Youngstown
STATE UNIVERSITY

BOARD OF TRUSTEES
ACADEMIC QUALITY AND STUDENT SUCCESS COMMITTEE
Carole S. Weimer, Chair
James E. "Ted" Roberts, Vice Chair
All Trustees are Members
Randy J. Dunn, *Ex-Officio*

Tuesday, September 10, 2013   Tod Hall
1:00 p.m.   Board Meeting Room

AGENDA

A. **Disposition of Minutes for Meeting Held May 30, 2013**

B. **Old Business**

C. **Committee Items**

   1. **Student Affairs**

      a. **Student Affairs Action Item**

         1) **Resolution to Modify** *The Code of Student Rights, Responsibilities, and Conduct*   **Tab 1**
         Jack Fahey, Vice President for Student Affairs and Ombudsperson, will present the modification to the Code to identify the new University Title IX Coordinator.

      b. **Student Affairs Discussion Items**

         1) **Fall Enrollment Update**   **Tab 2**
         An update regarding fall 2013 enrollment will be presented for discussion by Jack Fahey, Vice President for Student Affairs and Ombudsperson. (Materials will be sent after 14th day data is available.)

         2) **Annual Report for the Office of the Registrar**   **Tab 3**
         The 2012-2013 Annual Report for the Office of the Registrar will be presented for discussion by Jeanne Herman, Registrar, and Jack Fahey, Vice President for Student Affairs and Ombudsperson.

3) **Starfish Update**   **Tab 4**
An update regarding Starfish will be presented for discussion by Jonelle Beatrice, Executive Director of Student Life, and Jack Fahey, Vice President for Student Affairs and Ombudsperson.

4) **WYSU-FM External Review and Goals**   **Tab 5**
Results of an external review done by the University Station Alliance will be reviewed and discussed by Gary Sexton, Director of WYSU-FM, and Jack Fahey, Vice President for Student Affairs and Ombudsperson.

2. **Academic Affairs**

   a. **Academic Affairs Action Items**

   1) **Resolution to Modify Organization of Instruction Policy, 1007.01 and Other University Policies to Identify the College of Creative Arts and Communication**   **Tab 6**
   Dr. Ikram Khawaja, Provost and Vice President for Academic Affairs will report.

   2) **Resolution of Support for Economic Development Administration Grant Application**   **Tab 7**
   Dr. Ikram Khawaja, Provost and Vice President for Academic Affairs, and Dr. Ronald Chordas, Associate Provost for University Outreach and Executive Director of the Public Service Institute, will report.

   b. **Academic Affairs Discussion Item**

   1) **Strategic Plan Cornerstone Update**   **Tab 8**
   Dr. Ikram Khawaja, Provost and Vice President for Academic Affairs, will present a progress report of the Urban Research Transition initiatives.

D. **New Business**

E. **Adjournment**

AGENDA TOPIC: Resolution to Modify *The Code of Student Rights, Responsibilities, and Conduct*

STAFF CONTACT(S): Jack Fahey, Vice President for Student Affairs and Ombudsperson, and Cynthia Kravitz, Director of Equal Opportunity and Policy Compliance

BACKGROUND: The new Director of Equal Opportunity and Policy Compliance position is responsible for handling discrimination and sexual violence complaints. The Code of Conduct needs to be revised to inform students of that change.

SUMMARY AND ANALYSIS: A simple change of title and contact information on two pages of the Code.

RESOLUTION:
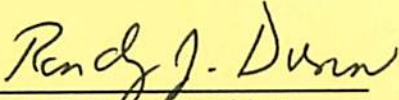
RESOLUTION TO MODIFY *THE CODE OF STUDENT RIGHTS, RESPONSIBILITIES, AND CONDUCT*

WHEREAS, *The Code of Student Rights, Responsibilities, and Conduct (The Code)* outlines student rights, responsibilities, and conduct as well as the due process and disciplinary procedures utilized, details of the academic grievance procedure, the students records policy, etc.; and

WHEREAS, a section of *The Code* has been updated and revised;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby revise *The Code* shown as Exhibit __ attached hereto.

RECOMMEND APPROVAL:

Randy J. Dunn, President

Board of Trustees Meeting
September 25, 2013
YR 2014

veteran status. The complaint procedure is intended to provide assistance and guidance for those alleging some form of discrimination.

The University is committed to adhering to the state and federal laws, such as Title VII of the Civil Rights Act of 1964, which prohibits discrimination in employment, and other areas and Title IX of the Educational Amendments of 1972 which prohibits discrimination on the basis of sex in higher education, the Americans with Disabilities Act of 1990, Section 504 of the Rehabilitation Act of 1973, the Age Discrimination Act of 1975, the Vietnam Era Veterans' Readjustment Assistance Act of 1974 and Chapter 4112 of the Ohio Revised Code.

Section B. Definition

A complaint of discrimination is any claim of an injury, injustice, or wrong based on the person's sex, race, religion, color, age, national origin, sexual orientation, gender identity and/or expression, handicap/disability, or veteran status. Discrimination includes acts of sexual violence. However, the procedures to be followed for filing a complaint of sexual violence differ from the procedures for filing a complaint of other types of discrimination.

Section C. Procedure

1. Discrimination Complaints

   The Office of Equal Opportunity and Policy Compliance ("EOPC") is responsible for equal opportunity compliance. All claims of discrimination should be made to the EOPC Office. Complaints of discrimination will follow the procedures outlined in the Equal Opportunity Discrimination Complaint Procedure available in the EOPC Office and when applicable the Title IX Grievance Procedures.

   Students may contact the EOPC Office by calling 330-941-2340 or obtain additional information about report procedures and discrimination and harassment which is available on the University website. The University Guidebook also contains the reporting and investigating procedures for discrimination and harassment. See Policy No. 2001.03 – Discrimination/Harassment and Policy No. 2001.01 – Equal Opportunity Discrimination Complaint Procedure and the Guidelines for Investigating Complaints of Discrimination/Harassment.

   The EOPC Office will investigate and make a determination as to whether there is a reasonable basis to believe that discrimination has occurred and make a recommendation. If it is determined that *The Code* has been violated, the EOPC Office will notify the Student Conduct Administrator to begin the student conduct process set forth in Article VI.

2. Sexual Violence Complaints

   Title IX of the Education Amendments of 1972 (Title IX), 20 U.S.C. Sections 1681 et seq., and the regulations, 34 C.F.R Part 106, specifically prohibit discrimination on the basis of sex in education programs or activities operated by recipients of federal financial assistance. Complaints of sex discrimination in education programs or complaints of sexual violence should be made to the University's Title IX Coordinator, The Director of Equal Opportunity and Policy Compliance, by calling 330-941-2216.

   The Title IX Coordinator will commence an investigation and determine whether student discipline charges will be filed. If it is determined that *The Code* has been violated, the Title IX Coordinator will notify the Student Conduct Administrator to begin the student conduct process set forth in Article VI.

Section D. Sex Discrimination

1. Introduction

   The information outlined below is designed to aid in the process of educating members of the University community, serve as a means of preventing sex discrimination, sexual harassment and violence, and to promptly and fairly respond to alleged incidents of sex discrimination.

2. Definition

   A complaint of sex discrimination is any claim of an injury, injustice, or wrong based on the person's sex, sexual orientation, gender identity and/or expression,

3. Scope

   a. Any individual in the University community may lodge a complaint against any other member of the University community.

   b. The jurisdiction of *The Code* encompasses behavior that occurs both on or off University premises, if the conduct impairs, obstructs, interferes with or adversely affects the mission, processes, or functions of the University, pursuant to the jurisdiction of *The Code*, Article II., Section A.

Section E. Sexual Harassment

1. Definition

veteran status. The complaint procedure is intended to provide assistance and guidance for those alleging some form of discrimination.

The University is committed to adhering to the state and federal laws, such as Title VII of the Civil Rights Act of 1964, which prohibits discrimination in employment, and other areas and Title IX of the Educational Amendments of 1972 which prohibits discrimination on the basis of sex in higher education, the Americans with Disabilities Act of 1990, Section 504 of the Rehabilitation Act of 1973, the Age Discrimination Act of 1975, the Vietnam Era Veterans' Readjustment Assistance Act of 1974 and Chapter 4112 of the Ohio Revised Code.

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Section C. Procedure

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    The Office of Equal Opportunity and Policy Compliance ("EOPC") Diversity ("EOD") is responsible for equal opportunity compliance. All claims of discrimination should be made to the EOPCD Office. Complaints of discrimination will follow the procedures outlined in the Equal Opportunity Discrimination Complaint Procedure available in the EOPCD Office and when applicable the Title IX Grievance Procedures.

    Students may contact the EOPCD Office by calling 330-941-23403370 or obtain additional information about report procedures and discrimination and harassment which is available on the University website. The University Guidebook also contains the reporting and investigating procedures for discrimination and harassment. See Policy No. 2001.03 – Discrimination/Harassment and Policy No. 2001.01 – Equal Opportunity Discrimination Complaint Procedure and the Guidelines for Investigating Complaints of Discrimination/Harassment.

    The EOPCD Office will investigate and make a determination as to whether there is a reasonable basis to believe that discrimination has occurred and make a recommendation. If it is determined that *The Code* has been violated, the EOPCD Office will notify the Student Conduct Administrator to begin the student conduct process set forth in Article VI.

2. Sexual Violence Complaints

Title IX of the Education Amendments of 1972 (Title IX), 20 U.S.C. Sections 1681 et seq., and the regulations, 34 C.F.R Part 106, specifically prohibit discrimination on the basis of sex in education programs or activities operated by recipients of federal financial assistance. Complaints of sex discrimination in education programs or complaints of sexual violence should be made to the University's Title IX Coordinator, ~~Vice President for Student Affairs, by calling 330-941-3532.~~ The Director of Equal Opportunity and Policy Compliance, by calling 330-941-2216.

The Title IX Coordinator will commence an investigation and determine whether student discipline charges will be filed. If it is determined that *The Code* has been violated, the Title IX Coordinator will notify the Student Conduct Administrator to begin the student conduct process set forth in Article VI.

Section D. Sex Discrimination

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The information outlined below is designed to aid in the process of educating members of the University community, serve as a means of preventing sex discrimination, sexual harassment and violence, and to promptly and fairly respond to alleged incidents of sex discrimination.

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Section E. Sexual Harassment

1. Definition

AGENDA TOPIC: Fall Enrollment Update

STAFF CONTACT(S): Jack Fahey, Vice-President for Student Affairs and Ombudsperson

BACKGROUND: Fall enrollment results and analysis will be presented.

SUMMARY AND ANALYSIS: Fall enrollment numbers will be well short of the goal we set. The final analysis will show a number of bright spots on the recruitment end. However, continued large losses of continuing students stymie our ability to turn our declining enrollment circle around. We anticipate the following as general trends when we have our Day 14 data:
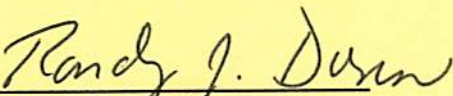
- An increase in number and quality of new students
- An increase in transfer students
- An increase in Graduate students
- A decrease in continuing students

Final enrollment numbers for Fall 2013 will be forwarded separately once we have reached the Day 14 threshold date, September 4. Data should be readied by September 5 for transmittal to the Board.

The report will outline our plans for this next enrollment cycle.

RESOLUTION: N/A – DISCUSSION ITEM ONLY

REVIEWED AS TO FORM AND CONTENT:

Randy J. Dunn, President

Board of Trustees Meeting
September 25, 2013
YR 2014

AGENDA TOPIC: Annual Report for the Office of the Registrar

STAFF CONTACT(S): Jack Fahey, Vice-President for Student Affairs and Ombudsperson, and Jeanne Herman, Registrar
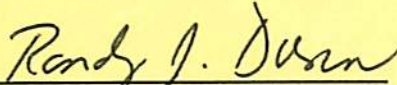
BACKGROUND: As you will see from the listing of *Our Core Functions* on the cover page of their report, the Office of the Registrar is central to most of what the rest of the campus does to help students be successful. However, most of what the Registrar's Office does is done in a "behind the scenes" supportive role. Since it has been a number of years from when a report has been provided to the Trustees on the Registrar's Office, one is provided here for your information.

SUMMARY AND ANALYSIS: The best way to summarize the recent progress of the Registrar's area is to say that they continue to introduce cutting edge technology to the University community and they intentionally do so in a manner that enhances the University's ability to provide excellent service to our students. A good example of this is our new student ID system. The ID system not only provides students with modern ID functionality, but it also gives faculty, advisors, staff, etc., the ability to pull up students photos in order to enhance their ability to get to know their students. Other advances highlighted will include:

- Leading the way in the use of electronic transmission of transcripts
- Leading the incorporation of BDMS software which puts each student's entire file (similar to the medical model) onto service providers desktop so that multiple offices are able to assist students concurrently
- Managing the behind the scenes aspects of the Starfish system
- Creation of the One Stop Center to enhance customer service and retention
- Electronic application for graduation

RESOLUTION: N/A – DISCUSSION ITEM ONLY

REVIEWED AS TO FORM AND CONTENT:

Randy J. Dunn

Randy J. Dunn, President

Board of Trustees Meeting
September 25, 2013
YR 2014

Youngstown State University

ANNUAL REPORT
FOR THE OFFICE OF THE REGISTRAR

2012–2013

Our Purpose

The Office of the Registrar, a department within the Division of Student Affairs and the Enrollment Services unit, provides quality service to our students within all areas related to enrollment by supporting the systems and policies of the learning environment and safeguarding the integrity of the University's records and regulations.

The department is committed to :

- Providing a proficient and holistic level of customer service that will lead to increased student retention and persistence.
- Maintaining an accurate permanent record for each student.
- Furnishing necessary information, support and referrals to the University Community and outside agencies in an efficient manner while consistently administering FERPA regulations.
- Supporting students, faculty and staff by integrating the latest technology into our services.

Our Core Functions

The Office of the Registrar is comprised of three main areas: Student One Stop Services, Records Services, and Registration Services. The primary functions and responsibilities for each area are outlined below.

- Academic Eligibility and Progress
- Course and Room Scheduling
- Degree Verification and Diploma Services
- Document Management and Imaging
- Enrollment Certification
- Final Exam Scheduling
- Liaison for Student Enrollment Support with the University
- Manage Banner Student SIS
- Manage Access to and Release of Student Academic Information
- One Stop Support for the areas of Records, Registration, Student Accounts and University Receivables (SAUR) and Financial Aid and Scholarships
- Photo ID Card Processing
- Research and Assessment
- Registration
- Academic Record Management and Maintenance
- Transcript Services

Strategic Goals & Outcomes

In an effort to support the 2020 Strategic Plan, the Division of Student Affairs and Enrollment Services, the Office of the Registrar established goals to strategically manage our efforts in support of student retention and faculty understanding. Our annual report is structured into five themes, each identifying a goal and the outcomes achieved.

Theme 1: The Office of the Registrar will be able to provide proficient services and operations for students, faculty and staff.

- Strengthen office practices by streamlining services
- Respond to external initiatives impacting the University
- Reduce the use of paper in all operations

Theme 2: Students will be able to recognize improved technology through integrated processes.

- Provide leadership and support for Starfish implementation
- Apply the BDMS imaging system into enrollment service areas
- Enhance self-service options
- Introduce a phone call center via the Student One Stop

Theme 3: Students will be able to benefit from improved, direct customer service.

- Implement a new frontline service model via the Student One Stop
- Respond to the needs of unique student populations

Theme 4: The Office of the Registrar will be able to focus collaboration efforts to update student record retention policies.

- Develop a retention map of our core functions
- Share Policy and Record Issues with University Stakeholders In an Efficient Manner
- Identify and address risks to records

Theme 5: The Office of the Registrar will be able to create a development-focused work environment.

- Reorganize offices, job positions and professional development opportunities
- Enhance Graduate Assistant Interns' skills in student development and assessment

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Theme 1: The Office of the Registrar will be able to provide proficient services and operations for students, faculty and staff.

1.1 Strengthen Office Practices by Streamlining Services

After assessing our current practices through benchmark comparisons, current research/trends and post-ERIP vacancies, the Office of the Registrar restructured into three functional areas. The Student One Stop model was implemented and became our frontline service. A Student One Stop associate director and two counselors were hired and cross-trained in the areas of records, registration, student accounts, and financial aid and scholarships to assist students, faculty and staff with their inquiries. The streamlining of our frontline customer service to one area gave Records and Registration the ability to concentrate on special populations and implement new technology for students, faculty and staff (see Theme 3, page 5).

1.2 Respond to External Initiatives Impacting the University

The Office of the Registrar responds to external initiatives each year. This year a need was demonstrated from student's parents/guardians to maintain a common FERPA release form for the Offices of the Registrar, Financial Aid and Scholarships, and Student Accounts and University Receivables (SAUR). The Student One Stop worked collaboratively to develop a form and a notation process in the online system accessible to all three offices. One Stop staff also completed call center enrollment projects for orientation, and placement testing, offices as well as FAFSA.

The Ohio Board of Regents mandated all state institutions to electronically send and receive transcripts through a course of action known as the XML transcript process. Currently, Youngstown State sends transcripts through the XML process to 35 colleges in Ohio, including the 13 state institutions that were originally mandated. This year we processed 1,199 transcripts electronically.

Federal regulations require every institution to report student enrollment. Each semester the Office of the Registrar reports enrollment to the National Student Clearinghouse according to these guidelines. This year, we successfully submitted over 32,000 enrollment verifications to the Clear-

inghouse. Our semester submission schedule allows Youngstown State University to stay in compliance. The National Student Clearinghouse also verified 2,219 degrees on our behalf. Using the Clearinghouse resources eliminates the need to have our staff manually verify degrees which increases efficiency and productivity in our office.

1.3 Reduce the Use of Paper in Operations

In an effort to manage resources effectively, the Office of the Registrar has eliminated many printed materials by using technology. Thanks to the *MyYSU* portal, we no longer print the Schedule of Classes, Individual Class Schedules, Unofficial Transcripts or Final Grade Report Cards. Since fall of 2007, we have saved over $500,000 in cost and paper products.

This year we focused our efforts on ways to increase communication while continuing to discontinue the use of paper. First, we restructured our Registration by Appointment information distribution from generic postcards to personalized e-letters. This not only eliminated the cost associated with Registration by Appointment communication, the personalized communication format also increased the total number of students who registered during this time period as compared to last year (see Focus on Retention, page 7).

As stated previously, the XML transcripts are currently sent to 35 universities. Over the last three years, we have sent 3,367 e-transcripts which continues to decrease postage and paper costs for the office.

Embracing technological advancements, the Office of the Registrar has eliminated individual paper manuals and implemented an all-office, electronic DokuWiKi Manual. DokuWiki is a simple to use and easy to maintain open wiki software that doesn't require a database. It has built in access controls and authentication connectors that make DokuWiki especially accessible to the three areas within the Office of the Registrar. It allows us to organize our processes, track document processing changes per user and provide a central location for common forms and information that can be accessed ad infinitum.

Strategic Goals & Outcomes

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Theme 2: Students will be able to recognize improved technology through integrated processes.

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2.1 Provide Leadership and Support for Starfish Implementation

Starfish is the University's software retention program. The program allows faculty and staff to take a proactive approach to academic intervention. Under the guidance of the Office of the Registrar, the Starfish implementation team successfully increased the Starfish Early Alert system from a small group of users to include the entire campus within one year. We began our implementation with a small target group of 15 instructors for summer 2012 term. In the fall 2012 term we expanded our user group to allow all faculty teaching freshman level classes to use the system. This encompassed over more than 1500 classes. For spring 2013, every instructor teaching any undergraduate class had the capability to use the Starfish system.

In addition to the successful expansion of faculty users, we also increased the usage of Starfish that reached beyond academic advisors and intervention specialists in the Center for Student Progress. Starfish access and training was provided to athletic advisors, math assistance center personnel, coordinators for Youngstown Early College, and student life employees. Although the Starfish Early Alert system is campus wide, we continue to discover new areas that will benefit from using Starfish.

2.2 Apply the BDMS Imaging System Into Enrollment Service Areas

BDMS, (Banner Document Management Suite), is a document imaging system that exchanges paper documents into electronic information sharing. This system allows different areas of the university to view documents such as a student application or credentials immediately as opposed to waiting for a paper copy. This year the Office of the Registrar took the lead in the implementation of BDMS for the following areas: Records, Registration, Student One Stop, Admissions, School of Graduate Studies & Research and the Center for International Studies and Programs. We created a document retention plan and formalized our indexing structure for all parties involved.

2.3 Enhance Self-Service Options

The Office of the Registrar successfully partnered with the National Student Clearinghouse to implement online transcript requests for past and present YSU students. Students and alumni can order official transcripts via the Web at any time. Prior to this implementation a student had to come in person, write or fax a request form in order to receive an official transcript. Once the request was received, it was a manual process to review the request and print the transcript. This cutting edge software that was developed by the National Student Clearinghouse and our own technical staff authenticates the student's on-line signature and allows us to programmatically identify who can receive a transcript and who has a record hold. E-mails and/or text messages about receipt of the request and confirmation that the transcript has been sent are automatically generated, as well as messages sent directly to the student about any holds that prevent a transcript request from being processed. YSU is only the third school nationally, and one of the first in Ohio to go-live with this automation through the National Student Clearinghouse. This year we processed 9,521 transcripts through the Clearinghouse, and 95% of requestors selected the on-line consent form in place of paper.

The Student One Stop executed several centralized options for information. A centralized website for records, registration, SAUR and financial aid and scholarships was created; students can even log in to the MyYSU portal from the new website. Students, faculty and staff can follow the office on twitter @YSUOneStop for up-to-date enrollment information. An one stop email address was employed, too; professional staff answer dozens of email requests each week varying from financial questions to FERPA release requests.

We have also internally developed an on-line application for graduation. This process removes a manual process for the student, academic advisor and records staff. Beginning Summer 2013, for the first time, advisors can approve a student for graduation, the student can apply and pay for graduation online and specific data will be uploaded into our system for graduation processing.

2.4 Introduce a Phone Call Center via the Student One Stop

The Student One Stop was designed to centralize student services. With the introduction of the Student One Stop, a state of the art phone system was installed to help us enhance customer service. The call system allows incoming calls to be evenly distributed to counselors, tracks all incoming calls, and recognizes peak volume times. During spring 2013, our call system identified high volume times between 12:00 p.m. and 2:30 p.m. on a regular basis. This data allows our area to manage phone calls and walk-in customers effectively.

Theme 3: Students will be able to benefit from improved, direct customer service.

3.1 Implement a new front-line service model via the Student One Stop

The implementation of the Student One Stop in September 2012 has allowed current students to resolve enrollment issues in one central location. The Student One Stop is staffed with one associate director and two counselors who have worked throughout the past year to reduce the shuffle of walk-in appointments between Financial Aid and Scholarships, SAUR and other offices on campus. Consistently, survey data indicates that current students are greatly satisfied with the work of the Student One Stop and would highly refer other students to seek assistance from Student One Stop staff (see Focus on Student Service, page 7). The One Stop model has greatly enhanced the service we give our students, ultimately working toward increasing retention and improving campus-to-student communication.

3.2 Respond to the Needs of Unique Student Populations

Youngstown State University had more than 2,000 students who received some type of additional enrollment support from the Office of the Registrar during the summer, fall and spring semesters. The Registration Office provides special course scheduling and student system overrides for student veterans, College in High School students, Department for Rehabilitation Corrections (DRC) students, SB140 Program students, St. Elizabeth's Nurse Anesthetists, Study Abroad students, Youngstown Early College students and workshop participants. We also assisted the Department of Nursing by providing their junior and senior nursing cohorts with internship badges using our photo ID system; we saved the department several hundred dollars by creating these badges in house.

Additionally, the Student One Stop began assisting the Office of Admissions by providing support for the admission and criminal background process. Staff collects documentation and disseminates background forms as necessary to potential students.

Our office's success is dependent on maintaining and nurturing efficient communication within the University community. We present enrollment information to several student populations and specifically provide outreach training to peer mentors, summer bridge program cohorts, reading and study skills classes, diversity programs and orientation program participants.

Theme 4: The Office of the Registrar will be able to focus on collaboration efforts to update student record retention policies.

4.1 Develop a Retention Map of Our Core Functions

This past year, the Record's office has created a document retention map for each of our core functions. This maps allows individuals to examine the flow of specific documentation and processes by indentifying the stakeholders and the matriculated retention rate. Currently, there are 95 total document types used within the Office of the Registrar; 82 of those documents are scanned and stored electronically to student permanent records via BDMS .

4.2 Share Policy and Record Issues with University Stakeholders In an Efficient Manner

The three departments within the Office of the Registrar; Records, Registration and Student One Stop all work collaboratively with the University community to ensure new polices are properly communicated and existing policies are properly maintained. The records area effectively communicates and monitors academic policies set by academic senate. They closely work with faculty and advisors to ensure all educational requirements are judiciously followed. The Registration department has developed a communication plan that entails regular communication to students, faculty and staff. Our plan helps students stay on track and serves as a constant reminder to faculty and staff about new and existing procedures. The Student One Stop directly communicates with students on essential policies and regulations that involve financial aid, registration and student accounts. Such policies and procedures include SAP, (Standards of Progress), Federal Aid recalculations, Non-attendance F's, SAUR appeals, financial holds, conditional admission and military withdrawal procedures.

4.3 Identify and Address Risks to Records

As a part of the Enrollment Services unit, the Registration and Records offices efficiently respond to external audits and internal file reviews. Daily reports are administered to track compliance on students who completely withdraw and students who have registered for CR/NC courses every semester. Throughout each term our office reviews audit reports for priority registration, registration holds, conditional admission student holds, athletic attributes and minimum registration hours, honor student attributes and final transfer student transcript receipts. The Record's office tracks missing grades from course rosters each semester in order to efficiently award cumulative grade point averages, honors and degrees.

Theme 5: The Office of the Registrar will be able to create a development-focused work environment.

5.1 Reorganize Offices, Job Positions, and Professional Development Opportunities

As the evolution of technology continues to change the way we do business, we must also continue to make adjustments to meet the needs of our students, faculty and staff. YSU's Early Retirement Incentive Program presented us with the opportunity to rethink our traditional positions and restructure the office. The Office of the Registrar underwent both physical and organizational changes. Under the old structure, we maintained a counter devoted solely to registration and also staffed a separate computer lab where students could go to register and make changes. Over the years, as self-service options increased, and students became more adept to taking advantage of these options, we saw fewer students needing help with regular processing and more students with complex issues that overlapped with other service areas within the University.

Our solution was to create a Student One Stop with full-time professional staff, trained in dealing with a comprehensive list of student issues, relating to registration, financial aid and student accounts. In addition to the full-time staff, we shared our graduate assistants with the one stop so they could assist the new staff. The Student One Stop is centrally located in the area that used to house registration specialists. We restructured position descriptions of the registrations specialists to include duties left vacant by retirements, such as room scheduling, enrollment verifications, academic dismissal and exceptional registration processing.
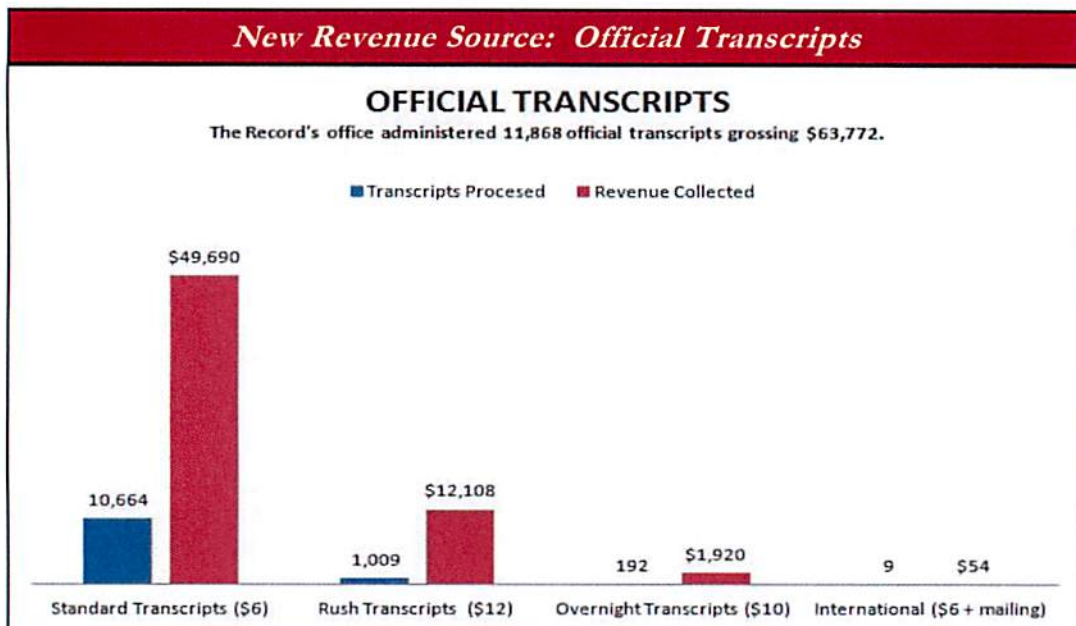
Although registration no longer needed a computer lab, we were able to satisfy the need of the Placement Testing Center (PTC). They took over the lab and now are able to offer flexible testing dates that

make it easier for our students. Today, the PTC has the lab they need, we have professional staff centrally located to assist with a range of student issues, and we have registration positions that more accurately reflect the scope of our responsibilities.

5.2 Enhance Graduate Assistants' Skills in Student Development and Assessment

It is important for the Office of the Registrar to provide a dynamic work environment for all employees. One goal of the office is to develop our future student affairs practitioners by enhancing their skills and maintaining a stimulating environment from which to practice theory.

This year we had four Graduate Assistant Interns (GAIs) who worked in our front-line service areas with professional and administrative staff logging countless hours working with current students on enrollment issues. They also performed special projects such as a survey with students who completely withdrew from YSU (see Performance Measures cont, page 8), activities at YSU Crash Day (undergraduate recruitment open houses), and BDMS scanning and indexing. From these projects, the GAIs enhanced their decision making, time management and organizational skills as well as teamwork, leadership and a competence for department and University relationships. In addition to these duties, associate directors mentored the GAIs on coursework, theories, internship and job opportunities weekly; the Registrar counseled the GAIs once a month.

New Revenue Source: Official Transcripts

OFFICIAL TRANSCRIPTS
The Record's office administered 11,868 official transcripts grossing $63,772.

■ Transcripts Procesed   ■ Revenue Collected

Standard Transcripts ($6)	Rush Transcripts ($12)	Overnight Transcripts ($10)	International ($6 + mailing)
10,664 / $49,690	1,009 / $12,108	192 / $1,920	9 / $54

Degrees Awarded	2008-09	2009-10	2010-11	2011-12	2012-13
Associate Degrees	221	243	201	211	197
Bachelor Degrees	1,430	1,455	1,468	1,454	1,503
Master Degrees	359	385	351	346	328
Doctoral Degrees	38	20	22	23	35
Total	2,048	2,103	2,042	2,034	2,063

Short-Term Goals

- Implement an online academic major change process.
- Partner with academic affairs to revise the degree audit system.
- Streamline class/room scheduling processes.

Direct Service to Students

	2010-11	2011-12	2012-13
Academic Major Changes & Reactivation Applications	7,290	7,366	6,008*
Grade Changes	5,549	5,023	4,520*
Transcripts Processed	23,467	22,043	15,323**

*Does not include June data as compared to previous years. **Transcript fee of $6 effective 7/1/12.*

Focus on Retention

Total Number of Current Students Who Registered During the Appointment Period

■ Eligible Students   ■ Registered by Appointment
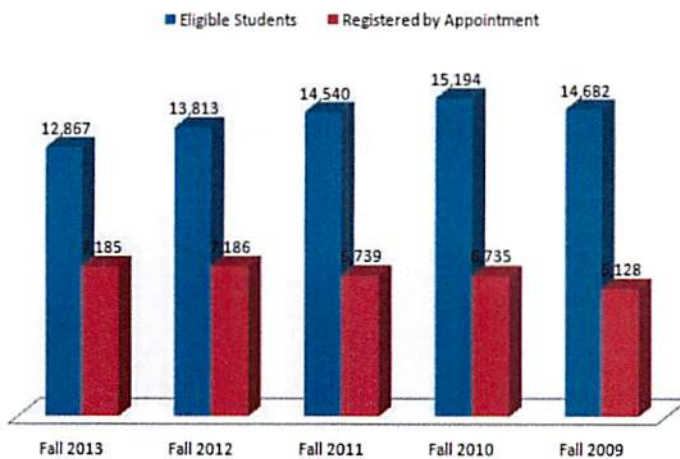
Since restructuring our communication plan for current students, we have increased the number of students who registered during the appointment period by 10% since fall 2011.

Term Completion

	2009	2010	2011	2012	2013
Spring	76.9%	79.13%	80.52%	80.1%	77.57%
Summer	87.3%	88.22%	88.03%	88.71%	NA
Fall	87.58%	87.695	88.68%	88.52%	NA

The data above reflects the percentage of students registered on the 14th day of a term who remained registered through the completion of that term.

Focus on Student Service

The Student One Stop implemented a call system in March 2013 focused on resolving billing, financial aid, record and registration issues over the phone; the office averages 896 calls per month.

Student One Stop Satisfaction Survey

Overall Experience at the Student One Stop		Likelihood to Refer Others to the Student One Stop	
Great Experience	82.7%	Highly Likely	84.9%
Good Experience	16.8%	Likely	14.5%
Poor Experience	0.6%	Unlikely	0.6%

The above data reflects spring 2013 survey results from 179 participants.

Focus on Transient Students

|	Applied & Accepted	Enrolled
Summer Semester 2011	285	230
Summer Semester 2012	219	174
Summer Semester 2013	256	204

The Office of the Registrar continues to partner with other departments to showcase course availability to transient students in an effort to increase transient enrollment for the summer semester.

Summary: This report provides an analysis of withdrawal figures for the Fall 2012 semester as compared to the data from the Fall 2011 semester. Information includes calculations of academic and demographic information as well as student-reported survey data. The reports indicate a decrease in the total number of complete withdrawals from 2011-2012. The majority of students surveyed reported that their reasons for withdrawing were things that no one could control.

Average Student Withdrawing	2011	2012
Undergraduate	90%	93%
Withdrew After the 14th Day of the Semester	56%	56%
Youngstown Resident	44%	39%
Caucasian	48%	38%
Between 1-31 Semester Credit Hours Completed	32%	29%
Average GPA	2.28	2.51

Why Did You Completely Withdraw?
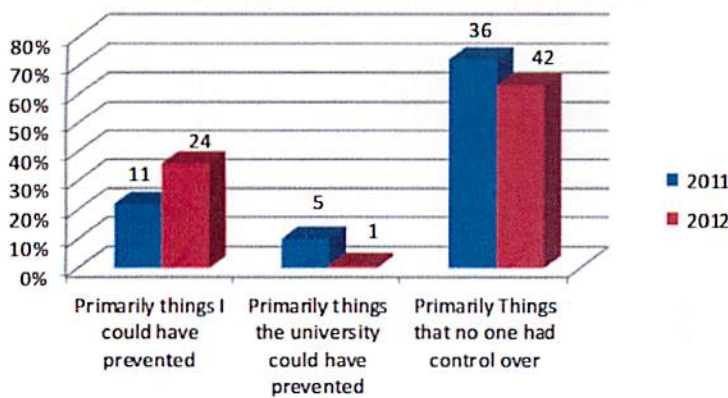
Plans for Next Academic Semester
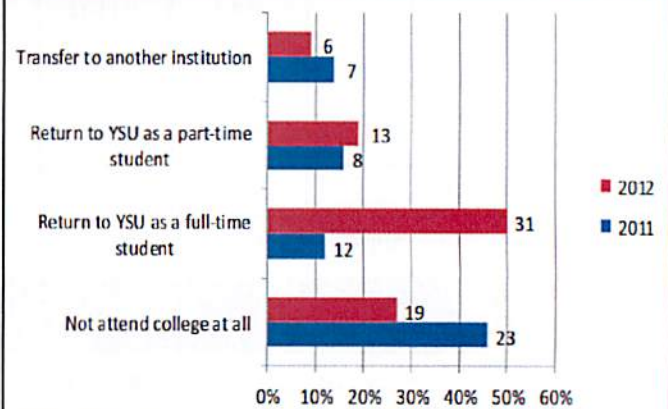
The above two sections provide data that was self-reported by students during the "Complete Withdraw" phone interview. In 2011, there were a total of 50 respondents and in 2012, there were a total of 70 respondents.

Complete Withdrawal Figures	2011	2012
Graduate Students	79	52
Undergraduate & Graduate Students	831	719
Freshmen Students	54%	51%

Focus On Re-Enrollment

Based on institutional data and surveys, counseling from Student One-Stop counselors before complete withdrawals will continue. Recommendations about re-enrollment will be provided and appropriate referrals made.

Persistence through Semester

	BCHHS	BCOE	CLASS	FPA	STEM	WCBA
2011	94%	95%	94%	94%	96%	94%
2012	94%	95%	94%	97%	96%	94%
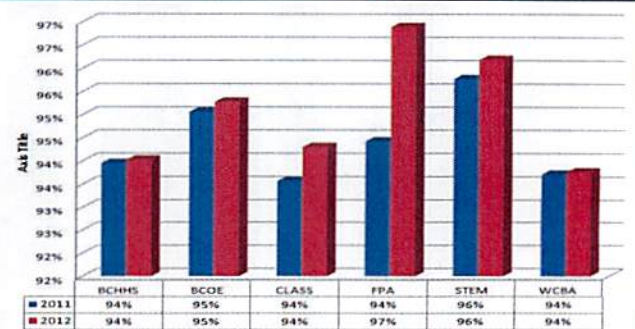
Information obtained from banner-driven data indicated complete withdrawals for each academic college. Using that information compared to Institutional Research data for total enrollment, the chart above indicates each academic college's undergraduate retention rate for fall 2011 and fall 2012 semesters.

Future Initiatives

This year we focused our efforts on technology projects as well as the establishment of a staff structure to support the needs of current students, faculty and staff. We have completed successful personnel searches, and have partnered effectively with the computer services department and departments within Academic and Student Affairs for the service and retention of our students. Our goals for the 2013-14 academic year will include:

- We will resolve barriers that prevent enrollment.

- We will serve as a liaison between academic policy makers and the student community.

- We will enhance self-service functions for continued efficiency across campus.

- We will continue to showcase professional development opportunities, successes, etc.

- We will continue to improve and enhance our customer service.

Office of the Registrar Staff

Registration:

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University Registrar
330-941-2217
jmherman@ysu.edu

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Systems Analyst
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Melodie Marando
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Jacqueline Robertson
Counselor
330-941-3174
jrrobertson@ysu.edu

Website:
web.ysu.edu/onestop

AGENDA TOPIC: Starfish Update

STAFF CONTACT(S): Jack Fahey, Vice-President for Student Affairs and Ombudsperson, and Jonelle Beatrice, Executive Director, Student Life

BACKGROUND: Starfish has completed its first full year of implementation. All freshman level courses used Starfish in fall 2012. In spring 2013, Starfish was available for all undergraduate classes.

SUMMARY AND ANALYSIS: The purpose of the Starfish program is to create an early warning system that helps shepherd struggling students toward assistance so that those students can receive an appropriate intervention that helps them get back on track. The Starfish program goals are:

- To improve the overall course completion rate
- To increase faculty participation in the early warning system
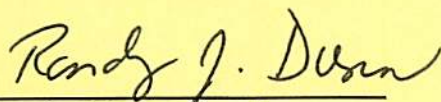- To improve the first-year new student fall-to-fall retention rate

The report indicates that the Starfish program has now been completely implemented for all undergraduate courses.

The Starfish initiative, together with the other implemented initiatives of the Student Success Cornerstone, appears to be having the intended positive impact on student success. The report documents improvements in several metrics including:

- Course completion for first-time, full-time freshmen is up 4.62%
- Course completion for ALL undergraduates is up 2.9%

RESOLUTION: N/A – DISCUSSION ITEM ONLY

REVIEWED AS TO FORM AND CONTENT:

Randy J. Dunn

Randy J. Dunn, President

Board of Trustees Meeting
September 25, 2013
YR 2014

Starfish Retention System

Results Summary

September 2013

<table>
<tr><td>

Strategic Goals and Outcomes: Student Success Cornerstone
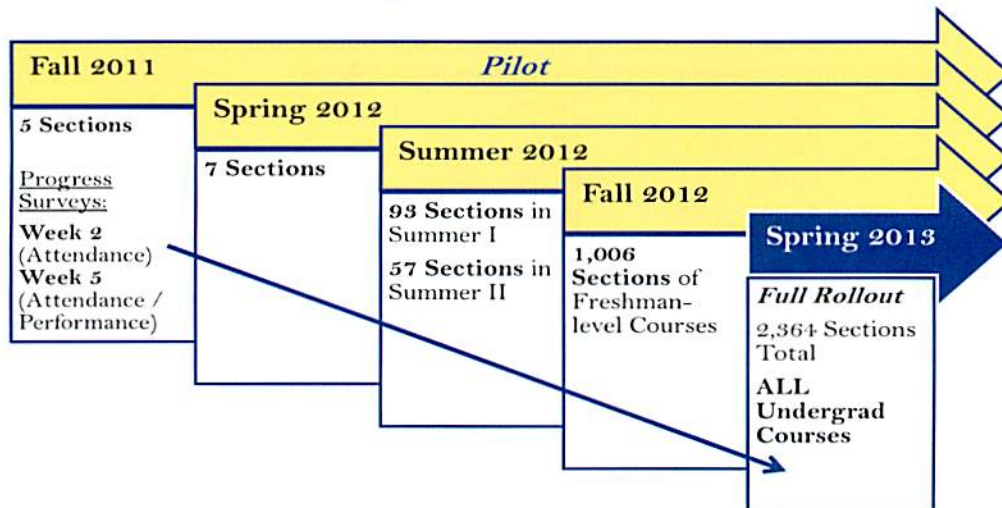
Theme 1: Academic Achievement

Institution/Board Metric: 6-Year graduation rate

Initiative: Create early-warning processes to improve student success

</td></tr>
</table>

The Starfish Retention System was piloted at Youngstown State University fall 2011 in response to the Strategic Plan initiative to create an early warning system. As noted in the schedule below, full implementation was realized spring 2013.

Starfish Implementation Schedule

Fall 2011	Pilot
5 Sections	Spring 2012
Progress Surveys:	7 Sections	Summer 2012
Week 2 (Attendance)		93 Sections in Summer I	Fall 2012
Week 5 (Attendance / Performance)		57 Sections in Summer II	1,006 Sections of Freshman-level Courses	Spring 2013
				Full Rollout 2,364 Sections Total ALL Undergrad Courses

Starfish Initial Goals

Due to changes in the state funding formula, and in support of the Youngstown State University Strategic Plan, the Starfish Implementation Team established the following initial goals:

- Improve course completion and graduation rates per changes in state funding formula.

- Increase faculty participation in the early warning process from 5% to 40%.

- Increase fall-to-fall first-year retention rates from 69% (fall 2010) to 73%.

Starfish Results

<div style="border: 2px solid red;">

GOAL: Improve Course Completion

</div>

COURSE COMPLETION RESULTS OF <u>FIRST-TIME, FULL-TIME FRESHMEN</u>:

- The cumulative GPA of the fall 2012 cohort of freshmen was 2.69 compared to 2.68 for the fall 2011 cohort.

- The % yield of credit hours earned to credit hours attempted by the fall 2012 cohort was 81.96% compared to 77.34% for the fall 2011 cohort.

- The percentage of NAFs (non-attendance Fs) of the fall 2012 cohort was 3.89% compared to 4.41% for the fall 2011 cohort.

- The percentage of NAF-NC of the fall 2012 cohort was 1.50% compared to 1.94% for the fall 2011 cohort.

COURSE COMPLETION RESULTS OF <u>ALL UNDERGRADUATE STUDENTS</u>:

- Undergraduate students completed 84% of courses attempted during Spring Semester 2013 – the first semester Starfish was implemented in all undergraduate courses. In comparison, prior undergraduate course completion rates were as follows:
  - Fall 2011   78.4%
  - Fall 2012   80.8%
  - Spring 2012   81.1%
  - Spring 2013   84%

<div style="border: 2px solid red;">

GOAL: Increase faculty participation in the early warning system from 5% to 40%.

</div>

RESULTS:

- Faculty participation during spring semester 2012 was 42%.

<div style="border: 2px solid red;">

GOAL: Increase fall-to-fall retention rates from 69% to 73%.

</div>

RESULTS:

- The fall-to-fall retention rate for first-time, full-time students in the fall 2012 cohort was ____% (not available until 14th day) compared to 68% for the fall 2011 cohort.

Case Study: Youngstown State University
Utilizing Starfish to Support Campus Initiatives to Improve Graduation and Completion Rates

Starfish
retention solutions

Before we get started...

Connect to audio by phone

Connect to audio via your PC

Type your questions here

Audio
- ● Telephone   Edit ▼
- ○ Mic & Speakers

Dial: +1 (619) 550-0000
Access Code: 645-028-974
Audio PIN: 43

If you're already on the call, press #43# now.

[Problem dialing in?](#)

+ Webcam

− Chat

All - Entire Audience ▼   Send ▼

Meet Now
Meeting ID: 645-028-974

GoToMeeting

Slide 2

Which campus office do you most closely identify with?
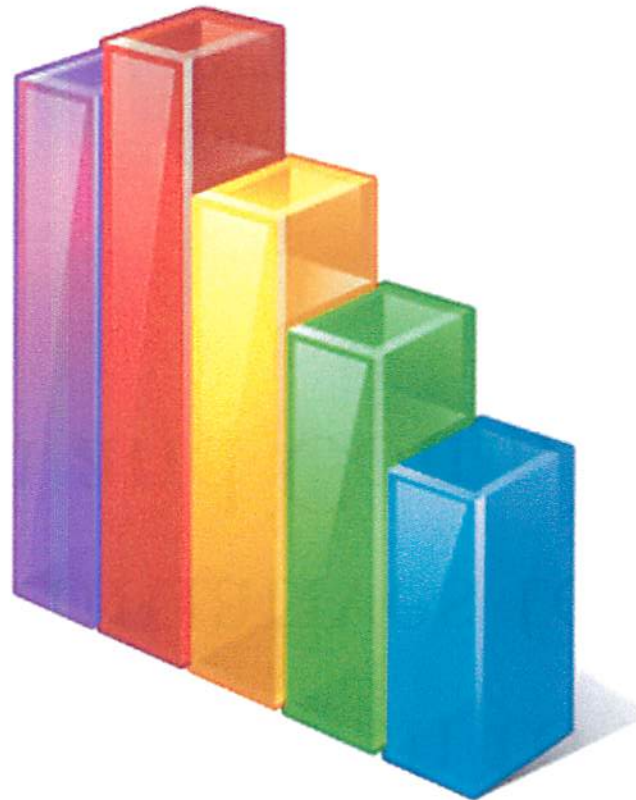
Utilizing Starfish to Support Campus Initiatives to Improve Graduation and Completion Rates

Jonelle Beatrice
Executive Director, Student Life

Youngstown
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Agenda

- Overview of Youngstown State University

- Early Warning System Needs

- Starfish at Youngstown State University

- Initial Goals

- Implementation Process

- Early Indicators of Success

- Next Steps
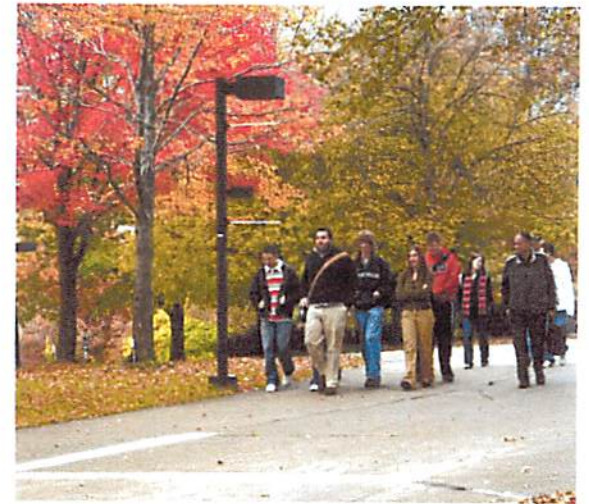
Youngstown State University

- Open-admission, four-year urban research institution located in northeastern Ohio
- Average student body size of 14,000
- 90% of students commute
- 56% of students are first generation
- 88% of students receive financial aid
- 61% of entering students take developmental classes
- Highly competitive BS/MD and Honors Programs

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Objectives

What:

- Improve graduation and course completion rates in response to institutional priorities and State of Ohio higher education funding model moving towards these metrics

How:

- Create a central online location to store student flags, notes and interventions

- Inform staff, faculty, and advisors regarding the progress of at-risk students

- Provide Academic and Student Affairs with shared responsibility of student progression/retention

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Software Selection Requirements

- Provides proactive approach

- User friendly for faculty

- Integrates with SIS system (e.g., Banner)

- Consistent with current academic support procedures

- Faculty/Admin Driven (vs. student self-reporting)

- Provides superior customer service

Teamwork

- Office of the Registrar
- Academic Advising
- Computer Services
- Technology and Training
- Faculty
- Institutional Research
- Student Success Center

SUCCESS

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Student Success Center Configuration
Center for Student Progress

- Orientation
- First-Year Student Services
- Individual Intervention Services
- Adult Learner Services

- Multicultural Student Services
- Student Tutorial Services
- Supplemental Instruction Services
- Disability Services

Center for Student Progress Staffing

1 Director Center for Student Progress

1 Assoc. Director Center for Student Progress

1 Admin. Asst. Center for Student Progress

Orientation Services – 1 Asst. Director, 1 Admin. Asst.

First-Year Student Services – 1 Asst. Director, 18 Peer Mentors

Individual Intervention Services – 1 Asst. Director, 2 Coordinators

Adult Learner Services – 1 Coordinator

Multicultural Student Services – 1 Coordinator

Student Tutorial Services – 1 Asst. Director, 1 Admin. Asst.

Supplemental Instruction Services – 1 Asst. Director

Disability Services – 1 Admin. Asst., 1 Asst. Director, 1 Coordinator

Graduate Assistants - 6

TOTAL – 41 Staff Members

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The Starfish Flag Process

| Faculty raises flag. | Flagged Student receives automatic email. | Admin. Asst. receives flag email and checks for number of semester hours . | Asst. / Assoc Directors check for CSP network contact. | CSP network contact sends postcard, emails, or phones student. | Notes are recorded in flagged student's profile. | If flagged concern is addressed, flag is lowered. |
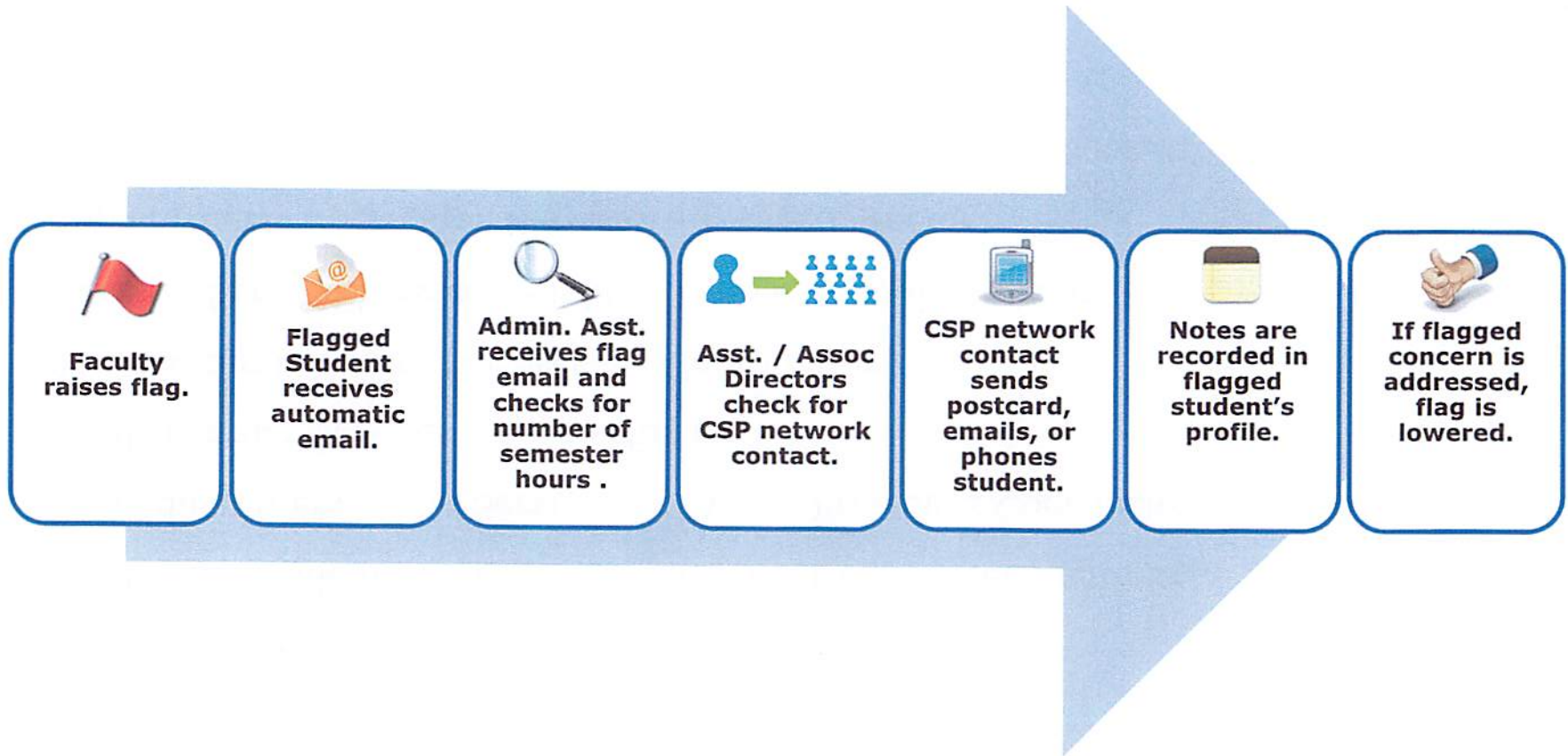
Selected Goals for Student Success

- Increase faculty participation in the early warning process from 5% to 40%

- Increase fall-to-fall first-year retention rates from 69% to 73%

- Improve course completion and graduation rates per changes in state funding formula

Early Warning Systems @ YSU

THEN	NOW
Multiple requests from multiple sources	One request week 2 and week 5 from one source
Various paper or on-line forms	One electronic form
Several items to complete for each student	One box to click on a roster-type form
Little feedback about student referral	Typically one-day turn around from referral source
No knowledge of who is addressing student concern	Student university connections can be viewed

Flags for 2012 – 2013

Flag Name	Description
Poor Attendance No Attendance	Indicates any student who is not attending class on a regular basis, or has not attended class at all.
Low Grades	Indicates a student who has not been successful in tests, or class assignments.
Tutorial Referral	Indicates a student would benefit from a tutor.
Needs CSP Outreach	Indicates a student would benefit from a CSP intervention.
Kudos	Indicates a student is demonstrating good academic progress.

Starfish Implementation Schedule

Fall 2011 — *Pilot*

5 Sections

Progress Surveys:
Week 2 (Attendance)
Week 5 (Attendance / Performance)

Spring 2012

7 Sections

Summer 2012

93 Sections in Summer I

57 Sections in Summer II

Fall 2012

1,006 Sections of Freshman-level Courses

Spring 2013

Full Rollout

2,364 Sections Total

ALL Undergrad Courses

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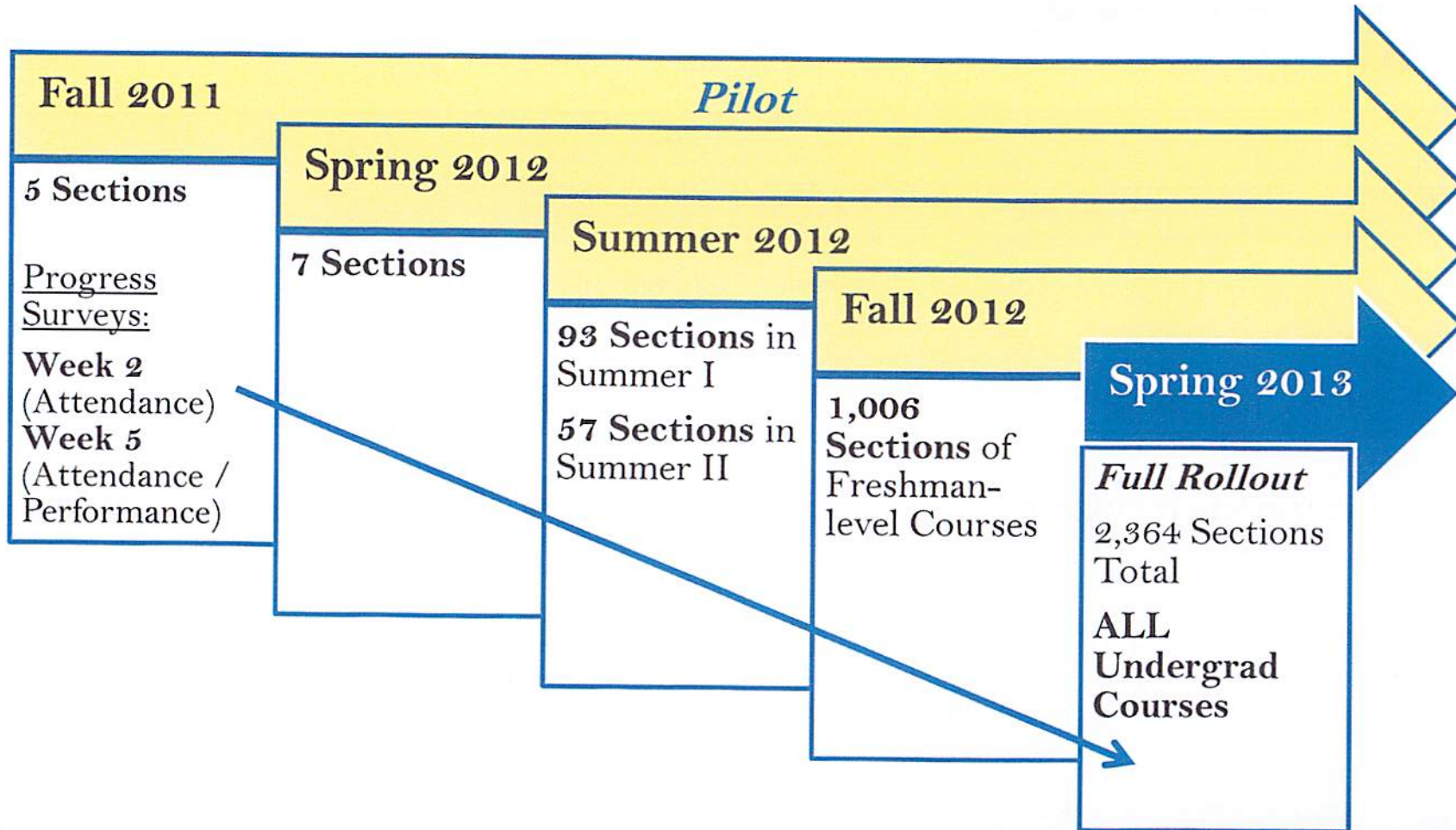
Specific Expectations

Instructors	General CSP Coordinators	Academic Advisors	Peer Mentors
• Raise flags when appropriate • Submit flag survey when emailed • Clear flags as appropriate	• View flags on their assigned students • E-mail, call, and send postcards to flagged students • Add notes and e-mail instructors • Clear flags	• Receive email notifications from Starfish • Monitor advisees, add notes, make referrals	• View flags on their assigned students • E-mail, call, and send postcards to flagged students • Add notes and e-mail instructors • Notify supervisor if flag should be cleared

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Postcard sent to Flagged Students

Marion G. Resch
Center for Student
Progress

Youngstown State University
Youngstown. OH 44555
330-941-3538
(Located below the Kilcawley Bookstore)

Your success at YSU is important to me. I have information about your academic progress. Please contact me to set up an appointment to discuss an action success plan.

Marion G. Resch
Center for Student
Progress

- Adult Learner Services
- Disability Services
- First-Year Student Services
- Individual Intervention Services
- Multicultural Student Services
- Orientation Services
- Student Tutorial Services
- Supplemental Instruction Services

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Parent Newsletter

Did you Know?

1) The number one predictor of academic success is class Attendance.

2) YSU instituted a new retention system called "Starfish Alert" in order to better support the success of our students. →

3) There is a "scholarship search" feature on the Financial Aid website. Encourage your student to see their Peer Mentor to explore this!

4) We are now accepting applications for the 2013-2104 Peer Mentor team! See our website: http://web.ysu.edu/csp

Greetings Penguin Parent & Family!

You are receiving this message today because you signed up for "First Year Updates" during a Parent Session at either YSU's Summer or Spring Orientation. Throughout the course of the Spring 2013 Semester, information will be sent out to you via email. These emails will inform you about transitional issues your students may be experiencing and what activities are going on in the Center for Student Progress. If you would like to be removed from this list, please send an email to firstyr@csc.ysu.edu with the message "SIGN OFF."

What is Starfish?

Youngstown State University cares about your student! We are now using Starfish Alert, an electronic early warning system, to support your student's academic progress.

Instructors now have the option to "raise a flag" if they are concerned that the attendance or academic progress of the student will impact their success in the course. Your student will receive notification of the flag and will be expected to follow-up with the instructor.

Time to apply for Financial Aid again??

Now is the time for your student to complete their FAFSA for the 2013-2014 Academic Year.

Even if you have not yet completed your taxes, you and your student can fill out the FAFSA, in order to qualify for the MOST Financial Aid that is possible for your situation.

We recognize that this can be a confusing process. Our Financial Aid office is available for appointments if assistance is needed. You can schedule an appointment with their office at: 330-941-3505. Please do not hesitate to ensure that your questions are answered.

More information about completing the FAFSA and the types of Financial Aid available can be found at: http://cfweb.cc.ysu.edu/finaid/

First Exams and Academic Resources

Many of your students are having their first round of exams. If your student is indicating to you that they are confused with class material, they did poorly on an exam, or that they are not happy with their exam grades, please refer them to their Peer Mentor and one (or all) of the following FREE YSU services:

CSP Tutorial Services & Supplemental Instruction (SI)
http://web.ysu.edu/csp

The Mathematics Assistance Center (MAC)
http://www.math.ysu.edu/

Writing Center
http://web.ysu.edu/writingcenter/

Reading & Study Skills (R&SS)
http://www.ysu.edu/rdg-studyskills/

Encourage your student to get involved!

"Students who get involved on campus feel more connected to the university community and are more likely to persist through graduation."

Our student activities office coordinates a calendar that details all of the events offered here at Youngstown State University.

For example:
The Penguin Pre-Party Concert Series is proud to present comedian, Grant Lyon, at The Hub on Thursday, Feb. 21st from 7-9pm. A valid YSU ID is required for entry.

See more information at:
http://web.ysu.edu/studentactivities

What is Starfish?

Youngstown State University cares about your student! We are now using Starfish Alert, an electronic early warning system, to support your student's academic progress.

Instructors now have the option to "raise a flag" if they are concerned that the attendance or academic progress of the student will impact their success in the course. Your student will receive notification of the flag and will be expected to follow-up with the instructor.

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Challenges

- Faculty Notification/Participation in Surveys

- Training Participation

- Sufficient Staff Given the Response

- Monitoring Flag Follow-up

- Data collection

- Student Use of University Email System

- Knowing the Best Way to Contact Students

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Unanticipated Results

- Kudos change class atmosphere
- Students who have incorrect classes are identified early
- Patterns of non attendance emerge for the current semester and previous semesters
- Student demographics with retention concerns begin to become apparent
- Group tutoring needs are identified early
- Students become more aware of the effects of non-attendance on financial aid
- Students may respond to outreach from an unknown source before they will approach their professor

Preliminary Results

GOAL: Increase Course Completion

RESULTS:

- The end-of-term Cum GPA of the fall 2012 cohort of freshmen was **2.46 compared to 2.39** for the fall 2011 cohort.

- Spring 2013 end-of-term Cum GPA was **2.05 compared to 1.70** for spring 2012.

Preliminary Results

RESULTS:

- The % yield of credit hours earned to credit hours attempted by the fall 2012 cohort was **80.73% compared to 75.98%** for the fall 2011 cohort.

- The % yield of credit hours earned to credit hours attempted by the spring 2013 cohort was **59.87% compared to 51.84%** for the spring 2012 cohort.

Preliminary Results

RESULTS:

- The percentage of the fall 2012 cohort persisting into spring semester was **82.07% (9th day) compared to 81.79% (14th day)** for the fall 2011 cohort.

- The number of NAFs of the fall 2012 cohort was **459 compared to 467** for the fall 2011 cohort.

- The number of NAF-NC of the fall 2012 cohort was **198 compared to 250** for the fall 2011 cohort.

Course Completion Analysis

RESULTS:

Data from fall semester 2012 Psychology 1560 courses that participated in Starfish:

- **Higher completion rate** (63.7%) than the Psychology 1560 courses that did not participate (58.5%)

- Withdraw rate was **9.9% in the participant courses as compared to 14.3%** in the non-participant courses

Preliminary Results

GOAL:

- Increase faculty participation in the early warning process from 5% to 40%

RESULTS:

- Spring faculty participation was 42%.

Preliminary Results

GOAL:

- Increase fall-to-fall retention rates from 71% to 73%

RESULTS:

- To be determined.

COMING SOON!

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Next Steps

- Providing additional promotion to faculty, staff and students by highlighting results of data analysis

- Compiling more in-depth, disaggregated data regarding retention/progression of flagged students

- Creating a YSU Starfish webpage for easy reference

- Review Starfish program in support of institutiaonl strategic plan

Questions?

Jonelle Beatrice

jabeatrice@ysu.edu

330-941-1467

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Thank You!
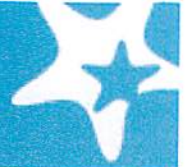
Starfish Retention Solutions

@ info@starfishsolutions.com

📱 703.260.1186

🌐 www.starfishsolutions.com

twitter

follow @Starfish360

AGENDA TOPIC: WYSU-FM External Review and Goals

STAFF CONTACT(S): Jack Fahey, Vice-President for Student Affairs and Ombudsperson, and Gary Sexton, Director, WYSU-FM

BACKGROUND: WYSU-FM recently had an external review done by the University Station Alliance (a national not-for-profit support resource for University-licensed public radio stations).

SUMMARY AND ANALYSIS: The University Station Alliance performed three research studies for WYSU-FM:

- Cost Benefit Analysis
- Quantitative Worth (measures value of public service to the community and public relations for the University)
  - 12.4 Million hours are spent listening to WYSU-FM
  - Annual value of station to YSU placed at $2,113,069
- Report on Governance (indicates whether University provides appropriate support)
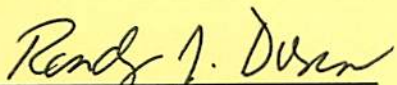
The report is generally very positive of our operation. As anticipated, the consultants provided us with a variety of ideas and suggestions to enhance our future success.

Many of these have been incorporated into our 2014 Goals.
Our goals include:

- Improved marketing and awareness building (to internal and external groups).
- Growth in planned giving and major gifts.
- Expand and improve events and programs that reward membership and enhance fundraising.
- Expand membership and underwriting.
- Plan appropriate engineering to smoothly migrate to Melnick Hall.
- Continue to upgrade technology to enhance services and programming.
- Implement a variety of programming enhancements.

RESOLUTION: N/A – DISCUSSION ITEM ONLY

REVIEWED AS TO FORM AND CONTENT:

Randy J. Dunn

Randy J. Dunn, President

Board of Trustees Meeting
September 25, 2013
YR 2014

WYSU's Value to Youngstown State University

Presented by

Craig Beeby, Executive Director

University Station Alliance (USA)

A grassroots initiative and resource for university-licensed stations since 2001

WYSU & Youngstown State University

University Station Alliance (USA)

Established in 2001 as a national not-for-profit support resource for University-Licensed public radio stations.

A grassroots initiative and resource for university-licensed stations since 2001

Cost of Doing Business

Funded by the Corporation for Public Broadcasting

Cost-Benefit Analysis Consultant

Gale Blalock - holds a Ph.D. in Economics and is a Professor of Economics at the University of Evansville. He currently chairs the Department of Accounting and Business Administration and formerly was chair of the Accounting, Economics and Finance Department. His scholarly activities include studies of economic impact and economic outlook. Blalock is President of the Missouri Valley Economic Association and has taught Economics since 1971.

Cost of Doing Business

Funded by the Corporation for Public Broadcasting

University Station Alliance Consultant

Craig Beeby - became the founding President of the USA in 2001 and the USA E.D. in 2007. He has been involved in commercial and public broadcasting for four decades. Under Beeby's leadership as Director/GM, KOSU, a university-owned station, won 276 awards for news excellence and expanded into a statewide network. A broadcast consultant and trainer on the international and national levels, he has two degrees in Radio-TV-Film Sales and Management and Mass Communications.

A grassroots initiative and resource for university-licensed stations since 2001

Cost of Doing Business

Funded by the Corporation for Public Broadcasting

Quantifiable Worth Consultant

Paul Krause, Ph. D. - of Paul Krause and Associates of Northfield, MN was one of the first public radio professionals to use economic analysis within the context of improving station-licensee relations while at WCAL. He later conducted similar quantifiable worth model studies for WOSU, Minnesota public radio stations and Texas Public Radio. Paul holds degrees in Economics and has studied for the Ph. D. at the University of Minnesota. He consults in fundraising and business management and has taught economics at several colleges.

A grassroots initiative and resource for university-licensed stations since 2001

Cost of Doing Business

Funded by the Corporation for Public Broadcasting

Three research studies conducted

"Cost Benefit Analysis"   "Quantitative Worth"

"Report on Governance"

Cost of Doing Business

Funded by the Corporation for Public Broadcasting

Cost Benefit Analysis

- Assigning quantifiable values to intangible and tangible costs and benefits that are associated with a station's university alliance

- The tool allows stations to quantify the cost and benefits of their alliance with their university licensee.

- The tool contains 14 benefits and 4 costs associated with a stations' university affiliation. Using the tool, stations can determine the net value of their university affiliation.

A grassroots initiative and resource for university-licensed stations since 2001

US Alliance
UNIVERSITY STATION ALLIANCE

Cost of Doing Business

Funded by the Corporation for Public Broadcasting

Report on Governance

A key finding was that there is no apparent inherent barrier to success that exists in the traditional university governance structure.

A grassroots initiative and resource for university-licensed stations since 2001

Cost of Doing Business

Funded by the Corporation for Public Broadcasting

Quantitative Worth Analysis

- Public Service for the Community
- Public Relations for the University
- Locality Analysis – Creates Public Relations Value

A grassroots initiative and resource for university-licensed stations since 2001

WYSU's Quantitative Worth Worksheet

Quantitative Worth Worksheet - FY 2013
WYSU Radio, Youngstown State University

Note: based on the document "Quantitative Worth Analysis Tool",
http://www.usalliance-org/costofdoingbusiness/QWSStep_by_Step_Calculations.pdf

Public Service Annual Value	**$1,714,229**
Public Relations Annual Value	**$398,840**
Equivalent Annual Value to Youngstown State University:	**$2,113,069**

Public Service Annual Value	**$1,714,229**

= listener support + CPB grants + gifts & grants from nonprofits
+ value of community volunteer hours
+ imputed value of listening by non-members

1. CPB Annual Report

a) Listener Support	$227,496
b) CPB Grants	$128,110
c) Gifts & Grants From Nonprofits	$0
d) Value of Community Volunteer Hours	$9,950
e) Imputed Non-Member Listening (see below)	$1,348,673
	$1,714,229

Calculation: Imputed value of nonmember listening

a) Weekly Cume (4 quarter average)	29,066
b) Time Spent Listening (4 quarter average)	8.2
c) Number of Members	2,436
d) Annual Membership Revenue	$227,496
Member TSL:	14.12
Non-member TSL:	7.66
Annual member hours:	1,788,848
Annual non-member hours:	10,604,895
Member value per hour:	$0.13
Imputed value of non-member listening:	$1,348,673

Public Relations Annual Value	**$398,840**

= underwriting rate x (IDs + hour segments + news stories + PSAs)

a) IDs (1.25 per hour * 24 * 365) + WX @ 12/Day	15,330
b) Half-Hour Segments - 52	52
c) News Stories (60 * 3 airings)	180
d) PSAs (3 daily *4 mentions * 365)	4,380
	19,942
Underwriting rate for non-profits:	$20.00
Equivalent value of University mentions:	$398,840

WYSU & Youngstown State University

Quantitative Worth

WYSU Public Relations

Annual Value

$398,840

= ID's + Hour Segments + news stories + PSAs

A grassroots initiative and resource for university-licensed stations since 2001

WYSU

Quantitative Worth Worksheet Comparisons

Public Service & Public Relations Equivalent Values to Universities in $ Millions

WBST $1.9	KHSU $2.0	KLCC $5.3	WEAA $7.0
KPLU $21.6	KUNV $1.9	WLNZ $1.2	KVCR $3.4
WUCF $2.7	KWMU $15.7	WUKY $5.6	KCUR $15.6
WUOM $28.8	NWPR $7.9	KSMU $2.6	WESM $1.0

A grassroots initiative and resource for university-licensed stations since 2001

WYSU

Quantitative Worth Worksheet Comparisons

Public Service & Public Relations Equivalent Values to Universities in $ Millions

WUNC $20.3	WYSU $2.1	KRCC $4.2	WVAS $1.4
KBCS $3.5	WDET $11.5	WQCS $4.7	KNPR $16.4
WILL $5.0	WYSO $4.7	WTMD $5.0	WBAA $4.7
WUFT $4.9	WFDD $5.4	KTSU $10.4	WBHM $6.2

A grassroots initiative and resource for university-licensed stations since 2001

Contact Info. - Craig Beeby

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www.us-alliance.org

(405) 624-1192

A grassroots initiative and resource for university-licensed stations since 2001

WYSU-FM
FY2014 Primary Goals

These are our primary goals for FY2014. They operate as something of a business plan for the coming year. Informing all of them are the never-changing, all-encompassing goals of building audience and revenue, improving programming, providing better audience service, advancing our community service mission, and through all that, increasing our value and usefulness to YSU.

Also driving these goals for this year is the planned move to Melnick Hall. This impacts all areas of WYSU-FM, but especially fundraising, engineering, and technology. There are a number of important goals directly related to this project.

We anticipate marketing to be a key growth area this year, building on the progress we made this past year in our work with Keynote Media. We believe our product is one that has high community value, but we need to continue to build awareness.

Some of the highlights are:
> Melnick Hall capital campaign.
> Seamless engineering and technology transition to Melnick Hall.
> Boost administrative awareness of WYSU-FM as an investment.
> Increase activity in the community.
> Expand general awareness of local programs.

General

Goal: Increase awareness of University decision makers of WYSU-FM as an investment that yields many financial and community benefits.
- Share and discuss studies, assessments, and strategic plan for WYSU-FM with administrators, board members, and advisory board members.
- Be more proactive in engaging important stakeholders of WYSU-FM.

Development: Marketing

Goal: To market WYSU 88.5 FM effectively through traditional and social media.

Traditional:
- Continue existing trade agreements with print media, including *The Vindicator* and *The Business Journal.*
- Develop new media sponsorship/partnerships with other organizations in the Mahoning Valley in an effort to market to new audiences (for example, teachers and parents at MVHS, parents and kids at OH WOW!).
- Continue to work with programming to develop on-air campaigns that market the station to new listeners, while encouraging ongoing support from existing supporters.
- Promote station news and events more heavily on WYSU-FM through station ID tags and other means.

Social Media:
- Continue to build a following on Facebook by promoting NPR programs, as well as local programs throughout the week and weekend.
- Develop campaigns to increase followers.

- Promote WYSU-FM member events, and posting follow-up afterwards.
- Continue to build a following on Twitter.
- Explore new social media sites such as Pinterest and Tumbler, and how they might benefit and extend the reach of WYSU-FM.

Marketing Events:
- Continue to take part in marketing events at YSU (Summer Festival and Job Fair) in an effort to stay visible to the campus community and the Mahoning Valley community.
- Increase visibility of WYSU-FM by establishing a presence at other large events in the area, when possible.
- Continue to update marketing materials to be used at events.

Development: Planned Giving and Major Gifts

Goal: To increase monetary donations to WYSU-FM through the following avenues:

Planned Giving:
- Continue to develop and promote this program on the website and in relation to the Melnick project.

Major Gifts:
- Develop an extensive list of potential major gift donors from the existing list of current WYSU-FM supporters/members.
- Work closely with the YSU Advancement in targeting WYSU-FM supporters as possible major gift donors.
- Actively promote the capital Melnick campaign in an effort to raise needed funding for completion of the project.

Development: Events

Goal: To create new events and enhance existing events that reward membership and boost fundraising efforts for WYSU-FM.

Membership:
- Continue to plan events (4 per year) designed to thank WYSU-FM members.
- Develop new ideas/venues/formats for member events, including venues in Trumbull and Ashtabula Counties, and additional sites in Western PA.
- Develop new ways to thank members for their support.
- Update NEED TO KNOW card program by adding new partnerships and increasing promotion.

Capital Campaign:
- Plan an event for the wrap up of the capital campaign, based on the timeline set by the YSU Advancement.

Fundraising Events:
- Develop a signature event for WYSU-FM specifically designed to raise money, and schedule it for at least six months after the conclusion of the capital campaign. (Most likely post-capital campaign in 2015.)

- Pursue other fundraising/event ideas (Panera Bread cookie sales, sponsoring a concert, etc.) that would be a good fit for WYSU-FM.

Development: Membership and Underwriting

Goal: Achieve target performance in direct public support.
- Achieve performance of $115,000 or more in each of our two pledge drives.
- Achieve performance of $110,000 or more in underwriting throughout the year.
- Acquire 100 net new members by promoting member benefits, implementing campaigns to acquire new members, and to get newer, current members to renew by offering attractive New Member incentives during each pledge drive.
- Add at least twelve (12) new underwriters throughout the year.
- Effectively market the benefits of our business sponsorship program, particularly in tough economic times.
- Successfully canvass the arts and business community within our listening area for new underwriters.

Goal: Provide effective member services and communication throughout the year.
- Continue to expand partner participation in our *Need to Know* card program by adding new participating vendors.
- Work with our Tech Committee and marketing committee to update and enhance the membership page at wysu.org.
- Regularly refine, expand, and utilize our member and underwriter e-mail distribution lists.
- Develop member-oriented partnerships with other community organizations.
- Continue to develop and expand our partnership with Mill Creek MetroParks.
- Work on establishing other member-oriented partnerships with high-visibility, non-profits, and organizations throughout the listening area.

Goal: Work with the Programming Committee to effectively cross-promote our programming, and to market our programming, station membership, and member benefits via on-air tags.
- Develop and implement effective, short marketing tags for station IDs.
- Develop and implement program promos to be aired throughout the daily schedule, particularly during drive-time news programs.
- Work with our technology committee to explore and evaluate the possible use of metadata streaming (terrestrial and on-line) as a way to cross-promote programs.

Engineering

Goal: Finalize plans for the purchase of new studio and audio distribution hardware for the move to Melnick Hall.
- Acquire, install, and configure broadcast and other related hardware.

Goal: Move existing emergency generator from Cushwa to Melnick.
- Contract with a local electrical contractor to arrange a move of our generator and transfer switch, and commission it for use at the new facility.
- Identify locations to be served with emergency power.

Goal: Install a new NPR satellite downlink antenna on the roof of Melnick Hall.
- Initiate a frequency coordination and registration to prevent 4GHz interference from others near or on our assigned frequencies.
- Acquire, install, and configure the equipment.

Goal: Install a tower for the studio-transmitter link and other antennas at the rear of Melnick Hall.
- Get local frequency coordination of the STL by the regional coordinator.
- Apply for FCC licensing for the relocation of our STL through our broadcast attorney.
- Contract with a local tower company to provide tower hardware and installation.
- Acquire and install STL antenna, NWS, and broadcast antennas for EAS and other monitoring purposes.

Goal: Install a backup transmitter plant at Stambaugh Stadium for auxiliary broadcast use.
- Review existing engineering and structural studies for completeness.
- Contract with a local tower company to provide tower hardware and installation.
- Acquire and install a tower, antenna, and transmitter at the top of the stadium.
- Provide a network path to deliver audio and provide a telemetry link for operation of the transmitter.
- Verify and document proper operation in anticipation of final licensing.

Goal: Install a small remote broadcast studio facility located within the upper floors of Stambaugh Stadium.
- Locate a site agreeable with YSU athletics and facilities to house a small studio for backup/emergency use.
- Acquire and install equipment.

Technology

Goal: Develop and implement a migration plan to relocate WYSU-FM's technology services to Melnick Hall.
- Create list of equipment to be purchased and relocated.
- Establish an implementation timeline that anticipates the operational downtime required to install/relocate mission-critical devices.
- Work closely with the broadcast engineer, project consultants, and architects to ensure FCC regulations and public safety codes are followed/maintained.
- Coordinate relocation/implementation plans with broadcast engineer regarding the backup generator, satellite system, and AoIP consoles.
- Purge obsolete equipment and parts from storage.

Goal: Utilize MusicMaster to streamline station operation.
- Finish importing classical music library.
- Incrementally incorporate MusicMaster into station operation, starting with manual classical music scheduling.
- Begin importing jazz library.

Goal: Implement new WYSU-FM website with Drupal.
- Develop a public website with a flexible layout, responsive design, and user-friendly navigation.
- Work with KMG/marketing to ensure that WYSU.org meets marketing requirements.
- Utilize NPRDS services whenever possible.
- Consolidate WYSU-FM Tools into a private section of WYSU.org.

Programming

Goal: Continue to increase audience share.
- Examine the latest Arbitron data on a bi-yearly basis as it becomes available for our market.
- Based on Arbitron data, review the relevance of the program schedule and it's usage by our audience.
- If required, adjust programming to remain consistent with the highest core audience tune-ins.
- Cross-promote all programming on-air to keep the listener informed of any changes made.
- Work with the WYSU-FM marketing committee to promote WYSU-FM programming in print advertising.

Goal: Continue to produce and strengthen local public affairs show *Looking Out*.
- Produce a weekly half-hour discussion program for use on all media platforms.
- Broaden the topics and include more one-on-one interviews.
- Continue to promote local programming on social media platforms (Twitter, Facebook, YouTube).
- Work with WYSU-FM marketing committee on promoting local programming in print and radio.

Goal: Continue to produce and strengthen local news broadcasts.
- Continue to work with local media partners to provide local news content during nationally syndicated programming.
- Work closely with the News Outlet to create content of local significance, to be presented during our morning newscasts.
- Work with WYSU-FM marketing committee on promoting local programming in print and radio.

Goal: Create modular programming that spotlights positive community activities.
- Create partnership with Health and Human Services to identify stories to be featured.
- Work with the News Outlet to help produce stories to be featured during our news programming.
- Work with WYSU-FM marketing committee on promoting local programming in print and radio.

AGENDA TOPIC: Resolution to Modify Organization of Instruction Policy 1007.01 and Other University Policies to Identify the College of Creative Arts and Communication

STAFF CONTACT(S): Dr. Ikram Khawaja, Provost and Vice President for Academic Affairs

BACKGROUND: Policy 1007.01 lists each college by name. The name of the College of Fine and Performing Arts was changed to the College of Creative Arts and Communication as reported on May 30, 2013.

SUMMARY AND ANALYSIS: For purposes of keeping Guidebook Policies current, policy 1007.01 is being updated to reflect the new name of the College of Creative Arts and Communication. This resolution also covers all other University policies that identify the College of Creative Arts and Communication.

RESOLUTION:

RESOLUTION TO MODIFY
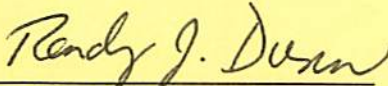ORGANIZATION OF INSTRUCTION

WHEREAS, the Institutional Policies are being reviewed and reconceptualized on an ongoing basis; and

WHEREAS, this process can result in the modification of existing policies, the creation of new policies, or the deletion of policies no longer needed; and

WHEREAS, action is required by the Board of Trustees prior to replacing and/or implementing modified or newly created policies, or to rescind existing policies;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the modification of the Institutional Policy governing Organization of Instruction, policy number 1007.01 of the *University Guidebook*, and other University policies to identify the College of Creative Arts and Communication, shown as Exhibit __ attached hereto. A copy of the policy indicating changes to be made is also attached.

RECOMMEND APPROVAL:

Randy J. Dunn, President

**Board of Trustees Meeting
September 25, 2013
YR 2014-**

UNIVERSITY GUIDEBOOK

Title of Policy:	**Instruction, Organization of**
Responsible Division/Office:	Academic Affairs
Approving Officer:	Provost & Vice President for Academic Affairs
Revision History:	June 1998; March 2007; March 2011; September 2013
Resolution Number(s):	YR 1998-41; YR 2007-27; YR 2011-71; YR 2014-
Board Committee:	Academic & Student Affairs
EFFECTIVE DATE:	September 25, 2013
Next Review:	2018

Policy: The faculty, affiliated with an academic department and associated with a school or college, delivers instruction at Youngstown State University. Departments, schools, and colleges may be established, altered, or abolished by the President upon the recommendation of the Provost/Vice President for Academic Affairs and approval of the Board of Trustees.

Existing Colleges Include:

- Williamson College of Business Administration
- Beeghly College of Education
- College of Creative Arts and Communication
- Bitonte College of Health and Human Services
- College of Liberal Arts and Social Sciences
- College of Science, Technology, Engineering, and Mathematics

Existing Schools Include:

- Dana School of Music in the College of Creative Arts and Communication
- Lariccia School of Accounting and Finance in the Williamson College of Business Administration
- Rayen School of Engineering and Technology
- School of Engineering Technology
- School of Graduate Studies and Research

UNIVERSITY GUIDEBOOK

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AGENDA TOPIC: Resolution of Support for Economic Development Administration Grant Application

STAFF CONTACT(S): Dr. Ikram Khawaja, Provost and Vice President for Academic Affairs, and Dr. Ronald Chordas, Associate Provost for University Outreach and Executive Director of the Public Service Institute

BACKGROUND: Youngstown State University is working with the City of Youngstown to submit a grant proposal to the Economic Development Administration of the U.S. Department of Commerce. Funding from this proposal would enable the University to strengthen its partnership with the City of Youngstown and economic development entities in order to develop a coordinated plan to address the economic development needs of the City.

SUMMARY AND ANALYSIS: The Center for Urban and Regional Studies will take the lead for the University in accomplishing the work plan for the grant. The culmination of the project will be an Economic Development Summit in which YSU will present the comprehensive strategies developed through the study to the community stakeholders. Strengthening and building upon the City/University partnership will advance the economy of the City and assure ongoing continuing investment in the region. The U.S. Department of Commerce requires a resolution of support from the University's Board of Trustees in order to award the grant.

RESOLUTION:

RESOLUTION OF SUPPORT FOR ECONOMIC DEVELOPMENT ADMINISTRATION GRANT

WHEREAS, Youngstown State University (YSU) and the City of Youngstown (City) have partnered to address the economic development needs of the City; and

WHEREAS, the Economic Development Administration (EDA) of the U.S. Department of Commence has grant funds in the amount of $219,792.00 available for an EDA Economic Adjustment Program grant; and

WHEREAS, the EDA Economic Adjustment Program grant can assist YSU and the City to work with community stakeholders to move forward the comprehensive strategies developed through the grant and partner with other economic development entities of the region; and

WHEREAS, the partnership that will develop through the grant will strengthen the economy of the City and promote ongoing, continuing investment in our region; and
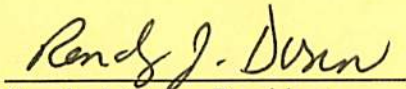
WHEREAS, YSU supports serving as the lead agency for the EDA Economic Adjustment Program grant; and

WHEREAS, YSU supports this effort with an in-kind salary match from the Center for Urban and Regional Studies in the amount of $41,242.00 per year for two years; and

WHEREAS, YSU supports an indirect cost match of $3,629.00 per year for two years, which is a reduction from the standard indirect cost rate;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby support YSU serving as the lead agency for the Economic Development Administration Grant and, if awarded, participating in the partnership with the City of Youngstown to address the economic development needs of the City of Youngstown.

RECOMMEND APPROVAL:

Randy J. Dunn

Randy J. Dunn, President

Board of Trustees Meeting
September 25, 2013
YR 2014-

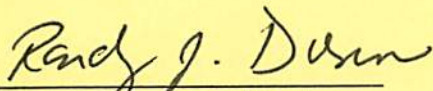**AGENDA TOPIC:** Strategic Plan Cornerstone Update

STAFF CONTACT(S): Dr. Ikram Khawaja, Provost and Vice President for Academic Affairs

BACKGROUND: *YSU 2020: The Strategic Plan of Youngstown State University, 2011-2020* is organized into four cornerstones (Accountability and Sustainability, Student Success, Regional Engagement, and Urban Research University Transition), whose work is ongoing. One cornerstone is highlighted at each Board of Trustees meeting.

SUMMARY AND ANALYSIS: The Urban Research University Transition cornerstone is highlighted at the September Board of Trustees meeting.

RESOLUTION: N/A – DISCUSSION ITEM ONLY

REVIEWED AS TO FORM AND CONTENT:

Randy J. Dunn

Randy J. Dunn, President

YSU 2020

Cornerstone on Urban Research University Transition
September 2013

Progress continues on a number of initiatives within the Urban Research University Transition Cornerstone. These initiatives impact undergraduate and graduate education as well as international students.

EXPAND UNDERGRADUATE RESEARCH OPPORTUNITIES

On May 30, 2013, Siemens Corp. announced that it would provide an in-kind grant for $440 million in state-of-the arts product lifecycle management (PLM) software and training to the College of Science, Technology, Engineering and Mathematics at YSU. The in-kind grant is a core component in the continuing efforts of the new National Additive Manufacturing Innovation Institute (NAMII) in downtown Youngstown to prepare a modern workforce in the Cleveland-Pittsburgh TechBelt and throughout the United States. The software will be sued to educate students and prepare them for careers in fields ranging from robotics design to computer-aided engineering to additive manufacturing in a multitude of industries around the world, including aerospace, automotive, defense, energy, high-tech electronics, machinery, and oil and gas.

PLM software allows companies to manage the entire lifecycle of a product efficiently and cost-effectively, from ideation, design and manufacture, through service and disposal. Computer-aided design (CAD), computer-aided manufacturing (CAM), computer-aided engineering (CAE), product data management (PDM) and digital manufacturing converge through PLM technology. NASA used the software to develop the Mars rover Curiosity. Calloway uses it to design golf clubs. Space X, a private space exploration company in California, has used Siemens' PLM software to develop its Falcon rocket and Dragon space capsule.

"From a software perspective, this in-kind grants puts YSU at the leading edge of advanced manufacturing research and provides our students the opportunities that they can only obtain from the best engineering research institutions," said Martin Abraham, YSU STEM dean.

With the addition of several new faculty members throughout YSU's STEM College, Abraham said he anticipates multiple opportunities to integrate the software throughout the curriculum. One of the first initiatives will be to integrate PLM into YSU's mission of developing NAMII's workforce training.

EXPAND DISTANCE EDUCATION FOOTPRINT

Expanding online options for students is an institutional priority for YSU, and distance learning is included in the university's strategic plan as a way to improve student satisfaction with academic and non-academic experiences. Five YSU graduate programs are now available online: Master of Business Administration, Master of Science in Criminal Justice—Criminal Justice Management and Program Planning, Master of Science in Education—Early Childhood Education, Master of Science in Engineering—Management Option, and Master of Respiratory

Care. Four additional master's-level degrees and one additional bachelor's degree are under consideration for an online start in fall 2013. With the addition of these new programs, the University has also invested in the distance education infrastructure through its Office of Distance Education. The office serves as a one-stop service location, providing student support from point of inquiry through graduation for YSU's distance learners. Additionally, the office houses an instructional designer who provides course design and development support to ensure that online courses are media-rich, unique, and pedagogically strong.

DEVELOP MARKETING AND RECRUITMENT STRATEGIES FOR GRADUATE STUDENTS AND HIGHLY ABLE UNDERGRADUATE STUDENTS

Emphasis has been placed on the initiative to develop marketing and recruitment strategies targeting highly-able undergraduate students. As part of this initiative, the Provost Scholarship will be offered for the first time in fall 2013. This renewable scholarship provides up to $4,000 toward YSU's out-of-state tuition surcharge for high-achieving out-of-state first-year high school students. Students applying for the scholarship must demonstrate high academic achievement in high school. The Provost Scholarship, which can be combined with YSU's other merit scholarships, was established to attract high-achieving students from outside Ohio and YSU's traditional recruiting areas. With limited publicity for the 2013-2014 academic year, YSU was able to award $44,000 to qualifying students. Message and marketing information is currently being prepared for the 2014-2015 recruitment cycle. For that cycle, YSU will target Chicago, Philadelphia, New Jersey, and Buffalo/Rochester. A web page has been constructed at: http://info.ysu.edu/ysu-provost-scholarship. Using Facebook and Google Adwords, YSU's marketing department will target students who are juniors and seniors in high schools in the target areas. Marketing will also work with the admissions staff to purchase lists of students' names for direct mailings. Provost Scholarship information will be included in the printed admissions marketing booklet for 2014-2015.

The University's strategic plan calls for increasing international student enrollment. From 2011 to 2012, the number of international undergraduate students increased by 15.5%, from 97 to 112 students. YSU was ranked second among Ohio's public universities in the number of students who were awarded prestigious Gilman Foundation scholarships for study abroad in 2011-2012, with four students receiving the award. Despite the fact that International Student enrollment at YSU has roughly doubled in the past six years, it still lags behind most Ohio institutions, and the current rate of increase is insufficient to meet the target international student enrollment. At Provost Khawaja's request, Jef Davis, Director of the Center for International Studies and Programs, submitted a Proposal for Recruitment of International Students on July 24, 2013. Davis' proposal calls for increased recruitment and advertising materials and efforts as well as the intent to begin offering merit-based scholarships for international undergraduate students.

RE-ENGINEER PROCESSES TO REDUCE TIME, PAPERWORK, AND DIVISIONAL BARRIERS TO RESEARCH AND SCHOLARLY ACTIVITY

Two positions have been filled recently to support faculty research at YSU. Dr. Sal Sanders was selected from a pool of highly-qualified candidates to serve as YSU's new Associate Dean of Graduate Studies. This associate dean position is a new position created to support the research agenda of an Urban Research institution. Dr. Sanders' responsibilities will

include coordination, management, and oversight of the daily operational processes of the School of Graduate Studies and Research. The overall leadership position, Associate Provost for Research and Dean of Graduate Studies, will be filled through a national search conducted during the 2013-2014 academic year. Until this position is filled, the responsibilities associated with research enhancement and sponsored programs will be overseen by Dr. Scott Martin as Interim Associate Dean for Research. This associate dean position will be eliminated once the overall leadership position is filled.

PROVIDE TECHNICAL SUPPORT FOR GRANT WRITING

A Coordinator of Pre- and Post-Award Activities, a part-time position in the Office of Grants and Sponsored Programs (OGSP), has been hired to assist the Director with external grant development and submission by YSU faculty and staff as well as with overall research administration by the Office. This new staff member was hired and is being trained on grant programs and procedures. Outreach to departments is being expanded with the goal of encouraging and facilitating the submission of proposals for external funding. The Coordinator will assist the Director with the submission of hard-copy and electronic submission of grant proposals and contracts. The Coordinator will also provide assistance with informing faculty and staff about the formal University procedures and policies (including budget) prior to grant submission.

DEVELOP COMPREHENSIVE START-UP PACKAGES POLICY

In recognition of the need for additional support for faculty research, the University began making new faculty start-up funds available in July 2008. This research incentive funding represents an effort to assist with recruiting faculty members with active research agendas. The funds also strengthen the faculty members' research capabilities at the beginning of their careers at YSU. In 2008-2009, the initial funds totaled $10,000. Since the initiative's infancy, these funds have grown substantially to a total of $129,548 allotted in 2012-2013. For 2013-2014, start-up funds totaling $99,540 have been allotted, including $36,315 in additional funds for new faculty computers and software. Start-up funds are available to the faculty members during their first two years at YSU.

SHARED INSTITUTIONAL EFFORTS TO INCREASE RETENTION AND GRADUATION

In an effort to increase retention and graduation, the Office of Associate Degree and Tech Prep Programs intends to expand its services to include academic coaching for associate degree and College Tech Prep students. These coaching services will be offered in addition to the Office's current services (marketing and outreach efforts for associate degree programs, CTAG and articulated credit processing, articulation agreement development, career pathway development and expansion with schools in the East Central Tech Prep Regional Service area, and STEM educational programs). Since many YSU students in associate degree programs tend to be adults from lower socio-economic backgrounds who are also first-generation college students, they need additional support to be successful.

Academic coaching is a process that helps students take action and move forward in positive directions in their lives. Through active listening, observing, and asking powerful questions, coaches help students identify goals, develop intrinsic motivation, and establish methods for holding themselves accountable. As a result of the coaching process, students have

a greater vision for their futures and a broader perspective on the choices and consequences they face in their lives. Coaching promotes deeper level thinking to help students make connections, take initiative, set goals and action plans, and develop persistence, grit, and accountability. Academic coaching can be done one-on-one, in groups, or in classroom settings. It can be done in formal hour-long sessions or on the spot in quick exchanges. Instructors can sue these skills in their classroom, in problem-solving situations with students, and in their roles as advisors.

The Office of Associate Degree and Tech Prep Programs plans to obtain associate degree student data from the Office of Institutional Research and Policy Analysis. Once that data has been obtained, and once the members of the Office have received professional development in academic coaching, the Office will begin outreach to establish an academic coaching program to eventually serve a population of approximately 175-200 students. The Office will coordinate this outreach with its normal work with regional career-technical centers and high schools in a six-county area. In spring 2014, the Office plans to implement an academic coaching program pilot consisting of approximately 25-30 students. The Office will conduct pre- and post-assessments with the academic coaching program participants, track the progress of the program participants, and generate a final report on the successes of the program.

ADD / IMPLEMENT SELECTED GRADUATE PROGRAMS

- Requests for online delivery for a **Master of Business Administration, Master of Respiratory Care, Master of Science in Criminal Justice,** and **Master of Science in Engineering-Management** have undergone campus review and have been approved by RACGS.

- A program development plan (PDP) for a **Doctor of Nursing Practice (DNP)** has undergone the campus review process. YSU has received comments from RACGS. The Full Proposal is now in preparation in the department.

- Discussions to initiate a **Master of Science in Actuarial Science** in the Department of Mathematics have been tabled. Modifications have been made to accommodate actuarial science students under the current program.

- A PDP for a **Master of Engineering Physics** has undergone the campus review process. YSU has received comments from RACGS. The Full Proposal is now in preparation by the department.

- The Department of Nursing has proposed the Adult Gerontology **Acute Care Nurse Practitioner Option** for their Master of Nursing (MSN) degree. The department has also proposed the **Adult Gerontology Acute Care Nurse Practitioner Post-MSN Certificate**. These proposals will undergo campus review during fall 2013.

ADVANCE CENTERS OF EXCELLENCE TO PROMINENCE

Four emerging Centers of Excellence were established in 2009 in response to the state's *Strategic Plan for Higher Education, 2008-2017*:

- Center of Excellence in Materials Science and Engineering
- Center of Excellence in Applied Chemical Biology

- Center of Excellence in International Business
- Rich Center of Excellence for the Study of Autism

Internal funding of $425,000 was designated for FY 2013 and FY 2014. Ongoing base funding and increased support will be required for programs associated with the Centers if current levels of activity are to continue.