

**Youngstown State University  
Board of Trustees Advance Survey  
September/October 2021**

**What question(s) do you have related to enrollment and markets?**

- What is the retention rate of Fall 2020 (first time, full time) students to Fall 2021? Was there a significant increase/decrease due to virtual learning?
- "How do we know our new strategies are effective? How are we objectively tracking and measuring success (on both a leading and lagging indicator basis)?
- How are we optimizing "yield" at every step in the enrollment funnel?
- What size should YSU anticipate being as a physical campus?
- What size should YSU anticipate being as a virtual educational provider?
- What are we doing to matriculate those "on the bubble?"
- What evidence do we have that we are impacting racial equity related to student success (enrollments, graduation rate, etc)?"
- Who is our audience?
- How do we become more competitive for these students to enroll at YSU?
- What makes YSU distinctive?
- What is the quality of life on our campus--living conditions, part-time work opportunities, and social life?
- Have we done any forecasting as to possible enrollment trends in the next five, ten years out to give us some perspective on how robust our enrollment figures can be given the forecast?

**What question(s) do you have related to optimizing the academic portfolio?**

- What is the committed completion date for Gen Ed redesign and consolidation?
- When will the board receive a scorecard that shows our regular progress related to academic portfolio optimization?"
- What courses and majors are increasing in popularity?
- What programs do we actually need to serve the region (and beyond-what does this mean?)
- We are Carnegie Masters Large; what is Masters Small or...???
- Do we have full-time faculty teaching a large enough proportion of undergraduate students to assure the quality of the educational experience?
- What programs have seen a significant decline?
- What are the job prospects for these programs?
- What is release time and how is it distributed?
- Are students graduating with credits beyond those needed to graduate (how much might they be over-paying for the degree?)
- Are we suited to engage in a few new programs that are felt to be in demand for the future?
- What academic opportunities are we providing for our faculty to enhance their portfolios?
- What trends are emerging in the cascade mic field that we could capitalize upon?

**What question(s) do you have related to being entrepreneurial in higher education?**

- Besides online programs and academic partnerships, what other entrepreneurial endeavors are currently trending within higher education? Is YSU positioned to engage in these entrepreneurial endeavors?
- What opportunities have we not yet taken to grow our market and our customer base? And how do we move on these?
- What does the leadership need from the board to move forward with this?
- What are our current and future entrepreneurial plans for capitalizing on emerging trends regarding institutions of higher education?
- Have we or should we explore community college coming under YSU umbrella? Are there synergies and efficiencies?"
- What entrepreneurial projects do we presently have and what others can we pursue?
- How do we go about identifying and cultivating current and new leaders who will be champions for innovation?"

**What action(s) might you envision emerging from a BOT Advance, particularly considering academic vitality and sustainable prosperity of YSU and the community?**

- Achieve a better sense of options for YSU: become distinctively smaller physically; yet distinctively larger virtually OR....???
- Review of a specific plan related to enrollment, retention and graduation rate of minorities and first-generation college students
- Any actions that we take going forward must support the long-term sustainability of YSU as well as making YSU relevant for the future. The strategic plan will be a guide going forward. Our financial decisions will be paramount. As will our vision as to what the University will look like in the future regarding the size of the enrollment as well as the academic portfolio it has to offer.
- Final scorecard review and finalization
- Faculty and leadership assessment and succession planning
- Hiring of a diversity partner that brings a model of success with them
- How do we determine the appropriate proportion of full-time tenure-track vs. full-time nontenure-track faculty?
- Specific plans/steps for advancing academic vitality of the faculty
- Specifying what the prosperity of YSU and the Youngstown community will need for future growth
- Outlining specifics of what YSU may look like in 2030