

**REPORT TO THE YOUNGSTOWN STATE UNIVERSITY
BOARD OF TRUSTEES**

Submitted by:

**PRESIDENTIAL SEARCH ADVISORY COMMITTEE
SCOTT R. SCHULICK, CHAIR**

DECEMBER 16, 2009

The Presidential Search Advisory Committee (PSAC) is pleased to present this report to the Youngstown State University Board of Trustees. We wish to express our gratitude for the trust you placed in the members of the committee to assist the Board with the search process.

The PSAC received the Board of Trustees' charge and convened on July 28, 2009 to organize its work. The initial activity centered on the planning of a site visit by search consultants Dr. Charles I. Bunting, and Ms. Vicki Henderson of the Storbeck, Pimentel search firm. Dr. Bunting and search committee members were present on campus on September 1-2, 2009, and various forums were organized to receive input about Youngstown State University from students, faculty, staff, alumni, retirees and community members. Utilizing the information gathered during the site visit, a "Profile of the Institution and Position" was prepared and adopted at the PSAC meeting on September 22, 2009. The "Profile" was the basis for the development of a position description and announcement placed in national publications such as *The Chronicle for Higher Education*, as well as other national and local print media, websites, and publications. The PSAC met on October 28, 2009 to discuss issues relative to the process and to plan for the review of candidate materials.

Between September and November 2009, the search consultants had contact with approximately 300 individuals who were recruited, nominated or expressed interest in applying for the position. The PSAC began review of nominations and applicants in November 2009. On November 17, 2009, the committee met to review and discuss nominations and applications to determine candidates to be interviewed on December 4-5, 2009 at the Cleveland Renaissance Hotel in downtown Cleveland. Eleven individuals were interviewed. Four individuals were identified to be the most qualified for the position. The search committee, in conjunction with the search firm, began background checks and referencing for the four individual identified for further review by the Board of Trustees.

The PSAC met on December 15, 2009 and confirmed that the four individuals identified warranted further consideration by the Board of Trustees. The PSAC believes that it has followed the instructions it received in its charge to the best of its ability and is pleased to present the following individuals for consideration by the Board of Trustees for the position of President, Youngstown State University:

**Agenda Item H.1.a.
Exhibit L**


Dr. Cynthia Anderson	Vice President for Student Affairs Youngstown State University, Youngstown, OH
Dr. C. Jack Maynard	Provost and Vice President for Academic Affairs Indiana State University, Terre Haute, IN
Dr. Cheryl J. Norton	President Southern Connecticut State University, New Haven, CT
Dr. Aaron Podolefsky	President University of Central Missouri Warrensburg, MO

The PSAC recommends that the Board of Trustees identify which candidates it intends to invite for campus interviews, tentatively scheduled to begin the week of January 11, 2010 and continuing through the week of January 25, 2010 if required.

The PSAC will meet next on January 6, 2010.

Respectfully submitted:

PRESIDENTIAL SEARCH ADVISORY COMMITTEE



Scott R. Schulick
Chair

PRESIDENTIAL SEARCH ADVISORY COMMITTEE

Scott R. Schulick, Chair	-Vice President-Investments, Farmers Trust Company -Chair, YSU Board of Trustees
Donald Cagigas, Vice-Chair	-Retired, Chief Professional Officer, Youngstown/Mahoning Valley United Way -Retired, Chief Executive Officer, Bank One, Youngstown, NA -Former YSU Trustee
Sudershan K. Garg, M.D.	-Blood & Cancer Center, Inc. -Vice Chair, YSU Board of Trustees
Millicent S. Counts	-Executive Director, United Methodist Community Center -YSU Trustee
Harry Meshel	-Former State Senator, President of the Ohio Senate & the Ohio Democratic Party -YSU Trustee
Carole S. Weimer	-Special Education Teacher, Liberty High School -YSU Trustee
Daniel J. DeMaiolo	-Senior, Marketing -YSU Student Trustee
Germaine Bennett	-Retired, Assistant Superintendent for Human Resources & Labor Relations, Youngstown City Schools -President, YSU Alumni Society
Anthony M. Cafaro, Jr.	-Vice President, The Cafaro Company -Vice Chair, Regional Chamber Board of Directors
James W. Cossler	-Chief Executive Officer, Youngstown Business Incubator
The Hon. Diane S.A. Vettori	-Mahoning County Court Judge
Zachary Brown	-President, YSU Student Government
C. Reid Schmutz	-President, Youngstown State University Foundation
Dr. Peter J. Kasvinsky	-Dean, YSU Graduate Studies & Research
Dr. Sunil Ahuja	- Acting Chair of History and Associate Professor of Political Science; American Council on Education Fellow

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Dr. Nancy White	-Professor, YSU Psychology Department -President, YSU-OEA
Dr. Chester R. Cooper	-Professor, YSU Biological Sciences Department -President, YSU Academic Senate
Dr. William C. Binning	-Professor Emeritus & Interim Chair, YSU Political Science Department
Mary I. Slaven	Administrative Assistant, YSU Admissions Office; YSU Residency Officer
Dr. Amy L. Cossentino	-Assistant Director, YSU University Scholars & Honors Program
Philip Hirsch	-Retired, YSU Executive Director of Administrative Services
Hugh G. Earnhart	-YSU Retirees Association -Professor Emeritus, YSU Department of History
Ex-Officio:	
Atty. Franklin S. Bennett, Jr.	-Secretary to the Search Advisory Committee -Secretary to the YSU Board of Trustees -Deputy Legal Counsel, Stifel, Nicolaus & Co.
Marilynn S. Butler	-Administrative Assistant to the Search Advisory Committee -Administrative Assistant, YSU Office of the President

Charge to the Presidential Search Advisory Committee

The Presidential Search Advisory Committee is an advisory committee to the Board of Trustees of Youngstown State University. The selection of the President will be made by the Board of Trustees.

In its work the Presidential Search Advisory Committee shall:

1. Consult with the Board of Trustees regarding desirable qualifications and characteristics of the next President of the University.
2. Work with the search advisory firm selected by the Board, Storbeck/Pimentel & Associates, LLC and consultant Dr. Charles I. Bunting, to create a timetable and process that will permit the selection of the next President not later than the Board of Trustees' meeting to be held March 12, 2010.
3. Work with the search advisory firm selected by the Board of Trustees to search for, evaluate, screen and identify the best qualified candidates for further consideration by the Board, based on the qualifications and characteristics of the next President as may be determined by the Board.
4. Conduct an active, national search to attract highly qualified applicants.
5. Provide the Board of Trustees and University community with regular reports regarding the progress of the search.
6. Not later than January 15, 2010, present to the Board of Trustees, without ranking, no more than five, nor less than three, candidates determined by the Committee to be best qualified to serve as President. The Board of Trustees will determine which of the candidates may be invited to campus for interviews.
7. Conduct the search and applicant review processes in accordance with Ohio's open meeting, public records and ethics laws. The Committee's consideration of individual candidates should be conducted in confidence to the extent permitted by these laws.
8. Youngstown State University is an equal opportunity employer and is committed to diversity in its hiring practices. The Committee will conduct its work in accordance with applicable law and University policy.
9. The Chairperson of the YSU Board of Trustees shall be the chair of the Presidential Search Advisory Committee and shall be the official and only spokesperson for the Committee.

Youngstown

STATE UNIVERSITY

Profile of the Institution and Position

The Youngstown State University (YSU) Board of Trustees invites applications and nominations for the position of President. Over the past decade, YSU has broadened and diversified its programs and services, strengthened its enrollment and fundraising, and expanded its partnership role with the city of Youngstown and the Mahoning Valley region, as well as reaching out to its alumni worldwide. Building on this solid foundation, the next decade promises to be dynamic and change-oriented, with new opportunities to enhance its undergraduate programs, to build and expand graduate programs, to further develop its role in research and development, to strengthen its global partnerships, and to play new leadership roles in the education and economic lives of its community and region. The Board seeks a dynamic, energetic, and visionary leader to work closely with the entire University community to more fully achieve its mission and potential, emphasizing a creative, integrated approach to education, scholarship, and service.

History and Overview

The University's origins trace back to 1908, when the local branch of the YMCA established a school of law within the Youngstown Association School. Thirteen years after its founding the school changed its name to Youngstown Institute of Technology. Two years later, the school relocated and in 1928 changed its name again to Youngstown College. The name of the school then changed twice: in 1955 to Youngstown University, and in 1967, it became part of the state system as Youngstown State University.

Youngstown State University has blossomed into a vital institution of higher learning, impacting the lives and fulfilling the dreams of tens of thousands of individuals and families across Northeast Ohio, Western Pennsylvania and beyond. Throughout its history, the institution has maintained strong community support, both in Youngstown and throughout the Mahoning Valley, and has become a central and crucial part of the present and future of the city of Youngstown. That support has never been more evident than in its recent Centennial Campaign, discussed in greater detail below. The University has more than 88,000 alumni worldwide.

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

The University:

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

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

Governance. Youngstown State is a part of the University System of Ohio which consists of 13 public university campuses, one independent medical college, 24 regional branch campuses, and 23 community colleges, as well as adult literacy and adult workforce centers. The University System of Ohio is led by Chancellor Eric Fingerhut, and a nine-member Board of Regents serves as an advisory board to the chancellor. YSU is governed by a Board of eleven trustees who are appointed by the Governor with the advice and consent of the Senate. Two of the trustees are students at YSU. The Board maintains four committees: Academic and Student Affairs, External Relations, Finance and Facilities, and Internal Affairs.

As part of the *Ohio Strategic Plan for Higher Education 2008-2017*, Youngstown State University has been named by the Ohio Board of Regents as one of seven “urban research institutions.” Ohio’s urban research universities constitute a significant foundation for economic development and have evolved with their cities. Youngstown State must provide the Youngstown area with the talent and research base for the growth of new companies and industries to replace those that have been lost to a changing economy. With the expansion of community college education in the region, YSU will be

better able to focus on its indispensable role in the economic rebirth of the Mahoning Valley. The state will encourage this role by authorizing and supporting undergraduate and graduate programs that focus on quality and relevance to economic rebirth. To view the Ohio Strategic Plan for Higher Education 2008-2017, please visit <http://www.uso.edu/strategicplan/downloads/documents/strategicPlan/USOStrategicPlan.pdf>

Enrollment. Youngstown State University has experienced a period of substantial growth in enrollment, and in the fall of 2009, experienced a 7.1 percent increase over 2008, with a current enrollment of approximately 14,600 students. In 2000, enrollment was at 11,787, and since that time has grown by nearly 25 percent, the highest rate of growth among Ohio's state universities during that period.

Academics. YSU offers over 100 undergraduate majors, including certificates, associate, and bachelor's degrees, 35 master's programs, and doctorates in educational leadership and physical therapy. The University offers distinctive honors programs for its students, described below. YSU is a member of the Northeast Ohio Universities College of Medicine and Pharmacy (NEOUCOMP), which offers an accelerated six-year B.S./M.D. The academic program includes six colleges and the School of Graduate Studies and Research. As called for in the state's 10-year strategic plan for Higher Education, YSU has named four Centers of Excellence: Materials Science and Engineering, Applied Chemical Biology, International Business, and the Rich Center of Excellence for the Study of Autism. These Centers were formed under a resolution approved by the Board of Trustees in June of 2009. The academic strategic plan 2007-2013 is available for review at http://www.ysu.edu/provost/communications/Academic_Strategic_Plan_Final_6-20-07.pdf.

For additional information on the Colleges, please view the following:

Beeghly College of Education - <http://www.coe.ysu.edu/>
Bitonte College of Health & Human Services - <http://bchhs.ysu.edu/>
College of Fine & Performing Arts - <http://www.fpa.ysu.edu/index.shtml>
College of Liberal Arts and Social Sciences - <http://www.ysu.edu/class/>
College of Science, Technology, Engineering, and Mathematics - <http://stem.ysu.edu/>
School of Graduate Studies & Research - <http://www.ysu.edu/gradschool/>
Williamson College of Business Administration - <http://www.ysu.edu/williamson/>

YSU completed a two-year self-study, and a site visit was conducted by the Higher Learning Commission in February 2008, with continuing accreditation granted by the Commission. To view the self-study and site-team report visit <http://www.ysu.edu/accreditation/>. The University has received accreditation for a broad range of programs including Business (AACSB), Art (NASAD), Engineering (ABET), and Education (NCATE). For a full list of accredited programs, visit <http://www.ysu.edu/institutional-research/Accreditations2007.pdf>.

Students. The Fall 2009 enrollments include approximately 12,000 undergraduates and 2,600 graduate students. Minority student enrollments have reached an all-time high in the Fall of 2009 and represent 19.6 percent of the total student population. An additional one percent of total enrollments are international students. Non-traditional students comprise 30 percent of the undergraduate population at YSU with approximately 3,000 on campus. While YSU serves a large number of commuter students, roughly 10 percent of students live in campus or campus-related housing. The University offers a number of attractive housing options including the Lyden, Kilcawley, Weller, and Wick Houses as well as the University Courtyard Apartments. In addition, students in the University Scholars program, Honors, Emerging Leaders Community, and B.S./M.D. reside in the Cafaro House.

Admission to the Leslie H. Cochran University Scholars program is the most prestigious award offered by YSU, with Scholars receiving a full scholarship including tuition, room and board, and a textbook allowance for four years. Besides challenging honors coursework and a final honors thesis, students in the program provide the community with 60 hours of service each year. The program, now in its seventeenth year, awards 40 new scholarships annually.

The Andrews Student Recreation and Wellness Center opened in the Fall of 2005, offering a wide variety of exercise and fitness equipment. Youngstown students can become involved in over 40 intramural sports each year and participate in recreational programs, events, and clinics ranging from cardio kickboxing to ultimate Frisbee.

Students are encouraged to become involved in a broad range of students organizations, service projects, and philanthropic projects, as well as student government, the *Jambar* student newspaper, and Greek Life. Many of the institution's student organizations forge partnerships with local businesses and offer students an opportunity to gain real-world experiences.

Students, through the Center for International Studies and Programs, also have several opportunities to gain international exposure through studying abroad or through many faculty-led study tours throughout the world.

The Marion G. Resch Center for Student Progress cultivates student success by offering a variety of services including free tutoring, supplemental instruction, and peer mentoring among other opportunities for academic growth.

Faculty. In the fall of 2009, YSU employs 409 full-time faculty members, including 34% full professors, 25% associate professors, 30% assistant professors, and 11% instructors. Additionally, there are 36 departmental chairpersons who are half-time faculty and half-time administrators. Faculty members are committed to the success of students and are actively engaged in research. YSU faculty was awarded \$11.68 million in external grants and contracts in 2008-2009, an increase of 72 percent over the previous year's record total of \$6.8 million. Of this total, \$9.4 million was awarded through competitive applications and \$2.2 million through congressional appropriations. The average class size is 22 in lecture classes and 10 in labs with an overall student to faculty ratio of 19:1.

Academic and Classified Staff. Youngstown's academic and classified staff includes 668 full-time and 97 part-time employees. They are distinguished by their dedication and loyalty to the institution's mission and students and are critical to the overall success of the institution and of individual students. They recruit, advise, register, employ, lead, and engage students outside the classroom. They provide the needed resources and support that enable the more visible parts of the campus to function effectively.

In addition to approximately 200 exempt staff, other YSU employees are represented by four unions. YSU service employees are represented by YSU-FOP (police officer and dispatchers) and YSU-ACE (all other staff classifications). The professional/administrative employees are represented by YSU-APAS, and the faculty union is YSU-OEA. In addition to the progress described above in achieving greater diversity within its student body, YSU also has made considerable strides increasing the diversity of its faculty and staff during this decade.

Athletics. Youngstown State University is an NCAA Division I School. The football team, which has a proud history of having won four national championships within its division in the 1990's, is in the Missouri Valley Football Conference and the NCAA's Football Championship Subdivision (formerly Division I-AA); other teams compete in the Horizon League. Men's sports include baseball, basketball, cross country, football, golf, tennis, and track and field. Women's sports include basketball, cross country, golf, soccer, softball, swimming and diving, tennis, track and field, and volleyball. The teams are supported by a spirit squad, which includes a cheerleading squad, a marching band, and a majorette squad. The team mascot is the Penguin.

YSU student-athletes also excel in the classroom. During the 2008-09 academic year, 88 student-athletes earned a perfect 4.0 grade-point average. More than fifty percent received at least a 3.0 GPA.

Budget. The Fiscal Year 2010 operating budget of \$169,103,000 is \$2.52 million higher than the FY 2009 operating budget. The General Fund budget increased by \$2.1 million or 1.4% and the Auxiliaries budget increased by \$421,000 or 2.3%. The State of Ohio appropriations make up 33.4 percent of the General Budget. For the five-year period of FY06 to FY10, YSU's state funding has increased by 11.5 percent. To view the 2010 budget, visit <http://www.ysu.edu/vpadmin/budgetdocs/FY10BudgetDocument.pdf>.

Facilities. The YSU campus has a park-like central core ringed by classroom and administrative buildings, many of which have been constructed in the past twenty-five years. The university also maintains historic buildings such as Jones Hall, a limestone structure built in 1931. While YSU is an urban institution, the campus does not fit the mold of a city university, providing an aesthetic and peaceful setting and a wide variety of trees and plant life. Construction is currently underway for the state-of-the-art \$34.3 million, 110,000-square-foot Williamson College of Business Administration building, which will house classroom and laboratory facilities. The facility is scheduled to open for fall 2010 classes and will connect the college and the university to the downtown Youngstown business district.

YSU recently installed a \$1.5 million comprehensive campus communication and alarm system to enhance student and campus safety. The Board approved bond financing for Centennial Master Plan Projects, and Phase 1 financing of \$22.6 million was obtained. To view the Centennial Master Plan, visit <http://cfweb.cc.ysu.edu/psi/pdf%20files/cmp/1-Centennial%20Campus%20Master%20Plan.pdf>.

The McDonough Museum of Art, located on the YSU campus, is a division of the College of Fine and Performing Arts. It opened its doors to the public in 1991 and has grown to become a vital center for contemporary art, education and community serving both the University and region. The Museum exhibits the work of national and international artists as well as Department of Art faculty and students.

As is the case on many campuses today, there is a growing movement toward sustainability on the Youngstown campus. YSU currently recycles 45% of its trash stream, has led the state with its dining hall composting efforts, and works closely with the county on its initiatives. The new Williamson College of Business building is designed in line with standards of the Leadership in Energy and Environmental Design (LEED) U.S. Green Building Council Rating System.

Fundraising. The University recently celebrated 100 years of service, a centennial that included a highly successful advancement campaign. With an original goal of \$43 million, the Centennial Campaign in fact has exceeded \$50 million. The campaign goals included endowed undergraduate and graduate scholarships, college and programmatic endowments, capital improvements, including major support for the new Warren P. Williamson Jr. College of Business Administration Building, currently under construction, support for engineering and science laboratories and an athletics indoor practice facility, and support for the Annual Fund.

For the second year in a row, the YSU annual fund raised more than \$1 million in contributions at a time when many universities have experienced significant declines. During fiscal year 2008-2009, contributions totaled \$4.765 million. Recently, the Kresge Foundation issued a challenge grant for \$1.2 million if the University raises \$2.4 million by December 31, 2009. This grant will help the University reach its philanthropic goal for the Williamson College of Business Administration facility currently under construction.

The YSU Foundation, an independent 501 (c)(3) organization with a separate governing board, had assets of \$150 million on August 31, 2009. The Foundation distributes more than \$6 million annually from more than 400 endowment funds for various academic purposes, primarily scholarships.

The Youngstown Region. Youngstown is located in northeastern Ohio along the Mahoning River, 65 miles southeast of Cleveland and 61 miles northwest of Pittsburgh, allowing residents to travel between 60 and 90 minutes to reach larger metropolitan areas and their international airports. Youngstown serves as the county seat of Mahoning County, but both are just a portion of the rich tapestry that is the Mahoning Valley region which includes Trumbull County and its county seat, Warren, as well as Columbiana County. The region's MSA represents a population of more than 600,000.

While the Youngstown Region is a short drive from two major metropolitan areas, the region offers a multitude of reasons for people to look no further than their back yard. This area boasts an affordable cost of living and one of the country's most affordable housing markets. It's always changing for the better and is rich in business opportunities, talented young people and culture.

In August 2009, *Entrepreneur* magazine named the Youngstown/Warren area among the top 10 places to start a business. Factors in ranking Youngstown so high include young, dynamic civic leaders and exciting and thriving tech ventures like Turning Technologies and the Youngstown Business Incubator. But the area is not resting on its laurels where this is concerned. Leaders are in the process of developing a business incubator in Warren, as well. Additionally, programs like YSU's Grow Home and the Regional Chamber's Regional Entrepreneurial Assistance Channel (REACH) of the Mahoning

Valley have been established to encourage young professionals to call the Youngstown region home after graduation and to invest their time, energy and ideas here. REACH and other similar programs are designed to assist entrepreneurs in the creation, fine-tuning and realization of business plans, all to increase the economic vitality and diversity of the region.

Cultural diversity, on the other hand, has never been in short supply in the region and is fed by the spirit and energy of our people. Youngstown offers a broad array of entertainment at venues such as the DeYor Performing Arts Center, Stambaugh Auditorium, Packard Music Hall, the Covelli Centre and the Warren Amphitheater. DeYor Performing Arts Center houses the Youngstown Symphony Orchestra, which has contributed to the musical and educational life of the Mahoning Valley for 82 years. Stambaugh Auditorium and Packard Music Hall also host numerous musical and cultural events throughout the year. The Youngstown Playhouse, a community theater, performs a variety of plays and musicals year-round and has been active for more than 80 years. The Covelli Centre attracts a broad range of popular musical acts and performers, including Kelly Clarkson, Disney on Ice, the Trans-Siberian Orchestra and Circ de Sole, and is home to the Youngstown Phantoms, a United States Hockey League team. In the summer, residents can enjoy outdoor movies and concerts at the Warren Amphitheater.

This region is also fortunate to have a multitude of cultural centers, such as the Butler Institute of American Art, located immediately adjacent to the YSU campus. At 90 years old, the museum was the country's first dedicated to American art and makes its extensive collection free to the public. Other museums offer a look at the rich history of the area, including the steel industry, with extensive collections on display at the Arms Family Museum of Local History, the Youngstown Historical Center of Industry and Labor, the National Packard Museum and the Sutliff Museum in Warren. Children of all ages will enjoy the Children's Center for Science and Technology, offering hands-on educational exhibits and interactive activities. For the outdoor enthusiasts, Mill Creek Park encompasses approximately 3,000 acres and 15 miles of trails. Its attractions include gardens, streams, lakes, woodlands, meadows and wildlife. A bike trail links Mahoning and Trumbull counties, and serious cyclists can ride the trail from Trumbull County north to Lake Erie.

Residents of the region are sports enthusiasts, and they have a variety of offerings to choose from. In addition to the Youngstown Phantoms, the region is home to a Cleveland Indians farm team, the Mahoning Valley Scrappers. A short drive to Cleveland or Pittsburgh for major league baseball, NFL, NBA or NHL games is also convenient and easy from the Mahoning Valley.

The Youngstown region also provides residents access to some of the country's best health care. Local hospital systems Humility of Mary Health Partners and Forum Health

have several facilities in the region, many of which receive top ratings for patient care. Akron Children's Hospital also has a local branch in the Youngstown region, and we are a quick drive to the internationally renowned Cleveland Clinic system.

For additional information on the Youngstown region, visit www.regionalchamber.com

Challenges and Opportunities

Youngstown State University is a dynamic, vital institution that has built a strong foundation as a university with a commitment to its students as the center of all activities, to quality teaching and learning, and to serving its community and region. YSU will need to address both opportunities and challenges as it seeks to further strengthen these dimensions of its mission while also pursuing its additional identity as an urban research university, as incorporated in the state plan. Several challenges and opportunities that may particularly relate to the leadership role of the next President are listed below:

- **Envisioning the Future.** YSU is at a strategic point in its history, seeking to strengthen its programs and services by adding the dimension of "urban research" to its ongoing mission of teaching, learning, and service. In accord with new directions in state policy, it will have an unprecedented opportunity to build and expand graduate-level programs and "centers of excellence." The University also will need to respond to the shift in state policies emphasizing graduation rates, student success, and the institution's impact on the state's economy, based on research and scholarship contributions. Additionally, its near and longer-term future will be impacted by the establishment of new public two-year programs in its region. The University has benefited in the past from broadly-based and inclusive strategic planning. The new President will have the opportunity, working with the YSU community, to lead a renewed visioning and planning initiative at an institution poised to both chart new directions and reaffirm existing commitments.
- **Educational Leadership—Internal.** The University will have the opportunity (and challenge) to "step up" to major academic improvements over the next several years, including among others: achieving the proper balance between its interrelated teaching and research missions; selectively building or expanding graduate programs; strengthening the STEM College (Science, Technology, Engineering, and Mathematics), business incubator, and other initiatives responding to both student and regional economic needs; strengthening the utilization of new technologies throughout the academic sector; expanding international and global opportunities for students; and achieving the full promise of the University College and the goals of assuring student success.

- **Educational Leadership--External.** The “landscape” for education is undergoing significant change both in the state of Ohio and in the Mahoning Valley, including new policies and initiatives at the Board of Regents level and the introduction of a new community college in the Youngstown region. The new President will have the opportunity to play a key leadership role for both the University and the local region, clarifying and strengthening roles and missions and establishing collaborative relationships. At the state level, the new President has the opportunity to represent the needs of YSU and to have an even broader impact on emerging policies within Ohio’s system of P-16 education. More than ever, the President will need to serve as the University’s ambassador and champion.
- **Finances and Fundraising.** YSU is now completing a capital campaign that has exceeded its original goal and has attained more than \$50 million in gifts and pledges; additionally, the University has attracted targeted federal funding for its research and development initiatives responsive to local needs. Indeed, YSU has strengthened its finances and resources over the past decade with respect to its operating budgets, endowment, and facilities. With growth and progress, however, come new fiscal and investment challenges, including declining state revenues and the related pressures on student tuition and fees. Key to the success of the next President will be developing new strategies to diversify and increase revenue streams, including maximizing both state and federal support and further strengthening fundraising. Fundraising and resource development will continue to be priorities for both the University and the next President. Finally, the University would benefit from “strategic budgeting,” whereby resources and budgeting are linked to goal-setting and planning for future programs and services.
- **Strengthening Diversity.** YSU has made significant gains toward its diversity goals in recent years, including achieving a historic high of nearly twenty percent of its student body drawn from minority populations in the Fall of 2009, and quite significant increases as well among full-time faculty and staff during this decade. Nonetheless, to more fully realize its aspirations as a diverse learning community, the University recognizes that it must further increase the racial and ethnic diversity of its student body, faculty, and staff. The next President will need to further build the University’s commitment to diversity at all these levels.
- **Revisiting Enrollment Management.** YSU has achieved historic highs in student enrollments over the past several years, but new challenges will face the University. These include the projected demographic decline in traditional college-age population, the continuing economic challenges facing this region and the state as a whole, and the pressures on families and individuals resulting from reduced state support and resulting higher tuition and fee levels. Additionally, in

the short run enrollments may be challenged by the establishment of the new community college.

- **Strengthening YSU “Community” From Within.** YSU’s faculty and staff contribute to and benefit from a workplace culture of shared commitment to students and to the institution’s key role in the wider community and region. As the University continues to grow and evolve, it will be important to find new ways to assure and strengthen effective communications, internal consultation and collaboration, and professional development among all of its participants.

Position and Qualifications

Youngstown State University is a dynamic institution prepared to move to the next level of distinction, and the new President will have the opportunity to have a significant impact on the lives of thousands of students, in the roles and contributions of dedicated staff and faculty, and in the future of a significant urban community and its surrounding region.

As the leader and chief administrator of Youngstown State University, the President exercises broad responsibilities for all aspects of the academic, student, financial, development and administrative dimensions of the institution and reports to the Board of Trustees. The President must inspire and guide all members of the academic community. Presidential leadership calls for the incumbent to demonstrate wide latitude in judgment and action.

Among other responsibilities, the President: serves as the chief executive officer; exercises accessible and engaged leadership with individuals and groups by means of visibility and involvement, both on the campus and in the community; represents and advocates on behalf of the University and its mission; develops institutional budget requests and oversees financial operations; exercises leadership in overseeing, developing, and strengthening existing academic programs and student services while fostering the creation of new programs; builds and guides an effective leadership team among senior administrative officers and staff; supports and provides leadership for affirmative action and for the achievement of full diversity; works constructively and cooperatively with leaders of campus bargaining units; exercises leadership in fundraising and works directly with internal and external groups and organizations in order to gain financial and other resource support; represents YSU in the community, region, and state and actively promotes mutually beneficial university-community relations; works to further the stated goals and plans of the Board of Trustees and Youngstown State University.

The ideal candidate for the Presidency of Youngstown State University will have the following professional qualifications and personal characteristics:

Professional Qualifications:

- The experience, credentials, and other qualifications sufficient to lead, inspire and earn the respect of the broad academic community;
- The demonstrated ability to lead a complex organization in a period of change and new opportunity;
- The ability to work effectively with, and be accessible to, all members of the university community—to listen, to engage, and to foster individual and community-wide development;
- Prior experience with, and commitment to, strengthening academic excellence, and an understanding of the importance of, and the relationship between, high-quality teaching, scholarship/research, and service;
- The ability and expertise to act as the spokesperson for YSU and to articulate the University's mission and programs with prospective donors, public officials, corporate leaders, and other friends of the University – locally, regionally, within the state, nationally and internationally;
- A commitment to and demonstrable experience with fundraising, development activities, and relationship building;
- An understanding of the value of technology and its role in learning;
- Demonstrated ability to manage the fiscal resources of a complex organization; a commitment to maintaining the fiscal soundness of the university;
- An understanding of and respect for working in a collective bargaining environment, and compliance with collective bargaining contracts;
- A personal commitment to local community involvement and the ability to motivate others within the University to continue and enhance their engagement with the community;
- A demonstrated commitment to promote diversity in the student body, the faculty, and the staff of the university, and a commitment to the principles of affirmative action;

- An understanding of the role of athletics within a university community;
- The ability to build and sustain a strong leadership team, to attract new members when necessary, to delegate effectively, and to make fair, difficult, and timely decisions; and
- Experience with and capacity to work effectively with a governing board.

Personal Characteristics:

- Have high personal integrity and highly ethical standards;
- Be visionary and creative;
- Have strong interpersonal and communication skills, the ability and desire to interact effectively with faculty, staff, students, and others, and the capacity to be comfortable in a public, highly visible role;
- Have the ability to inspire, motivate and energize others;
- Be committed to collaboration and transparency in interactions and communications; and
- Have the ability to sustain a sense of humor while carrying out the demanding role of a university president.

Information for Applicants

The new President's term of service will begin in the summer of 2010. Review of candidates will begin in early fall, and, for optimal consideration, materials should be submitted no later than Thursday, November 12, 2009. Application materials should include a cover letter addressing the attributes noted above, a resume or curriculum vitae, and the names, addresses, emails, and telephone numbers of at least five references which may include among others faculty, students, and community leaders. *Submission of materials as a Microsoft Word attachment is strongly encouraged.* This search is subject to the Ohio Public Records Law.

Chuck Bunting, Consulting Partner, and Vicki Henderson, Senior Associate, of Storbeck/Pimentel & Associates, L.L.C., are assisting the search committee. Questions, requests for information, and all written nominations and applications should be sent by email to: c.bunting@storbeckpimentel.com or v.henderson@storbeckpimentel.com; (610) 572-4296; or directed to:

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*Further information about the search and Youngstown State is available at the website:
www.yzu.edu/trustees/president2010.shtml*

*YSU is an affirmative action/equal opportunity employer committed to increasing the
diversity of its faculty, staff, and students.*