment management includes offering attractive scholarship programs to draw students from broader geographic regions, at higher levels of academic achievement, from more ethnically diverse backgrounds; and improving student retention, especially that of multicultural



students. Student life focuses on enhancing the quality of experiences where the student is the principal focus. Student development and support services provide opportunities which are responsive to the ever-changing needs of the student body.

## **Division of Business and Financial Affairs**

The Division of Business and Financial Affairs is responsible for the stewardship and coordination of the physical, financial, and human resources of the University. The administrative units that form the Division are committed to the effective management and care of these resources. Individuals throughout the Division are dedicated to providing service of the highest quality to all members of the University community. In so doing, the Division demonstrates its support of the teaching and learning, scholarship, and service functions of Youngstown State University.

The Division accomplishes its mission through three major administrative units and a fourth grouping administered by the Executive Vice President. Administrative Services focuses primarily on maintaining a modern, safe, attractive campus. Budget and Finance provides financial services to students, faculty and staff. This includes billing, collection, depositing of all tuition and fees, payment of invoices, investment of funds, budget development and control, the recording of all financial records and the preparation of financial reports. Human Resources assists in the recruitment, orientation, and in-service development of all employees and facilitates the process of interest-based bargaining. Environmental and Occupational Health and Safety, Internal Audit, and Affirmative Action compose the fourth group, serving the University in accordance with appropriate federal, state, and local regulations. The Department of Environmental and Occupational Health and Safety assures that the University is in compliance with all statutes affecting health, safety, and the environment. Internal Audit's role is to examine and evaluate the adequacy and effectiveness of management systems. Affirmative Action's mission is to administer functions designed to achieve equal opportunity for protected group members in all operations of the University.

## **Division of Advancement and Institutional Affairs**

The Office of the President provides leadership for shaping and developing an informed institutional vision. In this regard, the President is charged to provide a forward looking direction for the institution; thereby, providing a “sense of community” that promotes collective efforts so the entire campus community can reach its full potential as a premier metropolitan, state-assisted university.

This leadership effort involves connecting the University to the greater community, of which it is a part, through partnerships and collaborative initiatives as well as serving as a catalyst for educational, and cultural, economic, and social change in the community at large. In this proactive mode, the President serves both as an institutional leader and as a change agent.

In addition to institutional responsibility, the President provides direct supervision for the areas of Intercollegiate Athletics, University General Counsel, University Development, and University Relations. These units compose Advancement and Institutional Affairs and are charged to extend the local, regional and national stature of the University, and enhance the image of the University with the various publics to which it is accountable and serves. Each serves as “a window” in which various publics view the University. They provide opportunities and new avenues in which individuals in the expanded University family can participate in the dynamic evolution of the University.

## UNIVERSITY MISSION, PURPOSES, AND GOALS

While the institutional vision challenges the University to create and shape its future, the University mission, purposes, and goals provide an overall context for institutional change. In April 1993, the Ohio Board of Regents requested that public colleges and universities submit a formal statement of their mission and goals by January 1, 1994. Utilizing and building upon existing planning documents, the *Youngstown State University Mission and Goals Statement* was developed out of a campus-wide participatory process which actually began during the 1992-93 academic year.

Operational responsibility for the preparation of the statement was delegated by the President to the Office of the Provost. To initiate the process, departments and colleges prepared draft statements of *Mission and Goals*. During the summer of 1993, a Task Force on *Mission and Goals* reviewed these and other materials generated in the past at the state and University levels in preparation for developing a draft *Statement* for the University. The Task Force itself included individuals from throughout the University, involving representatives from the four University divisions—Academic Affairs, Student Affairs, Business and Financial Affairs, and Advancement and Institutional Affairs; as well as faculty members from the Academic Senate and the Academic Planning Committee of the Senate. The Task Force met regularly during July and August as a group and in subgroups. During September and October, a *Youngstown State University Mission and Goals Statement* was first drafted and then reviewed by members of the University community. On November 10, 1993, the Academic Senate overwhelmingly approved the following mission statement. It received unanimous approval by the Board of Trustees on December 20, 1993.

From this broad-based review process, with discussion at all levels of the University, certain themes evolved consistently. These themes provide a framework, a procedural process, and a means to chart future directions for

the University—thus rendering true purpose to the *University Mission*. The six themes include the following:

- Integration of Teaching, Scholarship, and Service
- Teaching and Learning
- Access and Diversity
- Research and Scholarly Activity
- Connections with the Community
- Institutional Environment

## **Mission and Goals Statement**

Youngstown State University strives to create a teaching and learning environment that promotes academic excellence, fosters intellectual growth and scholarship, focuses on the needs of students and the community, and reflects an awareness of cultural and global perspectives and concerns. The University is dedicated to outstanding teaching; to quality research and scholarly activity, both in the traditional sense and as they relate to classroom instruction and needs of the service region; and to responsible public service—addressing the employment and economic needs of the region as a whole; providing knowledge, resources, and leadership to assist area schools, businesses, industries, agencies, and governments; and taking measures to enhance the quality of life for the constituencies it serves.

Youngstown State University aspires to provide an environment in which students can enrich their minds, their creativity, and their problem-solving abilities, so that they may become fully developed individuals; informed, conscientious, and productive citizens; and responsible and understanding partners with others in life, family, and work. The University strives to prepare students for the future, that they may play active roles in shaping it. To these ends, the University seeks to integrate the best elements of the long tradition of humanistic, liberal education in the arts and sciences with education in the most significant advancements in technology, health, engineering, education, business, and the applied arts.

The University is committed to fostering an understanding of the connections between and among teaching, scholarship, and service. The University seeks faculty who combine these elements in ways that bring excitement to the classroom, studio, clinic, and laboratory, stimulating enthusiasm and eagerness for learning in students. The University endeavors to enhance the educational experience by providing out-of-class development and support as well as cocurricular opportunities and services. The primary test of the University's effectiveness is the high quality of its graduates, the kinds of lives they lead, their accomplishments, and their service to society. In this sense, teaching and learning, research and scholarship, University and public service are seen not only as interrelated but also as fundamental to endeavors both within and outside the University.

As a state-assisted metropolitan university, Youngstown State University provides a wide range of opportunities in higher education primarily, but not exclusively, to the residents of northeastern Ohio and western Pennsylvania. The University espouses the principles of equal opportunity, affirmative action, and broad access to education: academic access through open admission for all Ohio high school graduates to a wide range of programs; economic access through reasonable tuition and a comprehensive program of financial aid; and programmatic access through careful attention to the collective and individual needs of all its various constituencies: degree and nondegree students; transfer students; commuters and noncommuters; traditional and nontraditional students; associate, baccalaureate, masters, and doctoral students; as well as others encompassed by the Youngstown State University mission.

## **Purposes and Goals**

The Youngstown State University mission finds focus in six areas of purpose that have characterized the institution in the past and that with renewed attention will continue to guide the University in the future. These purposes, which are interrelated and of equal importance, will lead the University in establishing goals and objectives to support its mission into the twenty-first century.

## **Purpose 1: Integration of Teaching, Scholarship, and Service**

Youngstown State University strives to promote an understanding of teaching, scholarship, and service as inseparable, interactive components of its educational mission. In the context of this purpose, the University defines the following goals:

- to foster an understanding within and beyond the campus, especially among the public, that teaching, scholarship, and service are fundamentally interrelated and supportive of one another;
- to encourage, support, and reward faculty who in their professional activity demonstrate the interaction of teaching, scholarship, and service;
- to help students understand the relationships among what they learn in class, in academic and extracurricular activity beyond the classroom, and in their professional, personal, and societal lives after graduation; and
- to develop opportunities for students both to apply classroom learning in contexts outside the classroom (e.g., internships, co-operative education, public service activities) and to enrich the classroom through knowledge and experiences they bring from outside.

## **Purpose 2: Teaching and Learning**

Youngstown State University endeavors to enhance the quality of the educational experience of its students at both the undergraduate and graduate levels. In the context of this purpose, the University defines the following goals:

- to review and strengthen existing programs and selectively develop new undergraduate and graduate programs with a view toward enhancing the quality and diversity of educational offerings, serving needs of the metropolitan community, and fostering connections within and beyond the University;

- to encourage activities that chart appropriate directions in existing programs through revitalized curricula and innovative approaches to teaching and learning;
- to continue to update the campus learning environment through technologies, equipment, resources, and facilities to serve the needs of students, faculty, and staff; and
- to offer faculty opportunities for professional development focused on teaching and learning.

### **Purpose 3: Access and Diversity**

Recognizing its obligations to metropolitan Youngstown and to the world well beyond the region, Youngstown State University aspires to widen the access it provides to people and ideas, striving to create a diverse educational, work, and community environment. In the context of this purpose, the University defines the following goals:

- to maintain and improve accessibility to University services and programs by continuing to offer a broad range of courses (developmental to honors; certificate, two-year, four-year, and graduate); keeping tuition costs reasonable; enhancing pre-admission, enrollment, and other support services; and developing two-plus-two programs and articulation agreements with other institutions to enable students to move from two-year to four-year programs with little or no loss of credits;
- to increase retention through enhancement of developmental, tutorial, advisement, dependent-care, adult-learner, multicultural, and other services that support the broad educational mission of the University;
- to promote ethnic, gender, and academic diversity through the recruitment and nurturing of minority students, faculty, staff, and administrators and under-represented populations—student and employee—who have not traditionally come to Youngstown State University;

- to create and implement international programming to diversify the education of students, attract international students and faculty, and serve the academic, cultural, and economic needs of the metropolitan region; and
- to market the University, its programs, and services for purposes of promoting access and diversity, expanding enrollment, and increasing University prominence at all levels: regional, state, national, and global.

#### **Purpose 4: Research and Scholarly Activity**

Believing that the quality of education and public service is grounded in scholarship, Youngstown State University seeks to encourage and support research and scholarly and professional activity that strengthen its educational and service missions. In the context of this purpose, the University defines the following goals:

- to promote and support an expanded understanding of the nature of scholarship—an understanding both that scholarship is fundamental to the academic enterprise and that its definition is legitimately inclusive, accommodating not only pure and applied research but also scholarship related to teaching and learning and to public service;
- to encourage scholarly activity that involves students and the expanding service region, fostering the interaction of the various dimensions of the University mission;
- to offer increased support to faculty and others who seek external funding for their scholarship and related professional activity; and
- to sustain and enhance internal support for scholarly activity through such measures as internal grants, travel funds, library resources, research assistants, and scholarly/research assignments.



## **Purpose 5: Connections with the Community**

Youngstown State University desires to strengthen its commitment to the greater Youngstown metropolitan community, adding new dimensions to its public service activities. In the context of this purpose, the University defines the following goals:

- to provide leadership, knowledge, resources, services, and activities to address the cultural, intellectual, technological, economic, and social needs of the expanding service region;
- to clarify, support, and enhance the missions of campus units whose primary function is public service (e.g., Public Service Institute, Technology Development Corporation, University Outreach);
- to encourage the integration of public service activity within the educational and scholarly arenas across the University; and
- to identify and pursue opportunities within the community for focused public service activity and alliances (e.g., with area schools, with local businesses and industries, with governmental agencies).

## **Purpose 6: Institutional Environment**

Youngstown State University values collegiality and mutual respect and thus strives to build an environment that fosters productive professional relationships among individuals and groups on campus. In the context of this purpose, the University defines the following goals:

- to recognize the inherent worth of all individuals in the University community;
- to encourage continuing and collegial conversation within and across units and programs;

- to refine and develop structures to involve all individuals in the University appropriately and collegially in decision-making processes concerning planning, priorities, and allocation of resources; and
- to enhance communication among the Divisions of Academic Affairs, Student Affairs, Business and Financial Affairs, and Advancement and Institutional Affairs as they work together to facilitate the University mission.

*Approved by the Academic Senate, 10 November 1993*

## INSTITUTIONAL STRATEGIES

Following the completion of the *Mission and Goals Statement*, the planning process was extended to include the development of objectives for various planning units and each of the University divisions. As each division completed its objectives, their plans were shared with other Vice Presidents. Plans from other divisions were reviewed by each of the Vice Presidents to ensure internal congruence. The Provost reviewed these objectives with the other Vice Presidents to eliminate areas of conflict and inconsistencies.

Once this process was completed, the President met with the Vice Presidents to identify themes that were common to their divisions and consistent with the other divisional plans. This initial stage generated over thirty statements. Working in concert with the Vice Presidents, the President reduced these themes to the thirteen strategies. Each strategy was then defined in terms of its contribution to building a premier metropolitan university. The goals and objectives from the various divisions were then placed under the appropriate institutional strategy. In July 1994, these draft strategies were shared campus-wide for discussion. The Board of Trustees reviewed the statements at a retreat in early August. Final campus input was solicited from the Administrative Advisory Council on August 16, 1994.

The institutional strategies that emerged from the process are designed to implement the institutional vision and to operationalize the *Mission and Goals Statement*. The thirteen strategies provide a context for specific action-oriented steps that will be taken in the years ahead.

## **Strategy One: Enhance Community Leadership and Partnership**

**A premier metropolitan university must assume a collaborative leadership role in the region it serves and develop partnerships that extend the educational, research, and public service dimensions of its mission.**

- Actively seek information and data regarding societal and community problems so campus programs and services can more effectively address these needs.
  - Establish joint programs and cooperative ventures with health organizations, governmental agencies, and business and industry throughout the Mahoning Valley.
  - Expand the role and level of services provided by the University to the four most eastern counties of Ohio and the western counties of Pennsylvania.
- Assume an expanded leadership role in addressing community needs and being a catalyst for community improvement.
  - Establish program sites throughout the immediate metropolitan area to deliver services that meet community needs in such areas as workplace literacy, developmental reading, and introductory university-level courses.
  - Seek outside resources to fund applied research projects and other projects that address the needs of business and educational partnerships.
- Encourage campus units to develop linkages, programs, and services that address local needs and help groups to address community needs.
  - Promote collaborative efforts with community groups to enhance the intellectual and cultural climate of the region.
  - Encourage the use of University facilities and resources and increase the number of meetings hosted for local, regional, and state organizations.

- Foster collaborative research with area health organizations, social agencies, governmental units, business and industry, and other educational entities.
- Develop a program that offers legal services to students and through which students and the legal profession can participate in the rendering of legal services to the underserved in the community.
- Expand the number of internships, work-study, and cooperative education programs to the mutual benefit of students and the agencies providing student placement.
- Establish joint programs and cooperative ventures with all levels of educational institutions throughout the service region.
  - Establish a K-16 council to implement the *Educational Partnership for the Twenty-First Century* agreement between the University and the Youngstown Public Schools.
  - Develop partnership agreements with school districts in northeast Ohio.
  - Develop community college and branch-campus articulation agreements with public institutions in northeast Ohio and western Pennsylvania.
  - Establish consortial degree programs with Akron, Cleveland State, and Kent State that strengthen educational opportunities for students in northeast Ohio.
  - Create a public-private alliance with the private liberal arts colleges in the regional service area.
- Strengthen the level of community interest and support for all aspects of the intercollegiate athletic program.

## **Strategy Two: Expand Commitment to Diversity**

**A premier metropolitan university has an obligation to serve its region by ensuring that its personnel, programs, and services respond to the diverse needs of a pluralistic society.**

- Develop and implement a five-year affirmative action plan with specific goals and timetables for increasing the diversity of faculty, staff, and students.
- Fully integrate affirmative action guidelines and procedures into the ongoing process of employing faculty, students, and staff.
- Conduct equity studies for all faculty and staff to ensure that salary patterns are free of gender and cultural bias.
- Integrate cultural pluralism into the general education curriculum.
- Develop and implement programs and services responsive to the needs of special populations among faculty, staff, and students.
  - Establish informational programs that respond to social issues such as sexual harassment, affirmative action, and cultural and gender-based bias.
  - Educate the campus community about the requirements of the Americans with Disabilities Act and Section 504 of the Rehabilitation Act of 1973.
  - Develop materials to assist faculty in ensuring that the educational environment is free of cultural, disability, and gender bias.
  - Address the needs of disabled students in campus projects, such as signage, campus access, and parking.
  - Create activities that promote the appreciation and understanding of the diversity of cultures and heritage present in the University community.

- Train student leaders to be sensitive to individual and cultural differences, as they serve in such positions as resident assistants, peer assistants, graduate assistants, etc.
- Implement NCAA gender equity standards throughout the intercollegiate athletics program.

### **Strategy Three: Expand International Activities**

**The global community is increasingly interdependent, requiring that a premier metropolitan university provide an international dimension to academic programs, activities afforded students, and services provided to its region.**

- Establish programs in selected areas of the world (e.g., Far East, Middle East, Africa, South America, Mexico) and create a focused area of study in the Eastern European countries.
  - Pursue working relationships with selected universities and businesses outside the United States to enhance the learning experience of YSU students, provide development opportunities for faculty, and assist business leaders in the metropolitan region.
  - Facilitate faculty, business, and community exchanges between YSU/local groups and international universities and communities.
- Encourage the inclusion of global perspectives in University courses as appropriate.
- Plan, implement, and support new programs and support services (arrival, orientation, workshops, etc.) which facilitate adjustment of international students to the University and to the community.
- Implement international recruitment efforts to increase the number of international students to at least 3% of the total student enrollment.
- Establish international program relationships with the private liberal arts colleges in the regional service area.

## **Strategy Four: Promote Collegiality**

**The success of a premier metropolitan university depends upon the development of a collegial environment that fosters mutual respect and values the commitments, efforts, and perspectives of all members of the university community.**

- Strengthen the flow of internal communications, promote dialogue, and stimulate open discussion of substantive institutional issues.
- Establish procedures that promote collegiality and collaboration among all units and encourage broad involvement in institutional decision-making processes.
- Refine existing structures such as the Deans' Advisory Councils, Provost's Advisory Committee, and Administrative Advisory Council to engage faculty, staff, and administrators more broadly in an ongoing discussion of how best to fulfill the University mission through planning, setting of priorities, and allocating of human and financial resources.
- Expand the use of both established structures (e.g., Academic Senate, Senate committees, Academic Council) and ad hoc structures (e.g., representative task forces and open forums) to promote and facilitate communication throughout the institution.
- Develop activities which unite the University community, reflect the diversity of the University, and create an environment that fosters interaction among faculty, staff, and students.
- Support interdisciplinary and team-teaching efforts between departments and across colleges.
- Strengthen the interest-based bargaining process to promote a continuous improvement philosophy in ongoing activities and build a stronger sense of community among all employees.
- Expand existing and initiate new collaborative efforts between units in Student Affairs and Academic Affairs on matters such as recruitment, orientation, advising, and retention.



## **Strategy Five: Integrate Teaching, Scholarship, and Service**

**The success of a premier metropolitan university will be increasingly measured by its ability to integrate the teaching, scholarship, and service dimensions of its mission.**

- Encourage faculty, staff, and student activity that establishes connections between and among teaching, scholarship, and public service.
- Develop procedures and recognize, support, and reward faculty, staff, and students whose activities demonstrate the interaction of teaching, scholarship, and public service.
- Offer faculty development opportunities that focus on the interaction of teaching, scholarship, and public service.
- Develop experiences for students that promote the relationships between and among classroom learning, extracurricular activities, and professional or career opportunities.
- Encourage faculty, staff, and students to undertake projects and student organizations to engage in activities that serve the metropolitan community by linking classroom learning and public service.
- Stimulate grant activity that supports scholarship generally, especially scholarship related to teaching and learning and public service.
- Increase the role of the Center for Teaching and Learning in promoting faculty development activities and the connections between teaching and learning, research and scholarship, and public service.

## **Strategy Six: Implement Outcomes Assessment, New Procedures, and Programs that Improve Effectiveness**

**The ever-changing environment requires that a premier metropolitan university continuously assess, improve, and streamline its programs, processes, and procedures.**

- Establish and implement a plan for the assessment of the organizational effectiveness and educational outcomes of University programs.
  - Create a task force on outcomes assessment to establish an assessment plan and ensure that outcomes data are available for the 1998 North Central Accreditation review.
  - Develop a comprehensive process, format, and timetable for undergraduate program review and revise the present system of graduate program review.
  - Institute and/or continue, as part of the administrative self-evaluation and program-review process, outcomes assessment appropriate to administrative units—departmental, college, divisional—and the *Mission and Goals Statement*.
- Establish evaluation programs and procedures that reward excellence and stimulate quality performance.
  - Create an ongoing performance-management program for all supervisors.
  - Develop standards of performance and define levels of expectation for employees, linking salary increases to performance wherever appropriate.
  - Strengthen the process for evaluation of faculty, focusing primarily on evaluation of teaching, scholarship, and service as a formative process.
  - Create initiatives to enhance the quality of teaching and learning in the University.

- Establish procedures and promote activities that encourage the provision of quality services and ensure institutional effectiveness to students, colleagues, and individuals in the community.
  - Promote the need for and value of a quality-focused University.
  - Review and update all Board of Trustees policies to establish a consistent institutional direction.
  - Revise and update the *Administrative/Personnel Manual* so all employees are properly informed of current policies and procedures.
  - Conduct a legal audit of the University and revise/establish procedures as necessary to ensure consistent and lawful operation of the institution.
  - Hire employees who bring quality and diversity to the operations of the University.
  - Encourage the Academic Senate to promote procedures that stimulate employees to recognize their diverse talents, the potential for change, and to take action that implements constructive change.
  - Provide education and training opportunities to staff members throughout the institution with a view toward strengthening working relationships and the effectiveness of all functions of the University.

### **Strategy Seven: Extend Program Development Activities**

**A premier metropolitan university must be responsive to the changing environment and must be engaged in revising, renewing, and creating programs and activities that meet the diverse needs of the community it serves.**

- Encourage the development of new programs that address community and societal needs, especially in health, environmental, human services, and international areas.

- Stimulate graduate program development, particularly at the master's level, where community needs are complemented by faculty expertise.
- Explore the feasibility and develop, if appropriate, a multidisciplinary Master of Science in Administration to serve the broad leadership needs in the community.
- Formalize procedures for the establishment of new programs and services and implement quantitative and qualitative review and evaluation procedures of academic and administrative programs.
- Establish specific programs, activities, and services that extend community and student access to the campus.
- Use the program-review process as a means of identifying programs of distinction worthy of special investment by the University.
- Facilitate the organization and growth of the Honors Program throughout all colleges.
- Establish a task force on General Education and implement appropriate recommendations for change in the program prior to the 1998 North Central Association review.
- Initiate new or maintain existing accreditation in all academic areas where specialized program accreditation is feasible.
- Study the connections between various programs and services and develop effective organizational structures to facilitate these connections where appropriate.
- Strengthen the quality of all aspects of the intercollegiate athletics program so that it responds to institutional needs and community interests and so that the program represents the University in a manner consistent with the quality of the institution.

## **Strategy Eight: Extend Institutional Visibility**

**A premier metropolitan university must define and present its unique qualities and successes to its immediate community and to state and national constituencies.**

- Identify the people, programs, and activities that are distinctive to the University and establish a comprehensive plan to project them to the public.
- Develop a proactive interface with print and electronic media as the University presents events of special interest to local, regional, and national markets.
- Create new formats that incorporate telecommunications, video conferencing, and interactive technology into ongoing communication within and beyond the University.
- Develop a graphic identity standards manual to ensure that the University, its image, and its symbols are projected consistently and professionally in all communications.
- Use educational and cultural events on campus as a vehicle for educating the public about the University.
- Develop at least two special annual events that will attract to the campus alumni and individuals from the various communities in the Mahoning and Shenango valleys.
- Conduct a weekend University open house at least every three years to showcase the campus, its grounds and buildings, its faculty and academic programs, and its staff and support programs.
- Extend the use of athletic, cultural, and community-sponsored events on campus as a means to showcase the University.

## **Strategy Nine: Implement Campus 2000**

**A premier metropolitan university interacts naturally with its immediate surroundings to create an appropriate living/learning/working environment for its students, faculty, and staff.**

- Complete the construction of the Residential Honors Facility and the new College of Education building.
- Encourage the development of privately owned Victorian Village and the Greek Village on the immediate north side of the campus to better serve the social, personal, and housing needs of students.
- Develop a comprehensive campus signage system with consistent internal and external building signage, campus directional signage, and formal entrance signage on the four major corners of the campus.
- Construct a large, convenient visitor parking lot, with appropriate directional signage, near the Visitor's Center in Dana Hall.
- Extend the park-like, pedestrian-oriented center core of the campus from Rayen on the south to the Freeway Service Road on the north by closing Lincoln Avenue and Elm and Spring streets.
- Remove the blighted buildings between Fifth and Belmont avenues between Rayen Avenue and the Freeway Service Road. Construct University parking lots on the southern portion of this area and stimulate private construction of affordable student apartments and restaurants on the northern portion.
- Construct a new permanent parking lot on the south side of Rayen Avenue (near the Salata Complex), temporary parking lots on the north side of campus (between Elm and Bryson streets), and start planning for the replacement of the Lincoln Avenue Parking Deck.
- Explore the development of a shuttle service around the perimeter of the campus.

## **Strategy Ten: Create an Electronic Campus**

**The effectiveness of a premier metropolitan university is dependent upon its ability to integrate information and communication technologies into the operations of all segments of the institution.**

- Design a systematic plan that integrates audio and visual communication devices with electronic storage and manipulation of data to enhance the academic and administrative functions of the University.
  - Install a campus-wide fiber optic network that connects all offices, classrooms, laboratories, and student residential rooms.
  - Create a model computer technology-integrated classroom in each college.
  - Expand library holdings and technologies, including on-line and interactive resources such as OhioLINK.
  - Develop a fully integrated student, alumni, development, career services, financial, and scholarship database system.
  - Develop a fully integrated and accessible system of information for student advising.
  - Provide access to E-mail, Internet, and other vehicles for electronic communication to all faculty and staff.
  - Develop a “customer friendly” method of electronic registration that provides “one-stop” enrollment.
  - Provide the capacity annually to upgrade the campus network, purchase new equipment and additional hardware, and continuously educate campus personnel.
- Explore the uses of technology to support instructional alternatives, problem-solving pedagogies, small-group instruction, and student team activities.

- Develop distance learning, wireless cable, and other technologies that extend the instructional capability of the campus.
- Establish a series of educational sessions and training programs to enhance the computer capability of all employees.
- Utilize the Integrated Technologies Committee as a primary advisory body to assist in the training and development of all employees.
- Develop a fully integrated financial aid system that interfaces with outside agencies, such as the Ohio Student Aid Commission and the Department of Education.

### **Strategy Eleven: Strengthen Student Recruitment and Retention**

**The recruitment, retention, and graduation of a diverse student body is fundamental to the ability of a premier metropolitan university to address its educational mission.**

- Design and implement a comprehensive enrollment-management strategy focused on recruitment, retention, and graduation rates.
- Become the state leader in developing dual-admission and articulation agreements with other institutions to enable two-year students to move into YSU's four-year programs with little or no loss of credits.
- Broaden the recruitment base of the University by implementing specific initiatives that focus on selected academic programs, target communities, nontraditional students, and other segments of the educational market.
  - Implement marketing strategies and exert efforts to encourage enrollment of underrepresented groups, such as women, minorities, international students, high-achieving students, and geographically diverse students.



- Strengthen pre-college enrichment efforts through initiatives such as Summer College and Occupational Preview Experience, Post-secondary Education Development Laboratory, Governor's Institute, and activities for Senate Bill 140 students.
- Increase retention through enhancement of developmental, tutorial, advisement, dependent-care, adult-learner, multicultural, and other services that support the broad educational mission of the University.
  - Develop programs which facilitate growth and development, foster a supportive environment, and nurture identifiable populations of minorities and women, including re-entry, nontraditional, low income, and disabled.
  - Assist the faculty in developing effective approaches to advisement.
  - Expand exit interview mechanisms to solicit input from students who withdraw and non-returning students as a means to improve student services.
  - Develop appropriate support programs including academic orientation, mentoring, and tutoring for high-risk students.
- Extend the living/learning environment adjacent to campus by attracting a higher proportion of students to live on or near the campus.

## **Strategy Twelve: Expand Revenue Streams**

**To ensure its quality, a premier metropolitan university must explore all avenues for increasing its financial base.**

- Conduct a comprehensive review of tuition, fees, and instructional charges to ensure internal consistency and statewide parity for comparable services.
- Assess all institutional charges for service rendered to the general public through outreach, public service, and academic programs.

- Assess the revenue-producing opportunities of operations such as Kilcawley Center and the University Bookstore with a view toward generating additional income.
- Expand grant and research activity to increase overhead funds that can be used to support faculty scholarship, instructional and research equipment, program development costs, and related administrative expenses.
- Develop a reward system for individuals and academic units who are successful in securing grants and outside funding projects.
- Review all existing activities and programs to ensure cost effectiveness, and streamline procedures whenever possible to improve efficiency.
- Extend the number of revenue-producing partnerships and linkages between the University and the business community.
- Complete the plan to phase out all University support for intercollegiate athletic scholarships, and use these savings to support academic priorities.

### **Strategy Thirteen: Extend Development Efforts**

**The “edge of excellence” of a premier metropolitan university will become increasingly dependent upon its ability to secure financial support from alumni, friends, foundations, and corporations.**

- Plan, implement, and conduct the first comprehensive capital campaign to address campus needs in terms of Campus 2000, Electronic Campus, scholarship endowments, and the stadium addition.
- Solicit naming gifts for colleges, academic centers, and major institutional facilities.

- Establish endowments in each of the academic colleges, the library, and intercollegiate athletics.
- Increase the Annual Fund appeal to the one million dollar annual level, and double the number of donors to provide a solid foundation of alumni giving.
- Conduct, on an annual basis, alumni outreach events to foster “friend-raising” and then increase fund-raising potential for the institution.
- In cooperation with the Development Council, expand the communications with alumni and friends through direct mail, telephone contact, and personal visitation.
- Establish an ongoing corporate development program to secure matching funds and corporate gifts that respond to institutional needs.
- In cooperation with the YSU Foundation, finalize plans for implementation of a planned giving (deferred-giving) program for wills, bequests, trusts, and insurance.
- Strengthen alumni networks associated with academic departments and colleges to produce a more natural continuum between academic units and their alumni.



## **CAMPUS SPACE AND REMODELING PLANS**

The University has undergone significant change since its identification as a state-assisted institution in 1967. In the past twenty-seven years, the student body has grown; and the institution has responded with new programs and services. There has been an infusion of faculty and staff. Academic programs have been expanded, enriched, and enhanced. The physical plant has grown to meet the demands of new programs and activities. The governance of the institution has experienced several stages of development.

Through the years, the size and shape of the University has changed. Property has been acquired, streets have disappeared, new buildings have been added, and YSU has been acknowledged for its award winning campus-core. The academic programs of the University have been adjusted, and the degree options have expanded to the point that YSU offers degrees from the associate to the doctoral level.

The goal of the campus space review is to develop a five-year plan to maximize the utilization of University facilities. It is expected that this plan will project the physical location of academic programs and services as well as administrative units and offices. As a starting point, it seemed important that this process should be guided by three basic objectives:

1. Provide improved services to students and accommodate student needs in a more effective manner.
2. Enhance the academic environment through improved classrooms, computer laboratories, and departmental and faculty offices.
3. Offer staff an improved work environment that is conducive to greater efficiency, improve morale, and facilitate team building.

As these changes are made, it seems important to ensure that, whenever possible, several basic principles should remain paramount. (a) The quality of the new space should be an improvement over existing space. (b) Related functions

should be located together. (c) Offices, departments, and units serving students or the public should be visible, accessible, and project a positive image of the University. (d) Multiple moves of personnel should be minimized.

Discussion about the utilization of campus facilities was initiated last fall. In anticipation of new construction and the acquisition of additional academic facilities, the Provost solicited general input on future space needs from the deans. The Executive Vice President distributed an instrument to all administrative units which was designed to determine future space needs. The Vice President for Student Affairs solicited input from his division. The President, Provost, and Vice Presidents met on numerous occasions to discuss various options.

Input was solicited from the Administrative Advisory Council, which, in turn, requested insights from other members of the campus community. This review process has resulted in a *Campus Space and Remodeling Plans*. This plan will serve as a guide on the location of various campus units.

The following plan lists most of the campus buildings and identifies functions housed within each facility. This plan is based on six priorities that emerged in the review process.

- Serving students, YSU's most important asset, is a critical responsibility of the entire University. This responsibility requires that attention be focused on the needs of students so the University can attract and retain students. Providing students with convenient "one-stop shopping" is one way that YSU can better serve students. Grouping these services together in visible, convenient locations will enhance the quality of services provided to our students.
- The University will explore the concept of establishing an Enrollment Center. The Center would bring together in one location all of the student-related functions that are encountered as students are admitted and enrolled in the University.
  - This Center would be a personalized, computerized high-tech service-oriented environment.

- Whenever possible, personnel of the Center would be cross-trained so they could assist students through the entire enrollment process. These individuals would be acquainted with the processes of admission, financial aid, registration, and payment of applicable fees and charges.
  - Certain personnel from existing units of Admission, Financial Aid, Registration, and Bursar would be housed in this Center.
  - Another new unit called Enrollment Support Services would have other individuals from these current units that do not have sustained personal contact with students.
  - The Enrollment Support Services unit would be connected electronically and function as an integrated component although they would likely be located in a different building.
- Consolidating all University business operations will improve the utilization of resources, as well as providing greater convenience to those interacting with the units.
  - The Division of Academic Affairs has identified the decentralization of computer laboratories as a major priority, with such instruction being located in the colleges. In addition, there has been support for strategically locating general purpose computer laboratories throughout the campus. It is recognized that this decentralization process will result in additional costs, but there is agreement that this is a prudent investment.
  - YSU will implement an Electronic Campus through a planned process that will develop during the course of the next several years. It is recognized that most campus facilities will require some renovations as the Electronic Campus becomes a reality.
  - Throughout the process of implementing this plan, efforts need to remain focused on minimizing unnecessary disruption and being cost conscious. Appropriate sequencing and timing of the relocation process will assist, but it is acknowledged that some individuals will be inconvenienced.

## **Academic and Administrative Space Plans**

Like any exercise that projects into the future, the *Campus Space and Remodeling Plans* document is dynamic and subject to modification. Although most of the unit locations listed below are likely to take place in the next five years, circumstances—a new acquisition or an unanticipated event—may cause some of these planned locations to be altered.

### **Alumni House**

Alumni Association  
YSU Foundation

### **Beeghly Center**

Department of Human Performance &  
Exercise Science (south)  
Intercollegiate Athletics (north)  
Intramurals

### **Bliss Hall**

College of Fine and Performing Arts  
Departments of Art, Communication  
and Theater, and the Dana School of Music  
Ford Auditorium

### **Coffelt Hall**

Student Health Center  
Substance Abuse Services

### **Cushwa Hall**

College of Health and Human Services  
Departments of Allied Health, Criminal  
Justice, Health Sciences, Human  
Ecology, and Nursing  
College and Departmental Computer  
Laboratories  
Departments of Geography and Social Work  
and Biology Laboratories



### **Cushwa Hall (cont.)**

Environmental & Occupational Health and  
Safety  
Human Services Development Center  
Mahoning Shenango Area Health  
Education Network (MSAHEN)  
Media Services  
WYSU-FM

### **Dana Hall**

Campus Visitors Center  
Early Outreach Programs

- Career Planning Program (CPP)
- Postsecondary Education  
Development Laboratory (PEDL)
- Summer College & Occupational  
Preview Experience (SCOPE)

New Student Relations

### **DeBartolo/Fedor Halls**

College of Arts and Sciences  
Departments of Economics, English, Foreign  
Languages and Literatures, History,  
Mathematics, Philosophy and Religious  
Studies, Political and Social Science,  
Psychology, and Sociology and  
Anthropology

- Black Studies
- Ethics Center
- Women's Studies

College and Departmental Computer  
Laboratories  
*Jambar* and *Penguin Review*  
Mathematics Assistance Center  
Writing Center

**Education Building (New)**

College of Education

Departments of Counseling, Early and  
Middle Childhood Education, Educational  
Administration, Foundations of Education,  
Secondary Education, and Special Education

Reading Laboratory

**Engineering Science Building**

College of Engineering and Technology

Departments of Chemical Engineering  
(including Materials Engineering), Civil and  
Environmental Engineering, Electrical  
Engineering, Industrial and Systems  
Engineering, and Mechanical Engineering

College and Departmental Computer  
Laboratories

Department of Geology

Electronics Maintenance

School of Technology

**Fifth Avenue Building (PSI)**

Parking Staff Offices

YSU Police

Student Escort Services

**Jones Hall**

Accounts Payable

Affirmative Action

Budget and Finance

Enrollment Support Services

(Indirect services to students: Admissions,  
Financial Aid, Records, Registration, and  
Student Data Services)

General Accounting

Human Resources/Payroll

Internal Audit

Labor Relations

**Jones Hall (cont.)**

Office of Budget and Insurance  
Student Developmental Services

- Adult Learner Center
- Career Services
- Counseling Services
- First-Year Student Center
- Student Tutorial Services

YSU Federal Credit Union

**Kilcawley Center**

Staff Offices  
Student Government  
University Travel Agent  
Women's Center

**Kilcawley House**

Housing Services  
Kilcawley House Coordinator

**Kilcawley West**

Bookstore  
Disabled Student Services  
Multicultural Student Services  
Student Activities  
Student Life

**Lincoln Avenue Building**

YSU Technology Development Corporation

**Maag Library****McDonough Musuem****Meshel Hall**

Computer Center Offices  
Computer Science Classrooms and Laboratories  
Department of Computer and Information  
Science

**Meshel Hall (cont.)**

Enrollment Center

(Direct services to students: Admissions,  
Bursar, Evening Student Services, Financial  
Aid, and Registration)

Mainframe and Printers

**Phelps Street Property**

Center for International Business

Center for International Studies

International Reception Area

International Student Services

Public Service Institute/Center for Urban Studies

University Outreach

Youngstown Employment & Training  
Corporation

**Rayen Avenue Building (SEO)**

Materials Management (Purchasing)

**Salata Complex**

Central Receiving

Facilities

Grounds

Mail Room

Maintenance/Repair

Motor Pool

Print Shop

Warehouse

**Stambaugh Stadium**

Classrooms and Laboratories

Department of Human Performance & Exercise  
Science

Intercollegiate Athletics

Reserve Officers Training Corps

## **Tod Hall**

Administrative Services  
Administrative Support Services  
Board of Trustees' Meeting Room  
Computer Disaster Recovery Site  
Development Phone-a-thon Area  
Executive Vice President  
Institutional Research and Outcomes  
Assessment  
Office of the President  
Office of the Provost  
School of Graduate Studies

- Grants and Research
- Project Management Suite

Telephone Switch  
University Development  
University General Counsel  
University Relations  
Vice President for Student Affairs

## **Ward Beecher**

Chemical Storage Area (New)  
Departments of Biological Sciences,  
Chemistry, Physics and Astronomy  
Planetarium

## **Williamson Hall**

College of Business Administration  
Departments of Accounting and Finance,  
Management, and Marketing  
College and Departmental Computer  
Laboratories

## **Youngstown Incubator (West Federal)**

Cushwa Center

- Industrial Information Institute
- Small Business Development Center

## Campus Street Closure Plans

During the spring of 1993, the President of Youngstown State University announced plans to develop the University campus and the surrounding areas. This plan, known as Campus 2000, represents a specific effort to involve the state, University, local officials, and private developers in the improvement of the extended campus community.

This initiative includes plans for the construction of an 80,000 square foot building for the College of Education with access from both Rayen and Lincoln avenues; for the purchase of the Phelps Street facility in order to provide additional classroom and office space for faculty and staff; for the acquisition of properties on Rayen and Lincoln avenues, west of Fifth Avenue; for the creation of the critically needed parking capacity on Lincoln Avenue and Bryson Street; for the construction of an innovative student residential honors facility adjacent to Lyden House on Madison Avenue; and for the acquisition of properties on Bryson Street, north of the Madison Avenue Expressway Service Road, to support the recreational and intramural sports program for the University students.

The physical facilities and anticipated student enrollment expansion of the University into the twenty-first century will increase the demand for safe pedestrian and vehicular transportation both within and outside the campus boundaries. Certain areas of this plan should be addressed as early as possible, particularly those where there is an increasingly high risk of vehicular and pedestrian accidents, such as Lincoln Avenue bordered by Wick Avenue to the east and Fifth Avenue to the west.

The timetable and strategies to implement the *Plan for the Closure of Streets* will vary at each stage of the process; however, it is expected that this goal will be achieved by the year 2000.

To coordinate the campus expansion program with the appropriate management of the proposed closing of adjacent streets, the University's plan will be implemented in the following stages:

## **A. Southern Project — Lincoln Avenue Closure**

- Phase 1 – Lincoln Avenue between Wick Avenue and Phelps Street. The Pilgrim Collegiate Church and the Campus Bookstore have already been contacted and are amenable to this proposal.
- Phase 2 – Lincoln Avenue, west of Fifth Avenue to Belmont Avenue. This area contains the site for surface parking, and the University already owns most of the land on both sides of Lincoln Avenue.
- Phase 3 – Lincoln Avenue, west of Elm Street to Fifth Avenue. This will accommodate the development of the site adjacent to the College of Education building. It is anticipated that the University will own most of the property along this section of Lincoln Avenue.
- Phase 4 – Lincoln Avenue between Elm and Phelps streets in which it is anticipated the University will own all of the property except for the site owned by Burger King.

## **B. Northern Project — Elm/Spring Street Closures**

- Phase 1 — Elm Street, from the Madison Avenue Expressway Service Road on the north to Spring Street on the south. This phase will link the main campus to the housing units located on the north side of campus.
- Phase 2 — Spring Street, from Elm Street to Bryson Avenue. Provisions to access Buechner Hall and Kilcawley Center will be addressed.
- Phase 3 — Elm Street, from the Madison Avenue Expressway north access road to Madison Avenue. This move would necessitate the redirection of traffic on the Madison Avenue Expressway Service Road moving west to Bryson Street from Wick Avenue. It is proposed that Bryson Street be changed to a two-way street for vehicular traffic.