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BACKGROUND MATERIALS
Tuesday, February 26, 2013

- 1. Strategic Plan Matrix** **Tab 1**
This matrix details the ongoing initiatives from the four cornerstones of the Strategic Plan.
- 2. Update on Strategic Plan** **Tab 2**
This update includes a report on Regional Engagement Dashboards in conjunction to the Strategic Plan.
- 3. Audits Timeline Matrix** **Tab 3**
This matrix tracks the progress of the implementation of recommendations for improvement or correction made by internal and external auditors.
- 4. General Accounting Year-End Implementation Timeline** **Tab 4**
This timeline is to reflect the process for key year-end activities of the audit process.
- 5. Single Audit Report** **Tab 5**
Annual audited report on financial information for federal programs.
- 6. WYSU-FM Annual Report** **Tab 6**
Annual audited report on financial information for WYSU-FM.
- 7. Audit Subcommittee Charter and Internal Audit Charter** **Tab 7**
This is provided as a regular part of the agenda.

STRATEGIC PLAN MATRIX

Legend: ■ Critical Delay ■ Behind But Manageable ■ On Schedule ■ Completed

Cornerstone	Start Date	Est. Date of Completion	Summary of Initiative	Current Status	Status
Student Success	2011-2012	Ongoing	Enrollment Management Team to examine and revise admission/retention requirements. Leader: Jack Fahey	The committee has morphed into several spinoff groups. A smaller Strategic Leadership Team (consisting of three Deans and the VPSA) meets twice monthly to improve and coordinate the University's enrollment efforts as well as steer our future directions. In addition, a large Crash Day committee planned and implemented three very successful CRASH DAYS and continues to meet to plan two more.	
Student Success	2011-2012		Develop Freshman-Year experience. Leader: Shearle Furnish	Meetings for deliberation are drawing to a close, and recommendations are being drafted. Among recommendations on which the committee has reached consensus and that will be forwarded are these: <ul style="list-style-type: none"> • College-based and college-created one-hour FYE seminars • Expand the implementation of student learning communities • Deans appointment of from one to three faculty mentors • Training for student resource allies • Develop and implement "Ask the Penguin," a network of referral services both physical and virtual • Revive and reform Freshman Convocation 	
Student Success	2011-2012		Improve course completion rates. Leader: Ikram Khawaja	Building upon the Spring 2012 semester pilot trial of "Starfish," a more expanded implementation was introduced in the Summer semester. During Summer semester, faculty who taught freshman level courses had access to use the Starfish software (150 classes). Currently in the Fall semester, there are 1,006 classes that have access to Starfish. All YSU undergraduate classes will be targeted for Spring 2013 semester. Faculty training sessions are continuously being offered. Long-term goals of Starfish include: increase faculty participation from 5% to 40%; to increase fall-to-fall first-year retention rates from 69% to 73%; to increase graduation rates from 34% to 43%, and to increase minority graduation rates from 12% to 20%.	
Student Success	2011-2012	Ongoing	Support faculty development in teaching and learning. Leader: Cary Wecht	The Faculty Development Committee supports faculty in all aspects of their career trajectories: orientation, mentoring, preparation toward tenure and promotion, awards and grants, scholarship and creative activities, best practices in teaching and learning and associated technologies, achieving job satisfaction, and life/work balance. The faculty development webpage hosts the activities schedule and helpful links and resources. <u>Activities to date, 2012-2013:</u> August Milton Cox: Learning Communities and Assessment (support role) Conducted survey on faculty development needs and interests September Mentoring at YSU: Connecting Across Campus 32 new faculty members were paired with faculty mentors Mentors have received materials to orient them to purpose and best practices Development of mentoring pairs is ongoing October Workshop: Dealing with At Risk Students, and Challenging Behaviors November Engagement Summit (support role) Workshop: Start NOW: Tips for Yearly Evaluation and Tenure & Promotion January All-Day Workshop: Design Your Online Course! February Workshop: Brush-Up on Research Statistics: What's a Chi Square, Again?	

Cornerstone	Start Date	Est. Date of Completion	Summary of Initiative	Current Status	Status
Student Success	2011-2012	Ongoing	Support faculty development in teaching and learning. Leader: Cary Wecht	<i>(Continued from page 1)</i> March Workshop: What I Wish I Knew... Managing Conflict in Professional Relationships April Workshop: Breathe New Life into Your Courses Over the Summer: Developing Stunning Students: How to Add Mastery and Meaning to Every Class 2012-2013 Redux: New Faculty and Mentors	
Student Success	2011-2012	Ongoing	Align advising systems. Leader: William Buckler	Listed are activities that are being undertaken by the Office of Academic Advising and the college academic advisors. The tasks are ambitious and not all may be met this academic year. <ul style="list-style-type: none"> • Develop a Faculty Advising Syllabus. • Review/revise current Academic Advising Syllabus. • Develop guidelines and commonalities for the six college advising websites and review/revise the university's general advising website. • Explore development of a student academic advising portfolio and concise student advising brochure. • Develop a single website on which all current university curriculum sheets are to be posted. • Develop a strategy to foster needed resources and university commitment to develop an online advising manual for faculty and college advisors. • Develop academic advising learning outcomes for the next several years. • More clearly define the meaning of the Strategic Plan's "Align Systems of Advising" initiative and establish a place of action to support it. • Establish advising guidelines to support College in High School Program. • Monitor and evaluate implementation and effectiveness of new conditional admission policy. • Begin a discussion to strategize development of college-based transition programs between Eastern Gateway Community College and majors within the six colleges. 	
Student Success	2012-2013		Raise more money for scholarships. Leader: Jack Fahey	As a first step, the YSU Foundation was asked to consider increasing its disbursement to the University. The Foundation agreed to do so. The funds were awarded to graduate students for fall. In addition, the Foundation has agreed to provide more funds in the future for scholarships. The next step is to work with the Foundation to facilitate awarding of more scholarships in students' initial scholarship packages. This impetus will enhance our ability to recruit deserving students.	
Student Success	2012-2013		Develop a major marketing campaign to position YSU as a University of choice (e.g., YSU Success Stories). Recruit underrepresented students, the best students, and students outside the immediate area. Leader:	Our marketing in Western PA continues to be very successful. We have increased our local marketing. Additionally, we have enhanced our marketing of graduate students. In September the Board of Trustees approved the extension of Western PA advantage pricing to the entire service area. We are visiting all of the high schools in the newly included area. Shortly, we plan to announce a new scholarship geared toward students from farther away.	
Student Success	2012-2013		Streamline academic experiences—e.g., 3-year degrees, credit for prior learning. Leader:		

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Student Success	2012-2013		Increase internship, cooperative-education, service-learning, and study-abroad opportunities. Leader:		
Student Success	2012-2013		Offer flexibly scheduled, alternative delivery, and distance-education courses and programs. Leader: Millie Rodriguez	An online MBA program will be available starting Fall 2013. Additional online programs are being developed.	
Urban Research	2011-2012	Ongoing	Provide technical support for grant writing and statistical analysis. Leader: Peter Kasvinsky	Discussions have been initiated with the Department of Mathematics and Statistics to identify ways to provide statistical expertise to principal investigators who need significant statistical analysis of data for grant submission and/or publication of results. Support can be provided by either faculty or graduate students in the Department of Mathematics and Statistics. Incentives for faculty/student participation in these activities are being considered.	
Urban Research	2011-2012	Ongoing	Expand undergraduate research opportunities. Leader: Jeff Coldren	Call for Proposals has been issued and are currently in review. Decisions and awards should be completed before the Board of Trustees Meeting.	
Urban Research	2011-2012	Ongoing	Create opportunities for interdisciplinary collaboration. Leader: Bryan DePoy	<p>The Faculty Development Committee is currently addressing the following items:</p> <ul style="list-style-type: none"> • Encourage regular meetings with those who are interested in or already engaging in interdisciplinary collaboration. • Create a formal means such as Quest-like venues through which to recognize exemplary examples of interdisciplinary collaboration. • Establish a faculty colloquium lecture series. <p>In addition, an interdisciplinary collaboration between the College of Fine and Performing Arts and the College of STEM has resulted in the donation of a \$125,000 induction furnace by Ajax-Tocco housed in Bliss Hall. The equipment is part of a larger collaboration, titled CoLab (Cooperative Laboratory), which teams students in mechanical engineering and sculpture.</p> <p>This year, Dr. Cary Horvath implemented a faculty mentorship program, through which each new faculty member is paired with someone from outside his/her college, with the express purpose being to stimulate cross-discipline communication, research, and innovation. Thirty-two new faculty have been assigned a mentor.</p>	
Urban Research	2011-2012	Ongoing	Provide training for grant management and development. Leader: Peter Kasvinsky	<p>The Office of Grants and Sponsored Programs (OGSP)—which is responsible for assisting YSU faculty and staff in submitting grant proposals for external funding, and for accepting grant awards for research, service, and academic development—is providing and/or sponsoring the following grant support and training. These activities also apply to benchmarking best practices in grant management.</p> <ol style="list-style-type: none"> 1. Grant Workshops: The director has initiated a series of presentations on grant development for new and experienced faculty and staff; workshops on focused and specialized topics are being scheduled; and presentations to department chairs, deans, and executive administrators are being planned and delivered. Fall workshops to new faculty have been completed. 2. RCR Training: <ul style="list-style-type: none"> • YSU is implementing processes to provide training and oversight on the responsible conduct of research (RCR) and/or ethics to undergraduates, graduate students, and postdoctoral researchers supported by NSF. 	

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Urban Research	2011-2012	Ongoing	Provide training for grant management and development. Leader: Peter Kasvinsky	<i>(Continued from page 3)</i> <ul style="list-style-type: none"> OGSP is assisting in review of policies and best practices in the choice of an RCR training program. Commercially available software - CITI (Collaborative Institutional Training Initiative) Training Program, for faculty and staff to be certified, has been purchased and its use is being implemented by the IRB. <p>3. OGSP Oversight of Other Mandated Compliance: YSU must adhere to federal and state laws (compliance regulations) which require individual certifications on the responsible use of human and animal subjects in research.</p>	
Urban Research	2011-2012	Ongoing	Add/implement selected graduate programs. Leader: Peter Kasvinsky	<p>Master of Arts in Gerontology –The full proposal has been approved at all levels of campus review and has been circulated to RACGS for comment. The program is preparing the Response Document for oral presentation at RACGS in Columbus.</p> <p>Doctor of Nursing Practice (DNP) –The Program Development Plan (PDP) has undergone the campus review process, and we have received RACGS’ comments. The Full Proposal is now in preparation in the department.</p> <p>Master's Degrees in Actuarial Science – Preliminary discussions have been initiated with the Department of Mathematics and Statistics prior to developing a new PDP for this degree.</p> <p>Master of Engineering Physics – This Program Development Plan (PDP) is being revised for resubmission to RACGS, since new faculty positions needed to staff the program have been allocated.</p>	
Urban Research	2011-2012		Develop marketing and recruitment strategies for graduate students and selected undergraduates. Leader: Jack Fahey	See Student Success Initiative “ <i>Develop a major marketing campaign...</i> ” In addition, Admissions has attended approximately 25 Graduate Fairs throughout the fall, and Marketing is developing print and web materials designed to enhance marketing and recruitment. Admissions, Registration, and Information Technology have implemented the Banner Document Scanning Module (BDSM) which will streamline the admissions process by enabling digital sharing of all student records.	
Urban Research	2011-2012	Ongoing	Advance Centers of Excellence to prominence. Leader: Ikram Khawaja	<p>The following progress has been made in advancing Centers of Excellence to prominence:</p> <p>Center of Excellence in International Business: State Recognition Ohio Chancellor Jim Petro named YSU’s Center of Excellence in International Business an Ohio Center of Excellence on 11/3/11. Global Learning Experiences The London Learning Experience, led by Dr. Bruce Keillor, is a four-week residential experience. Students will live in London, participate in academic coursework, and complete team projects for Harrods Department Store and a Youngstown-based company interested in exporting to the United Kingdom. Students will work with Dr. Keillor and faculty from the University of Wales-Trinity/Saint David. Business Community Outreach</p> <ul style="list-style-type: none"> Director of the Williamson Center for International Business (Dr. Bruce Keillor) is establishing a partnership with the University of Akron and Tiffin University. Students from both of these schools will be with our students in London this summer. The Small Business Development Center, under the leadership of Ms. Patricia Veisz, was awarded a \$60,000 grant to establish an <u>International Trade Assistance Center (ITAC)</u> to assist businesses in starting or expanding international trade activities. The grant, part of President Obama’s National Export Initiative, funds programming and an international trade assistance advisor to work with companies to initiate or expand international trade activity. Mousa Kassis was named ITAC Adviser. Student teams are involved in conducting international trade projects for businesses in our region. 	

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Urban Research	2011-2012	Ongoing	Advance Centers of Excellence to prominence. Leader: Ikram Khawaja	<p><i>(Continued from page 4)</i></p> <p>The Emerging Markets Initiative Funded by a grant from the US Department of Education, supported the China Study Tour (summer 2011). Eighteen students and three faculty visited businesses in Hong Kong, Shanghai, and Beijing. An international study tour to India is being planned for January 2013. Dr. Mohan Eunni, EMI director, is also providing leadership for the third International Business course to be offered as a part of the YSU Summer Honors Institute. A program on “Doing Business with China” is being planned for fall.</p> <p>Academic Programs</p> <ul style="list-style-type: none"> • WCBA has created a major in International Business; it is being offered as an ICP. • New courses have been developed in Emerging Economies and Global Marketing Communications. • The MBA-level Global Business course has been completely revised and has incorporated engagement with the business community. <p>Faculty Research and Accomplishments</p> <ul style="list-style-type: none"> • Several faculty members have published journal articles and/or books in international business. • Dr. Mohan Eunni, Emerging Markets Initiative Director, was named a 2012 Distinguished Professor of Scholarship and was promoted to Professor (Management). Dr. Eunni has a distinguished research record that consists of sixteen refereed journal publications, twenty-six conference presentations, three prestigious federal grants (\$540,000) from the US Department of Education, and he serves as the editor of <i>The International Journal of Emerging Markets</i>. • Dr. Wang Ying was awarded tenure and was promoted to associate professor of marketing. Since she has been at YSU, she has published thirteen peer-reviewed journal articles, six book chapters, and eleven conference proceedings. Her work focuses on online and international advertising, international public relations, new technologies and cross-cultural adaptation. This past fall she developed and taught a course, <i>Business Chinese</i>. She also serves as a visiting professor of advertising at Beijing University. • Dr. Bruce Keillor, director of the Williamson Center for International Business, was awarded tenure and promoted to Professor of Marketing. This past year he published two books: <i>International Business in the 21st Century</i> and <i>Winning in the Global Marketplace: A Practical Guide to Success in International Business</i> (both Praeger). • Dr. Keillor and MBA student Sarah Stafford are working with a local food manufacturer on exporting to the UK. This work was continued in the summer while the students were in London. <p>Plans for 2012-2013 include:</p> <ol style="list-style-type: none"> 1. Aggressively build the BSBA in International Business. 2. Offer new course in International Trade and Exporting that will include completion of projects for regional businesses. 3. Offer international study tour to India. 4. Offer an Entrepreneur-focused Global Learning Experience to the re-emerging market of Ireland. 5. Offer London Learning Experience in summer 2013. 5. Expand YSU's academic presence outside of the U.S. market. 6. Increase the opportunities for YSU students to interact with students from other universities. 7. Expand student-business interactions through student projects and internships. 8. Increase integration of Ohio Small Business Development Center and International Trade Assistance Center with WCBA activities. 9. Seek external grants to support new international business initiatives. 10. Provide grants to support faculty research and instructional development. 11. Explore Global Executive in Residence program. 12. Complete Center of Excellence web site. 13. Continue to implement activities of Emerging Markets Initiative. 	

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Urban Research	2011-2012	Ongoing	<p>Advance Centers of Excellence to prominence. Leader: Ikram Khawaja</p>	<p><i>(Continued from page 5)</i></p> <p>Center for Autism Faculty Appointment In August 2012, Dr. Darlene Unger joined YSU as Associate Professor and Director of Research for Autism. In this role, she coordinates the work of faculty and external researchers in advancing research that informs the treatment, educational and rehabilitative services, and outcomes for individuals with autism.</p> <p>Internally-Funded Projects 18 research projects at the Rich Center have been supported with internal funds from the Rich Center since 2004. Recent researchers include faculty members and students from NEO-MED, as well as Y.S.U. faculty and students representing the BCOE, BCHHS, and CLASS.</p> <p>Faculty Supervising YSU Students in Conducting Autism Related Research Dr. Rocio Rosales, assistant professor of psychology, has supervised the efforts of 16 graduate students assigned to complete their practicum requirements in Applied Behavioral Analysis at the Rich Center and other community-based programs or schools since 2009. Four YSU students have completed or are engaged in thesis research at the Rich Center. Dr. Unger is supervising a research project by an undergraduate student funded by the School of Research and Graduate Studies.</p> <p>Presentations at Professional Conferences In the past three years, 14 Y.S.U. faculty and students have presented 14 papers and posters on autism-related research at 10 professional conferences.</p> <p>YSU Community of Practice – Autism Research (CoP-AR) As of October 2012, 12 researchers have expressed an interest in participating in a community of practice around autism related research with the aim of engaging in collaborative, multi-disciplinary research. Institutions represented include 3 colleges within YSU (BCOE, CLASS, and BCHHS) as well as NEO-MED, Ursuline College, and Kent State University. Dr. Unger is working to identify additional autism researchers in Ohio and Pennsylvania to join the group. The initial meeting of researchers is targeted for January 2013.</p> <p>External Grant Submission In January, Dr. Unger submitted a grant proposal, “Youngstown State University – Transition Options in Postsecondary Settings,” to the Ohio State University Nisonger Center. The grant will support participation of youth with autism in inclusive college classes and social experiences at YSU, and internships at community businesses. The Mahoning County Educational Service Center is supporting the proposal, and additional funding will come from categorical grants for education and rehabilitation services for the participants.</p> <p>The YSU Center for Applied Chemical Biology The YSU Center for Applied Chemical Biology continues to work with a number of local companies. These collaborations include Rust Belt Brewery (Youngstown), CelVida, LLC (Boardman), NewTech (Salem), and Nanologix (Hubbard). Recently, Dr. Carl Johnston completed a contractual study with BioRemedial Technologies of Hermitage, Pennsylvania, which was facilitated by the YSU Research Foundation. Other commercial entities have expressed interests in collaborating with the Center and those possibilities are being explored. The Center also continues to promote student education and academic collaborations with other institutions. For example, Dr. Chet Cooper’s laboratory continues to train Ph.D. students through a joint international collaboration with Chiang Mai University (Thailand). He is currently hosting a Thai Ph.D. student to train in molecular biology and consideration is being given to hosting yet another in the next year. In addition, the Center greatly anticipates hosting its first visiting faculty member. Dr. Andrew Greene of Ashland University (Ohio) will spend a sabbatical year in the Center working on collaborative projects. Hopefully, this will lead to a mutually beneficial relationship with a sister institution. Finally, the Center will begin an outreach program this summer by employing high schools students from local STEM-related schools to work as research assistants.</p>	

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Urban Research	2011-2012	Ongoing	Advance Centers of Excellence to prominence. Leader: Ikram Khawaja	<i>(Continued from page 6)</i> Center of Excellence in Materials Science and Engineering CEMSE activities for FY 2011-12 include: <ul style="list-style-type: none"> • About 70 papers were published or accepted for publication in refereed journals. • Ten external grants and three CTME grants were awarded to CEMSE-affiliated faculty and staff with total award amount of over \$1.5 M. Awards were granted by the Ohio Dept. of Development, NSF, the U.S Dept. of Energy, the Ohio Space Grant Consortium, and the DoT-CTME. CEMSE-affiliated faculty, staff, and students gave approximately 36 external conference presentations. <ul style="list-style-type: none"> • Ten MS students completed their thesis work in a Materials Science/Engineering area and graduated from YSU. • Five students were recruited for the new Ph.D. program in Materials Science & Engineering, who began their studies in fall 2012. YSU Highlight: Collaboration between Fireline, a CEMSE-affiliated research staff member, and YSU undergraduate researchers resulted in a First Place poster prize at the 4th Annual Success in Math and NSF STEM Research Poster Session, April 14, 2012, Cleveland State University, Cleveland, OH. Poster title was "Extraction and Characterization of Intermetallic Fe-Al particles from Aluminum Alloys," and participants were Kristen Hernandez, Nikki Rendziniak, Nick Ragan, Brian Stahl, Hannah Rebraca and Dr. Matthias Zeller.	
Urban Research	2012-2013		Re-engineer processes to reduce time, paperwork, and divisional barriers to research and scholarly activity. Leader: Rachael Pohle-Krauza	The team has completed their investigation of "best practices" from peer institutions, and has jointly created a series of narratives providing a synopsis of findings for each. An explanatory preamble (providing background and methodology), data/results from investigative efforts, summary narratives, and illustrative examples, have all been compiled into a draft report. The report is currently undergoing editorial review, and will be circulated to the team for final approval, with forthcoming recommendations implemented by the team leader by the end of March. The team will then conduct a presentation of their findings and final report to Dr. Elias and Provost Khawaja in April or early May, 2013.	
Urban Research	2012-2013		Publicize research outcomes. Leader: Betty Jo Licata	The team consists of Betty Jo Licata (WCBA), Ron Cole (Marketing & Communications), Tim Francisco (English), Howard Mettee (Chemistry), Patrick Bateman (Management), Ying Wang (Marketing), Ganesaratnam Balendiran (Chemistry), Darlene Unger (Education), Rachael Pohle-Krauza (Human Ecology), and Ewelina Boczkowska (Music). The primary task is to recommend steps to be taken to proactively promote the quality and impact of the scholarship/research being done at YSU. The team will build upon the recommendations of the Senate Research Committee and the "Best Practices in Research" team (see above) in developing a marketing and communications strategy that increases the visibility of YSU in the regional and national arena. The Team is in agreement that YSU must be aggressive in promoting the outcomes and impact of faculty scholarship and to position our faculty as experts with the national media.	
Urban Research	2012-2013		Benchmark and apply best practices in grant management. Leader: Theresa Orwell	The survey to assess the areas of grants that work well and those that could use some improvement has been distributed via an email communication with a link to Survey Monkey. The response period is through the end of January 2013. Once the results are received and reviewed, the team will make recommendations on ways to improve YSU's grant process.	
Accountability and Sustainability	2011-2012		Identify and implement a new approach to University budgeting that includes cost-benefit analysis. Leader: Neal McNally	A Budget Development Council (BDC) has been formed and is working to implement our new Modified Initiative-Based Budgeting model for the start of FY 2014. The BDC is focused on building a sustainable budget that has salaries and fringe benefits distributed to units, that has the capacity to enable fiscal year carry-forward of positive account balances and which has built into it some amount of strategic realignment of recurring funds.	

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Accountability and Sustainability	2011-2012		Align budget priorities with strategic priorities. Leader: Neal McNally	As mentioned above, the implementation of our new Modified Initiative-Based Budgeting model has build into it a realignment of recurring funds that focuses on strategic priorities. Specific decisions will be communicated as the decisions are made.	
Accountability and Sustainability	2011-2012		Create a central database to support all initiatives. Leader: Eugene Grilli	The initial consult with staff from Ellucian is complete and work is progressing on the development of the YSU Data Warehouse. The first instance of the Data Warehouse is expected to be available by April 2013. A Data Governance group is being formed to ensure that we are, now and ongoing, collecting and retaining accurate information.	
Accountability and Sustainability	2011-2012		Systematically review, simplify, and automate business practices. Leader: Paul Kobulnicky	We have completed a review of our Business Related Expenses policies and procedures. We continue to work on payroll related issues with a current focus on reducing the number of different payroll schedules we offer; cleaning up issues involving the cutting of paper checks and the streamlining of leave reporting. In addition, we are currently working to improve our travel processes.	
Accountability and Sustainability	2011-2012		Explore and implement shared services as needed. Leader: Paul Kobulnicky	YSU continues to be an active participant in the Ohio Board of Regents (OBOR) Efficiency Advisory Committee. At these meetings we affirmed all of the good work on state-wide shared services, mostly in the areas of procurement, that have been led by the IUC. We will continue to direct a lot of the work of the OBOR Committee through the IUC. YSU and Kent State University officials met during December to identify areas of potential for shared services. We will focus on purchasing and travel and look for ways to create a virtual shared organization since nearly all of the functions of these two processes are on-line.	
Accountability and Sustainability	2011-2012		Establish a culture of customer service. Leaders: Jack Fahey and Paul Kobulnicky	The Office of Student Assessment recently administered the Noel-Levitz Student Satisfaction Survey and has begun to disseminate the information from that report. A University committee is also working on a "Campus Climate" survey. This data will be shared and compared with other satisfaction data to be used as a starting point for assessing where our customer service priorities lie. A Student One-Stop Center designed to improve customer service with the Registration, Financial Aid, and Student Accounts areas has been staffed and will open officially in February. The Office of the Vice President for Finance and Administration has charged a team in his division to evaluate the customer service levels for the units and services that report under him. The team has been formed and is beginning to develop a simple on-line customer service survey that will focus initially on other YSU staff as the customers.	
Accountability and Sustainability	2011-2012		Establish effective communication systems. Leaders: Joe Mosca and Paul Kobulnicky	As a part of the new communication plan there has been a focus of activity on two major strategic efforts. During the Ellucian consult, the Data Warehouse project engaged over 40 potential campus stakeholders during the three campus visits of the consultants. The Budget Development task force helped to place and article in the YSU update on the new budget model and members of the BDC have been meeting with Deans and Department Chairpersons to communicate expectations and the current status of the budget implementation project as well as to listen to concerns about the changes in budgeting at YSU.	
Accountability and Sustainability	2012-2013		Update and implement the Technology Master Plan on an ongoing basis. Leader: Ken Schindler	Analysis of the current state of educational and administrative technology at YSU has begun.	

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Accountability and Sustainability	2012-2013		Form an IT steering committee to align IT priorities with strategic priorities. Leader: Ken Schindler	Duplication between two committees has been resolved. ITS will begin to work with the Information Technology Advisory Committee (ITAC) once the Fall semester is in session. The ITAC has met twice and created a sub-committee to evaluate and recommend which system should be YSU's long term Learning Management System.	
Regional Engagement	2011-2012	Ongoing	Develop strong relationships with regional economic development agencies. Leader: Ron Chordas	<p>The YSU Research Foundation continues to work with the Regional Chamber of Commerce in an effort to establish a working relationship with Power Plaza, LLC (Korea) in order to facilitate future applied research collaborations between this company and the YSU College of STEM. In addition, the Research Foundation is currently pursuing relationships with several local companies to supply needed testing services via the STEM College.</p> <p>Representatives from the College of Fine and Performing Arts have partnered with individuals from the Regional Chamber of Commerce to explore means through which arts and culture may be supported to, in part, serve as a business/industry attractant and driver in the regional economy.</p> <p>University Outreach/Metro continues to participate on the Competitiveness Council of the Ohio Pennsylvania Region Network. We partner with the Council participating in the Business Resource Network that has been expanded into Western Pennsylvania through a six million dollar Ohio Workforce Innovation fund grant. Metro Outreach also partners with the OPEN region in the above Pathways to Competitiveness grant in the further development of career pathway "road maps," the promotion of assessments and credentials to employers, and offers and facilitates professional development opportunities.</p> <p>YSU and its STEM College continue to be active partners in the Youngstown Ohio Utica and Natural Gas (YOUNG) Conference and Expo. This event, sponsored by the Youngstown/Warren Regional Chamber of Commerce, provides the opportunity for businesses and other entities to interact with other. One outcome of YSU's involvement in YOUNG has been the establishment of the Natural Gas and Water Institute (NGWI) within YSU's STEM College. NGWI is uniquely positioned to facilitate industrial needs in the growing shale oil and gas sector and is now seeking collaborative relationships.</p> <p>YSU is the recipient of a \$573,300 Award from the Ohio Board of Regents for our Program for Internships and Coops in Advanced Manufacturing and Related Industries (PICAM) which, together with total employer match of \$576,700 and YSU costs of \$144,349, results in a total overall project of \$1,294,249. This funding will help subsidize wages for Coops and Internships in state sanctioned positions in business, engineering, and the sciences, and will provide for scholarship funding for students who successfully complete the program requirements.</p> <p>In the summer of 2012, Youngstown was announced as the location of the first National Advanced Manufacturing Initiative, the \$30 million National Additive Manufacturing Innovation Institute (NAMII), funded by the U.S. Departments of Defense, Energy, and Labor. YSU hosted the consortium of nine higher education institutes from the Ohio/Pennsylvania TechBelt region as well as some forty nationally prominent industrial partners during the intense and compressed proposal development process. YSU's Dr. Darrell Wallace has been named the Acting Deputy Director of NAMMI's Workforce Development Activity, responsible for both academic curriculum innovation and workforce development and training activities in support of this emerging new technology.</p> <p>On December 19, 2012, the Western Reserve Port Authority Board of Directors approved the transitional plan that will result in the integration of the Mahoning River Corridor Initiative into the Port Authority in 2013. The corridor initiative, housed at the YSU Center for Urban and Regional Studies, is a public/private regional collaboration dedicated to establishing and implementing a regional urban economic and brownfield revitalization plan in the Mahoning River corridor communities. The integration will accomplish the goal of improving coordination among economic development organizations in the valley and integrating their respective resources to more efficiently and effectively advance economic development.</p> <p>YSU continues to participate as a member of the Northeast Ohio Sustainable Communities Consortium (NEOSCC). Two staff from YSU serve on the Board of Directors. The NEOSCC is a consortium of governments, community and economic development organizations</p>	