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BACKGROUND MATERIALS
Tuesday, June 3, 2014

- 1. Strategic Plan Matrix** **Tab 1**
This matrix details the ongoing initiatives from the four cornerstones of the Strategic Plan.
- 2. Audits Timeline Matrix** **Tab 2**
This matrix tracks the progress of the implementation of recommendations for improvement or correction made by internal and external auditors.
- 3. Report of Internal Auditors, Packer Thomas** **Tab 3**
Updates on Continuous Monitoring Reports on Payroll and Purchasing and quarterly report of services for 2014.
- 4. FY 2013 OBOR Audit Results for Financial Aid** **Tab 4**
This report shows a Summary Error Report performed by the Ohio Board of Regents to determine federal and state compliance for standard reporting by YSU.
- 5. Audit Subcommittee Charter and Internal Audit Charter** **Tab 5**
This is provided as a regular part of the agenda.

BACKGROUND MATERIALS:
Audit Subcommittee

TAB 1: Strategic Plan Matrix

STAFF CONTACT: Neal McNally, Interim Vice President for Finance and Administration

HIGHLIGHTS OR ISSUES:

- Progress on utilizing YSU's new "Modified Strategic Initiative-Based Budgeting" has been challenged by the need to balance YSU's current and upcoming annual budget due to declining revenues.
- While data limitations persist, preventing a cost analyses at the program level, significant progress has been made to facilitate departmental level analyses.
- External funding in Athletics increased from 5% in 2012 to 10% in 2013.
- Conditional admission initial compliance is up to 97% and the rate of students successfully completing the conditional semester is up to 70%.
- The percentage of students registering for more than 14 semester hours has increased over the last two years (Fall = 9% increase, Spring = 3% increase).
- The most recent Noel Levitz National Student Satisfaction survey indicates that the University's rating for Quality of Academic Advising is our highest strength in comparison to other four-year public institutions.
- For distance education programming, there has been a 38.5% increase in monthly prospects since last year. Average monthly prospects in 2013 were 53. Average monthly prospects in 2014 have been 137.
- All initiatives are on schedule.

TAB 2: Audits Timeline Matrix

STAFF CONTACT: Katrena Davidson, Controller

HIGHLIGHTS OR ISSUES:

- The 23 recommendations open at May 2, 2014, are from 3 external auditor management letters and 7 Packer Thomas internal audits. This compares to 15 recommendations at January 24, 2014.
- No significant delays.

TAB 3: Report of Internal Auditors, Packer Thomas

STAFF CONTACT: Neal McNally, Interim Vice President for Finance and Administration, and Katrena Davidson, Controller

HIGHLIGHTS OR ISSUES:

- Continuous monitoring is performed on Payroll and Purchasing functions for the prior quarterly period with no decline in performance.

TAB 4: FY2013 OBOR Audit Results for Financial Aid

STAFF CONTACT: Elaine Ruse, Director, Office of Financial Aid and Scholarships

HIGHLIGHTS OR ISSUES:

- The financial aid audit focused on the financial and academic records of 100 students to determine compliance with federal and state reporting standards.
- There were 900 data items reviewed for possible anomalies from the Ohio College Opportunity Grant, Ohio Academic Scholarship, Ohio War Orphans Scholarship, Nurse Education Assistance Loan Program, Ohio Safety Officers Memorial Fund, Choose Ohio First Scholarship and Ohio National Guard.
- The OBOR final audit summary report indicated “0” errors (or a 0.0% overall error rate) had been achieved.

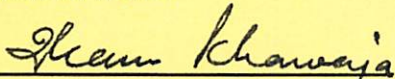
TAB 5: Audit Subcommittee Charter and Internal Audit Charter

STAFF CONTACT: Neal McNally, Interim Vice President for Finance and Administration

HIGHLIGHTS OR ISSUES:

- Required by Board Policy.

REVIEWED:


Ikram Khawaja, Interim President

STRATEGIC PLAN MATRIX

Legend: Critical Delay Behind But Manageable On Schedule Completed Status Has Been Revised

ACCOUNTABILITY & SUSTAINABILITY

Start Date	Est. Date of Completion	Summary of Initiative	Current Status	Status
2011-2012		Utilize new budget model to ensure strategic alignment of budgets and expenditures. Leader: Neal McNally	Efforts in the 3rd quarter of 2013-14 are focused on achieving a balanced budget in light of declining revenues and some increasing costs. However, cost reductions are still being achieved through strategic prioritization with an emphasis on growing and/or protecting revenue streams. Work is already underway to define a balanced budget for FY2014-15 with similar efforts to reduce costs in strategic ways that enhance revenues.	
2011-2012		Create a central database to support all initiatives. Leader: Gene Grilli NOTE: (The Steering Committee will evaluate this initiative and appoint a new leader as necessary.)	Efforts remain focused on the Business Intelligence (BI) proof of concept deliverable as defined by executive management. The solution provided will facilitate the financial planning and budget development processes through the aggregation of various instructional costs. The product of this effort will be applied to a request recently submitted by the Dean of the Beeghly College of Education allowing for the identification and analysis of instructional costs at the departmental level. The BI team is in the process of delivering the requested solutions utilizing the recently acquired IBI Active Reports and Visual Discovery platforms.	
2011-2012		Systematically review, simplify, and automate business practices. Leader: Paul Kobulnicky NOTE: (The Steering Committee will evaluate this initiative and appoint a new leader as necessary.)	Work continues on the three fronts articulated last quarter. (1) As an overarching issue we are looking at a metric for efficiency that looks at increasing the percentage of direct instructional expenses against the total University expenses. Increasing the percentage of the budget given to direct instructional expenses, especially in a time of decreasing net revenues, means that we are becoming more efficient. The technique can also be compared across institutions since the relevant data is reported to the state and federal governments. (2) We are nearing a recommendation on steps we can take to reduce "bad debt." Our committee is focused on three major improvements to reduce bad debt: improving our contact information for current students, especially telephone numbers, the provision of better and more timely financial management and debt repayment counseling, and working with faculty to improve attendance taking since proper attendance is related to the University's ability to receive federal funds related to outstanding student tuition invoices. (3) Training on new travel processes has begun. In addition, we are working on the consolidation of summer term classes to fewer buildings to reduce cooling costs across campus, focusing cooling and classes on buildings with sensitive labs that must be cooled.	
2011-2012		Explore and implement shared services as needed. Leader: Paul Kobulnicky (See NOTE above.)	YSU reported its efficiency activities to the State Efficiency Advisory Committee as required. The report focused on: YSU's health care insurance changes, YSU's faculty severance program, YSU's reductions in support services costs, IUC collaborative insurance purchases, Ohio Edison Enernoc energy savings programs, Youngstown thermal heating cost reductions, and IUC collaborative software licensing agreements.	
2011-2012		Establish a culture of customer service. Leaders: Jack Fahey	A campus climate survey was administered to faculty and staff this Fall. Results are being scored for dissemination.	
2011-2012		Establish effective communication systems. Leaders: Joe Mosca	Communications on the Strategic Plan continue to be focused on interaction with groups. President Dunn takes the message of Enrollment, Excellence and Engagement to all of the communities with which he interacts. He also communicates to the campus community through regular columns in the YSUupdate, and he appears regularly on WYSU radio. Matters of strategic importance are now a regular part of the agendas of Executive Administrative Staff Council, the Dean's Council and the Departmental Chairs Council.	
2012-2013		Update and implement the Technology Master Plan on an ongoing basis. Leader: Ken Schindler	Analysis of the current state of educational and administrative technology at YSU continues. Server and core network upgrades have been addressed. Further infrastructure upgrades have been identified, and budget initiatives are being developed. Long-term shifts in software strategies to embrace open source strategies when appropriate have begun.	
2012-2013		Form an IT steering committee to align IT priorities with strategic priorities. Leader: Ken Schindler	Duplication between two committees has been resolved. Working with the Information Technology Advisory Committee (ITAC), the department of Information Technology Services (ITS) has chartered a Learning Management System review, has endorsed a password change cycle of 180 days, and has recommended moving to a combination of WordPress and Drupal as website content management systems of choice. University Administration has approved the ITAC recommendations.	

REGIONAL ENGAGEMENT

Start Date	Est. Date of Completion	Summary of Initiative	Current Status	Status
2011-2012	Ongoing	Develop strong relationships with regional economic development agencies. Leader: Ron Chordas	Youngstown State University and the Youngstown Warren Regional Chamber were recognized for their collaboration in developing the relationship with Siemens Corp. that led to a \$440 million in-kind software grant to YSU at the Ohio Economic Development Association 2013 Annual Summit in Columbus. In July, the Youngstown Business Incubator ranked No. 11 out of 150 incubators worldwide on a list of the best university-affiliated incubators in the world. The University Business Incubator Index, based in Stockholm, compiled the list. The University collaborated with NASA Glenn and MAGENT – The Manufacturer’s Advocacy and Growth Network – to conduct a “NASA Roadshow” event to assist local manufacturers in solving technical challenges. That event will be held December 5, 2013 at Kilcawley Center. The Center for Urban and Regional studies was awarded a grant from EDA to develop economic development strategies in partnership with the City of Youngstown. The grant award in the amount of \$219,792 runs from October 1, 2013 to September 30, 2015. The grant will conclude with an Economic Development Summit in the Fall of 2015.	
2011-2012	Ongoing	Offer diverse arts and cultural programming to broaden audience demographics. Leader: Bryan DePoy	<ul style="list-style-type: none"> • The Department of Theater and Dance has devoted one of their season's programming spots to support audience diversification. This year's programming was a collaboration between the Jewish Federation and the University Theater program to produce “Tribunal”, which performed to seven consecutively sold out performances this past October (2013). This performance allowed us to not only engage with the Jewish community, but it allows us to present various historical perspectives regarding this troubling time in history. It was among the most successful theater runs by every measure in recent history. • Over the past year, arts and culture programming alone brought 33,067 individuals onto campus. • The academic units are working very closely with the Office of Diversity and Multicultural Affairs to ensure that diversity programming is not only being reported but is strategically implemented by the academic units. All academic units are represented and serving on this active task force led by Sylvia Imler. • The Department of Theater and Dance is in the very early stages of a youth theater project titled “Penguin Playhouse,” which is a theater initiative designed to focus on a younger demographic. • A partnership in cultural programming has been established at the Jewish Community Center to include a theater camp for youth serving citizens on the north side of Youngstown and the community at large. • The College of Creative Arts & Communication is entering into a formal agreement with Chaney High School (Visual and Performing Arts School) to expand early arts and culture opportunities to the diversity represented at the school. The goal is to expand our audience reach by directly collaborating with the Youngstown City Schools and to facilitate access to programming. We already have several faculty and students working with instructors and students at Chaney High School, and this relationship continues to grow. 	
2011-2012	2014	Establish policies to reduce barriers to partnerships. Leader: Task Force to be identified by Chet Cooper and Bryan DePoy	<ul style="list-style-type: none"> • It was decided that the focus would be placed on exploring barriers to academic partnerships with community colleges. As our recruiting demographic changes, a renewed importance will likely be placed on our positive and mutually beneficial relationships with two-year institutions. A task force has convened to address this challenge and has identified four primary components: 1) Faculty collaboration between the respective institutions is critical; 2) We should conduct a study to assess programs at the partner and host institution for program congruence; 3) We must streamline the transfer and articulation process; and 4) We must broaden and formalize our relationship with Eastern Gateway Community College. We are now reviewing the construct of possible Dual Admission agreements, to begin with Eastern Gateway Community College, as well as master agreements for transfer equates. 	
2011-2012	Ongoing	Increase coordination/communication among academic units related to economic development and community engagement. Leader: Ron Chordas	<ul style="list-style-type: none"> • Within the Williamson College of Business Administration (WCBA), the Monus Entrepreneurship Center is collaborating with the Gerontology Program (Bitonte College of Health and Human Services; BCHHS) to plan a regional conference that will include a student entrepreneurship competition focusing on new business ideas for the senior market. • The Small Business Development Center (WCBA) continuously utilizes the skills of faculty members across campus to address business-related needs and planning. • New graduate courses have been developed by the WCBA. One is an elective course in Entrepreneurship, Technology and Innovation for MBA students, as well as those in the College of STEM. • The Engagement Task Force recently sponsored a Faculty Summit on Engagement in Kilcawley Center for YSU faculty and staff that focused on global engagement activities; best practices in setting objectives, evaluation of outcomes, and assessment for student internship placements; and development of service learning courses and activities. • The College of Creative Arts and Communication has been directly involved (Dean serves as co-chair) in a transformation regional arts advocacy initiative (Power of the Arts). To this date, the initiative has commissioned the first economic impact study for arts and culture in the region. In addition, the College is partnering with the organization to offer a quarterly professional development series for the community titled, "Arts Mean Business." 	

Start Date	Est. Date of Completion	Summary of Initiative	Current Status	Status
2011-2012	Ongoing	Improve communication between community outreach units and academic departments. Leader: Ron Chordas	<ul style="list-style-type: none"> The College of Creative Arts and Communication is partnering with the Metro College to establish a Corporate Communication Training Center (funded, in part, by an Ohio Hub of Innovation and Opportunity grant) to offer communication skills training sessions to regional industry on a fee-based basis. The center will begin operating in Fall 2013. Meetings were conducted with the Chairs of CLASS and BCHHS regarding opportunities for student engagement relating to community projects. These meetings will continue as needed throughout the academic year as opportunities arise. The Beeghly College of Education submitted the Promise Neighborhoods Grant, a collaborative effort between Beeghly College, BCHHS, CLASS, and the Center for Urban and Regional Studies. They have also worked to obtain commitments from multiple social service organizations providing services on the east side of Youngstown. The Executive Director of the Center for Urban and Regional Studies, along with the MRCI coordinator, serve on the board of directors of the Northeast Ohio Sustainable Communities Consortium, a twelve county consortium. This initiative is funded by a \$4.3 million grant from HUD. The grant's goals include creating a resilient Northeast Ohio, connecting our communities, restoring and protecting the natural resources. It is based upon a competitive framework for the economic vitality of the region. 	
2013-2014		Develop other general strategies to bolster engagement and institutional awareness. Leader: Scott Evans (See NOTE on Page 1, Initiative 2)	A subcommittee of the Cornerstone team met to identify possible strategies that are in progress or planned that are appropriate for this initiative. The offices of Marketing and Communications, Alumni Relations, and Diversity and Multicultural Affairs developed a raw list for further evaluation.	
STUDENT SUCCESS				
2011-2012		Examine and revise admissions and retention requirements. Leader: Jack Fahey	<i>The recent changes in deadlines and conditional admission requirements are being monitored closely. We've seen a significant improvement in conditional compliance with the stipulations of their admission. For Fall 2013, 97% of conditional admits signed a conditional admission agreement. As a result of their compliance, conditional student success has grown from 27% in Fall 2009 to 70% this semester. We've begun the transition from open enrollment to open access by empowering the Director of Admissions, and her admissions committee, to review all conditional student applications and deny admission to those students who are most unlikely to be successful. In addition, a work group identified the factors that are driving the recent declines in enrollment of African American students, and their recommendations are being prioritized and implemented.</i>	
2011-2012		Develop Freshman-Year experience. Leader: Shearle Furnish	<p>The final recommendations of the committee include:</p> <ul style="list-style-type: none"> The six undergraduate colleges should implement a one-to-three-hour freshman seminar. The seminar has been piloted in the Bitonte College of Health and Human Services. The College of Liberal Arts and Social Sciences is developing their seminar. YSU should expand the implementation of learning or living/learning communities beyond the successful current instances. YSU should improve and enhance outreach and communications with first-year students. Deans should consider training and appointing faculty mentors. The University should train resource allies among the student body, faculty, and staff. The University should implement a virtual and physical "Ask the Penguin" informational service. YSU should re-invent Freshman Convocation as a Welcome Week event for first-year students. 	
2011-2012		Improve course completion rates. Leader: Shearle Furnish	<p><i>This initiative group has crafted OBOR-mandated the College Completion report for BOT approval. That work being done, the group plans to explore courses that are barriers/bottlenecks to completion.</i></p> <p>METRIC – The % of students registering for more than 14 semester hours has increased over the last two years (Fall = 9% increase, Spring = 3% increase).</p> <p>METRIC – The Fall 2013 course completion rate of 83.3% is 2.5% higher than Fall 2012 and is the highest Fall rate in at least 5 years.</p>	
2011-2012		Align advising systems. Leader: William Buckler	<p><i>Although initially envisioning development of a "Faculty Advising Syllabus" to complement the existing "Academic Advising Syllabus" used by the professional advisors, emphasis veered toward developing a single more comprehensive advising syllabus for use by both professional and faculty advisors. The term "syllabus" is thought to present confusion with students so the effort has been re-titled to Academic Advising Roadmap. At the time of the last update the new four-page Roadmap was in the proof stage. It has since gone into distribution during Early SOAR and response has been very positive. Incoming freshmen are given hardcopies of the Academic Advising Roadmap during SOAR and a digital file of the brochure is available to all departmental chairs or individual faculty advisors for use in their department. The Roadmap is also to be made available on the advising website.</i></p> <p><i>The coordinator of academic advising is continuing efforts to build a curriculum sheet website to display in a single venue current requirements for all undergraduate majors available on campus. But concurrently, he is taking an active role in working with the department chairpersons to see that their</i></p>	

Start Date	Est. Date of Completion	Summary of Initiative	Current Status	Status
2011-2012		Align advising systems. Leader: William Buckler	<i>(continued from page 3)</i> Bulletin descriptions are accurate, clearly expressed with students in mind, and that needed changes in program requirements go through the required approval process. The template for the curriculum sheet web page is now included on the advising website and individual curriculum sheets are about to be posted. METRIC - In Spring 2013, the Office of Assessment administered the National Survey of Student Engagement (NSSE) to measure YSU student experiences in practices known to positively impact student engagement, retention, and success. As an add-on, YSU included an academic advising module to examine freshmen and senior students' experiences with academic advising, including frequency of use, accessibility, information provided, and primary source of advice. Freshmen advising scored higher on all questions relative to peer institutions, whereas senior advising fared somewhat more poorly on most questions relative to peer institutions. METRIC – The most recent Noel Levitz National Student Satisfaction survey indicates that the University's rating for Quality of Academic Advising is our highest strength in comparison to other four-year public institutions.	
2012-2013		Increase learning-assessment endeavors. Leader: Hillary Fuhrman	YSU has significantly increased student learning assessment activities on campus: <ul style="list-style-type: none"> Substantial participation in (86% academic/95% co-curricular) and high quality of assessment reports (83% academic/85% co-curricular) Numerous professional development opportunities to build assessment capacity (19 workshops with 300+ participants, 50+ review volunteers) Programs to promote innovation and best practices in student learning assessment (best practices poster competition, innovation mini-grants) Opportunities to build on and celebrate a vital assessment culture (university-, college-, and student affairs-level assessment bodies active, assessment participation recognition, and appreciation) General education has contributed significantly to student learning endeavors, with professional development opportunities: <ul style="list-style-type: none"> Development and implementation of the campus-wide ROAD project for general education learning outcome assessment in critical thinking and writing Use of recommendations from ROAD data for curricular improvements Further development in process to expand ROAD to promote faculty discourse around student learning Expansion of the ROAD process for other areas of general education knowledge and skills, areas the HLC's new criteria places stronger emphasis upon Assessment and General Education are also working collaboratively to join the ROAD project with VSA reporting requirements to increase faculty participation in general education assessment while fostering campus-wide dialogue on student learning and success.	
2012-2013		Raise more money for scholarships. Leader: Jack Fahey	For the second year in a row, the YSU Foundation authorized a significant increase in scholarship funding. Funds are earmarked for merit and graduate scholarships. The University created a new automatic and renewable freshmen scholarship called the First Opportunity Award. This \$1,000 award seeks to reach students with a 3.0 GPA with a 20 or 21 ACT. In addition, continuation requirements for the Dean's and President's Scholarships are being reviewed, as we believe the 3.5 requirement for renewal is out-of-line with our sister institutions and their requirements. The Advancement Division has completed a scholarship needs and prioritization process by college and is promoting gifts via the annual fund and through new and existing endowed scholarships. \$3.8 Million dollars was raised in FY 2013. METRIC – The federal IPEDS 2013 data indicates we have significantly improved our performance compared to both our peer group and IUC universities in terms of average net price of attendance.	
2012-2013		Streamline academic experiences—e.g., 3-year degrees, credit for prior learning. Leader: Teri Riley	The state required each institution to have three-year degree plans for 10% of all baccalaureate degree programs by October 15, 2012 and plans for 60% of programs by June 30, 2014. We have met the 10% requirement, and the pathways are posted on the YSU website at http://web.ysu.edu/degreepathways . We continue steady progress toward this goal and will meet the June 30, 2014 deadline for identifying three-year degree pathways for 60% of our programs.	
2012-2013		Develop a major marketing campaign to position YSU as a university of choice (e.g., YSU Success Stories). Recruit under-represented students, the best students, and students outside the immediate area. Leader: Mark Van Tilburg	<i>Current Status:</i> We are continuing this ongoing work, with reduced emphasis on supporting recruitment of “students outside the immediate area,” because of recent data and recommendations from Gary Swegan, our new associate vice president for enrollment planning and management. Our initiative includes: <ul style="list-style-type: none"> Increasing YSU visibility and improving the public perception of the University as a high value, quality institution through traditional and new media platforms, both paid and unpaid. Expanding our electronic and social media footprint across all established and emerging platforms. Creating and publishing student, faculty, alumni success stories in print and video formats. Working with EyeFlow, a Pittsburgh-based new media and web design research firm conducted in-depth audit of our website in preparation for major redesign of the YSU website, which is now underway using the data and recommendations from the audit. Executed limited February-March 2014 blitz campaign for local, western Ohio and west PA markets, in addition to ongoing marketing efforts in high-potential recruitment geographic areas. Working with Gary Swegan, as well as key admission professionals, the design and production of key print recruitment materials were fast-tracked this year to ensure timely distribution to potential students. 	

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2012-2013		Develop a major marketing campaign to position YSU as a university of choice (e.g., YSU Success Stories). Recruit under-represented students, the best students, and students outside the immediate area. Leader: Mark Van Tilburg	(Continued from page 4) <ul style="list-style-type: none"> Other initiatives underway include additions to stadium banners to emphasize our "Experience Y" branding; working with the Chamber and the City of Youngstown to expand the street banner program downtown and in contiguous areas around campus; contracting for four new digital display billboards inside the Akron/Canton airport; and increasing our sponsorships of appropriate high school conferences and events. 																																					
2012-2013		Increase internship, cooperative-education, service-learning, and study-abroad opportunities. Leader: Betty Jo Licata	<p><u>Internships/Cooperative Education:</u> Develop a university website that directs employers and students to department or college internship information Establish common course numbers for all internship courses Establish zero credit-hour internships so noncredit internships can be tracked Consider a university-wide internship support structure Be proactive in offering career development programming Be proactive in recruiting and educating employers regarding internships and coop Determine YSU's position on paid vs. unpaid internships</p> <p><u>Service Learning</u> Increase marketing of service-learning courses and the Service Learning Citizen Scholars Program Promote community service opportunities Sponsor of YSU Service Day Create an inventory of service-learning courses Offer faculty development workshops on designing service-learning courses Promote the hands on Volunteer Network database Promote Service-Learning successes Create Global Service Learning Project</p> <p><u>Study Abroad</u> Develop university-specific partnerships Link opportunities with specific colleges or academic programs Create cross-college/interdisciplinary collaborations</p>																																					
2012-2013		Offer flexibly scheduled, alternative delivery, and distance-education courses and programs. Leader: Millie Rodriguez	<p>With the focus of enrollment increases in distance education, as a primary initiative, the following are indicators that are currently in our favor:</p> <ol style="list-style-type: none"> Our Student Support Position was approved, and the person is slated to start mid-May. This person should have a significant impact on our conversion rates, as that will be their primary role in the office. We have had a 38.5% increase in our monthly prospects since last year. Average monthly prospects in 2013 were 53. Average monthly prospects in 2014 have been 137. <table border="1"> <thead> <tr> <th>Program</th> <th>Applicants</th> <th>Prospects</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>Allied Health</td> <td>64</td> <td>172</td> <td>59 leads all of last year / 113 in the last 4 months</td> </tr> <tr> <td>Public Health</td> <td>24</td> <td>114</td> <td>27 leads all of last year / 87 in the last 4 months</td> </tr> <tr> <td>Engineering Mgmt</td> <td>12</td> <td>75</td> <td>33 leads all of last year / 42 in the last 4 months. Also they show lower inquiries; higher conversion</td> </tr> <tr> <td>MBA</td> <td>40</td> <td>264</td> <td>170 leads all of last year / 94 in the last 4 months</td> </tr> <tr> <td>Criminal Justice</td> <td>8</td> <td>104</td> <td>53 leads all of last year / 51 are in the last 4 months</td> </tr> <tr> <td>Respiratory Care</td> <td>6</td> <td>100</td> <td>58 leads all of last year / 42 are in the last 4 months</td> </tr> <tr> <td>Financial Econ</td> <td>1</td> <td>15</td> <td>New Program 201440</td> </tr> <tr> <td>Early Childhood</td> <td>3</td> <td>96</td> <td>36 leads all of last year / 63 are in the last 4 months</td> </tr> </tbody> </table>	Program	Applicants	Prospects	Notes	Allied Health	64	172	59 leads all of last year / 113 in the last 4 months	Public Health	24	114	27 leads all of last year / 87 in the last 4 months	Engineering Mgmt	12	75	33 leads all of last year / 42 in the last 4 months. Also they show lower inquiries; higher conversion	MBA	40	264	170 leads all of last year / 94 in the last 4 months	Criminal Justice	8	104	53 leads all of last year / 51 are in the last 4 months	Respiratory Care	6	100	58 leads all of last year / 42 are in the last 4 months	Financial Econ	1	15	New Program 201440	Early Childhood	3	96	36 leads all of last year / 63 are in the last 4 months	
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2012-2013		Offer flexibly scheduled, alternative delivery, and distance-education courses and programs. Leader: Millie Rodriguez	<p><i>(Continued from page 5)</i></p> <ol style="list-style-type: none"> 3. We have had a 31% increase in our monthly applications since last year. Average monthly applicants in 2013 were 3.58, and average monthly applicants in 2014 are 12.5. 4. I am confident we could add the following in our programs: <ul style="list-style-type: none"> • 20 - 25 MBA students • 30 Public Health • 30 Allied Health • 15 Engineering • 15 - 20 Financial Econ. • Our other online programs are hard to gauge at this point given the enrollment history to date but our prospect increases are promising for increased production. • If we can get the RN to BSN program up, then we will see an added 20 - 25 students for Fall. They are still dragging their feet, but we are close. <p><u>New Programs being worked on for 2015</u> Increasing the number of programs that we have will offer will increase our student enrollments and overall revenue.</p> <ol style="list-style-type: none"> 1. Assoc. in General Education: this could service so many students but primary markets to benefit are Military and International students. 2. Professional Writing Certificate 3. BA Journalism completion program 4. MA Interdisciplinary Communication <p><u>Continuous Improvement</u> We are working on a military 'scholarship' (ie tuition credit) to lower the cost of our tuition to meet military TA for our Active Duty military. Improving the quality of our programs will allow us to market excellence in online education. This would include the QM review process, our internal review process, and most recently added is the ability to ProctorCam our exams and verify our students in the online courses. The proctoring option for faculty is slated to start in the Fall 2014. Acquiring the student work force from the ITC and formulating the Instructional Design and Development Center has allowed uninterrupted support of our faculty in the design, development, and delivery of their online courses.</p>																	
2011-2012		Formalize exit interviews. Leader: Jeanne Herman	<p><u>Components of the initiative:</u></p> <table border="0"> <tr> <td>1. Identify students who do not return to YSU.</td> <td style="text-align: right;">100%</td> </tr> <tr> <td>2. Contact students who have completely withdrawn from YSU during the term.</td> <td style="text-align: right;">100%</td> </tr> <tr> <td>3. Counsel students who want to completely withdraw from YSU.</td> <td style="text-align: right;">30%</td> </tr> <tr> <td>4. Identify where YSU students go if they do not register for the next term.</td> <td style="text-align: right;">50%</td> </tr> <tr> <td>5. Identify where YSU graduates go after graduation.</td> <td style="text-align: right;">100%</td> </tr> <tr> <td>6. Create a survey designed to identify key reasons a student leaves YSU.</td> <td style="text-align: right;">100%</td> </tr> <tr> <td>7. Respond to issues causing students to leave YSU.</td> <td style="text-align: right;">25%</td> </tr> <tr> <td>8. Measure impact of outreach.</td> <td style="text-align: right;">25%</td> </tr> </table> <p>Our current process of contacting student once they have withdrawn from the University yields a low response rate. The data we have received reveals that 42% of the students who withdraw do so due to reasons that no one could have prevented. This is a solid start but we need to reach a greater number of students. Beginning Fall 2014, we will send an exit interview out to all students who came to YSU in the Spring, but did not register for classes in the Fall. We are also working with the IT staff to utilize the Banner survey function. This function will require a student to complete a survey before they withdraw from classes. This is a complicated process and will require some time to implement and properly test.</p>	1. Identify students who do not return to YSU.	100%	2. Contact students who have completely withdrawn from YSU during the term.	100%	3. Counsel students who want to completely withdraw from YSU.	30%	4. Identify where YSU students go if they do not register for the next term.	50%	5. Identify where YSU graduates go after graduation.	100%	6. Create a survey designed to identify key reasons a student leaves YSU.	100%	7. Respond to issues causing students to leave YSU.	25%	8. Measure impact of outreach.	25%	
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2012-2013		Implement Dual Enrollment with EGCC. Leader: Teri Riley	We've decided not to transition Math 1500 and 1501 to EGCC at this time. Dean DePoy is chairing a committee which is investigating a dual enrollment partnership with EGCC. This agreement will facilitate students transferring from EGCC to YSU.																	






URBAN RESEARCH

	Est. Date of Completion	Summary of Initiative	Current Status	Status
2011-2012	Ongoing	Expand undergraduate research opportunities. Leader: Jeff Coldren	<i>During the past semester, we held the 25th anniversary of Quest: A Forum for Student Scholarship. This was another highly successful year as 389 students were involved in 192 projects. We held an additional event called the Best of Quest to celebrate the 25th anniversary at which the top students in each college presented their projects to a distinguished panel of judges and to the audience. We were pleased to have the cooperation of Turning Technologies to supply the scoring equipment. Plans for the summer include revision and expansion of the Undergraduate Research website.</i>	
2011-2012	Ongoing	Create opportunities for interdisciplinary collaboration. Leader: Bryan DePoy	<i>The Colleges of STEM and Creative Arts & Communication are in the planning stages for a 3D printing facility in the Beecher Center of the Butler Institute of American Art. This facility will serve as a hub for interdisciplinary activity in STEM and the Creative disciplines to blend form and function (STEAM) and create more innovative research, creative output, and experiential opportunities for our students. The Colleges of STEM and Creative Arts & Communication (Department of Art) are in the final approval stages for a new general education course (Arts & Humanities) that incorporates design components into the engineering disciplines. Faculty development activities have created connections for shared information and collaboration. This year, workshops (e.g., teaching students about metacognition, employing classroom assessment tools, distance education, course design, prolific writing) create spaces for faculty from all corners of the campus to cross-pollinate ideas and strategies. Research collaboration is a goal of the InterCampus Mentors Program, which pairs new faculty members with experienced faculty from other colleges. Learning communities bring together colleagues from varied departments to focus on specific topics (this year, student writing and using classroom technology). New faculty orientation, followed by organized social activities, offer opportunities for that cohort to find commonalities.</i>	
2011-2012	Ongoing	Provide training for grant management and development. Leader: Ed Orona & Scott Martin	<p>Activities of the Office of Grants and Sponsored Programs (OGSP): <i>The OGSP - which is responsible for assisting YSU faculty and staff in submitting grant proposals for external funding, and for accepting grant awards for research, service, and academic development - is providing and/or sponsoring the following grant support and training. These activities also apply to benchmarking best practices in grant development and management.</i></p> <p>(a) <u>Grant Workshops</u>: <i>The OSGP director has continued a series of presentations on grant development for new and experienced faculty and staff; workshops on focused and specialized topics were scheduled; and presentations to department chairs and deans were delivered. Fall 2013 workshops (FY14) for new and returning faculty were delivered. There was maximum attendance (25) in Coffelt conference room. A workshop (Spring 2014) was offered to new and continuing faculty on "The Transition: Pre-Award Proposal to Post-Award Funding", with 20 in attendance. Additional workshops are being scheduled for Fall 2014.</i></p> <p>(b) <u>OGSP Coordinator</u>: <i>The search for a new staff member "Coordinator" (0.75 FTE) was re-initiated in January 2014; the Coordinator will be trained to assist with grant programs and procedures. Outreach to Departments and Colleges is to be expanded with the goal of encouraging and facilitating submission of proposals for external funding. The Search Committee will provide the short list of candidates to the Director in May.</i></p> <p>(c) <u>OGSP Website</u>: <i>The Director continues to update the OGSP Website which was self-initiated and describes the services offered and provided by the OGSP. The site is the single best source for grant information in the context of standard operating procedures and University policies. (Forms and processes are available.) The website describes and provides on-line resources for external and internal grant funding opportunities, grant development and submission, post award guidance for management and grant/contract agreements, terms and conditions, intellectual property, compliance and regulations.</i></p> <p>(d) <u>RCR Training: Responsible Conduct of Research</u>: <i>YSU is implementing processes to provide training and oversight on the responsible conduct of research (RCR) or ethics to YSU faculty and staff. The RCR training is required and mandated by sponsors, such as the National Science Foundation and other agencies. Equally important is the mentoring and training of undergraduates, graduate students, and postdoctoral researchers supported by agencies such as the NSF. OGSP is assisting in review of policies and best practices in the choice of an RCR training program. Commercially available software - CITI (Collaborative Institutional Training Initiative) Training Program, for faculty and staff certification, has been purchased. This CITI program is used by a host of other universities and planned for rollout for YSU use in the Fall semester 2014. Its use is being implemented in its initial stages for RCR training by the IRB (Institutional Review Board), which provides oversight on research involving human subject participants (below).</i></p> <p>(e) <u>Other Mandated Compliance and Training (Human and Animal Research)</u>: <i>The OGSP provides oversight of University adherence to federal and state laws (compliance regulations), which require individual certifications on the responsible use of human and animal subjects in research. The IACUC (Institutional Animal Care and Use Committee) is the committee at YSU designated to provide oversight and monitor federal regulations on research involving animals. Compliance under federally-supported research is under the domain of the USDA and OLAW (Office of Laboratory Animal Welfare). YSU has had a long-standing arrangement with NEOMED. A consortium comprised of YSU, NEOMED, Summa Health Systems, Kent State University, the</i></p>	

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2011-2012	Ongoing	Provide training for grant management and development. Leader: Ed Orona & Scott Martin	<i>(Continued from page 7)</i> University of Akron, and the Akron General Medical Center is involved. A consortial "protocol" has been used for institutions to process and approve research on animal subjects; the current system of practice was updated starting in 2012 with Dr. Walter Horne (at NEOMED), who serves as the YSU veterinarian of record. Human subjects' research projects, when proposed, are reviewed and approved (as "protocols") by the YSU Institutional Review Board (IRB). The Full Committee of the IRB meets monthly to approve projects involving vulnerable populations, such as children and prisoners. In addition, the IRB Chair reviews a hundred expedited protocols annually, which do not go to the full committee. To date, and since 2010, OGSP has provided oversight and required YSU personnel to receive training on conducting research on human subjects. All YSU faculty, students, and staff who are involved with Human Subjects research were required to complete training and be certified. On-line training was provided by the module at the NIH (National Institutes of Health) Office of Extramural Research (module-Protecting Human Research Participants). About 100-150 individuals have sent their Certifications to the secretary of the IRB. The IRB will be using the new CITI training modules to assist with the online training and the new certifications.	
2011-2012		Develop marketing and recruitment strategies for graduate students and selected undergraduates. Leader: Jack Fahey	<i>Current Status:</i> We are continuing this ongoing work, with reduced emphasis on supporting recruitment of "students outside the immediate area," because of recent data and recommendations from Gary Swegan, our new associate vice president for enrollment planning and management. Our initiative includes: <ul style="list-style-type: none"> Increasing YSU visibility and improving the public perception of the University as a high value, quality institution through traditional and new media platforms, both paid and unpaid. Expanding our electronic and social media footprint across all established and emerging platforms. Creating and publishing student, faculty, alumni success stories in print and video formats. Working with EyeFlow, a Pittsburgh-based new media and web design research firm conducted in-depth audit of our website in preparation for major redesign of the YSU website, which is now underway using the data and recommendations from the audit. Executed limited February-March 2014 blitz campaign for local, western Ohio and west PA markets, in addition to ongoing marketing efforts in high-potential recruitment geographic areas. Working with Gary Swegan, as well as key admission professionals, the design and production of key print recruitment materials were fast-tracked this year to ensure timely distribution to potential students.. Other initiatives underway include additions to stadium banners to emphasize our "Experience Y" branding; working with the Chamber and the City of Youngstown to expand the street banner program downtown and in contiguous areas around campus; contracting for four new digital display billboards inside the Akron/Canton airport; and increasing our sponsorships of appropriate high school conferences and events. 	
2011-2012	Ongoing	Add/implement selected graduate programs. Leader: Sal Sanders	The Economics department proposal for a 4+1 Master of Arts in Economics has been reviewed by both Graduate and Undergraduate Curriculum Committees and RACGS has been informed that undergraduate students meeting the requirements to participant in the program, will be permitted to take up to 9 semester hours of graduate credit that will be applied to meet both undergraduate and graduate degree requirements. A program development plan (PDP) for a Doctor of Nursing Practice (DNP) has undergone the campus review process, and comments from RACGS have been received. The Nursing department continues to develop the full proposal. The Post-Master's Family Nurse Practitioner Certificate has received RACGS approval. The Adult Gerontology Acute Care Nurse Practitioner Option for the Master of Nursing (MSN) degree and the Adult Gerontology Acute Care Nurse Practitioner Post MSN Certificate remain tabled at this time. The full proposal for a Master of Engineering Physics remains in preparation by the department. The Department of Art has developed a PDP for a Master of Fine Arts in Interdisciplinary Visual Arts , which has undergone the campus review process and is currently being reviewed by RACGS. A draft proposal for a Master of Arts degree in Media Entrepreneurship has been developed. Finally RACGS has been informed that the Master of Business Administration (MBA) degree will be offered at Lorain County Community College beginning Fall 2014. The Economics department proposal for a 4+1 Master of Arts in Economics has been reviewed by both Graduate and Undergraduate Curriculum Committees and RACGS has been informed that undergraduate students meeting the requirements to participant in the program, will be permitted to take up to 9 semester hours of graduate credit that will be applied to meet both undergraduate and graduate degree requirements. A program development plan (PDP) for a Doctor of Nursing Practice (DNP) has undergone the campus review process, and comments from RACGS have been received. The Nursing department continues to develop the full proposal. The Post-Master's Family Nurse Practitioner Certificate has received RACGS approval. The Adult Gerontology Acute Care Nurse Practitioner Option for the Master of Nursing (MSN) degree and the Adult Gerontology Acute Care Nurse Practitioner Post MSN Certificate remain tabled at this time. The full proposal for a Master of Engineering Physics remains in preparation by the department. The Department of Art has developed a PDP for a Master of Fine Arts in Interdisciplinary Visual Arts , which has undergone the campus review process and is currently being reviewed by RACGS. A draft proposal for a Master of Arts degree in Media Entrepreneurship has been developed. Finally RACGS has been informed that the Master of Business Administration (MBA) degree will be offered at Lorain County Community College beginning Fall 2014.	

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2011-2012	Ongoing	Advance Centers of Excellence to prominence. Leader: Ikram Khawaja	<p><u>Center of Excellence in International Business</u> <i>State Recognition – Ohio Chancellor Jim Petro named YSU’s Center of Excellence in International Business an Ohio Center of Excellence on 11/3/11.</i></p> <p>Curriculum: Curricular Developments</p> <ul style="list-style-type: none"> • The WCBA offered three Global Learning Experiences, each with a different focus. In December 2013, seven students and two faculty members participated in a GLE to Prague with a focus on transitional economics; eight students traveled to Dublin, Ireland in March to study global entrepreneurship and five students and one faculty member traveled with Cleveland State University to China to study supply chain management. In addition, approximately 15 students will participate in the four-week London Learning Experience where students live in London, participate in academic coursework, and complete team projects for London-based businesses. • The new course in Exporting engages students in developing export plans for regional businesses. In Spring 2014, students completed exporting plans for seven businesses. In addition, two of these businesses are establishing paid internships for the summer. • We are preparing students to take the Certified Global Business Professional (CGBP) exam offered by NASBITE International. • A faculty member is visiting South Korea this summer to explore partnerships. • A minor in International Business has been developed and approved. <p>Business Community Outreach <i>The Small Business Development Center, under the leadership of Ms. Patricia Veisz, houses the highly successful International Trade Assistance Center (ITAC) to assist businesses in starting or expanding international trade activities. The grant funds programming and an international trade assistance advisor to work with companies to initiate or expand international trade activity. Mousa Kassis is the ITAC Adviser. Workshops are conducted throughout the year for the business community.</i></p> <p><i>Export Needs Assessment: The Williamson Center, in partnership with the ITAC, completed an export needs assessment of local businesses. Approximately 1,200 businesses and organizations within NE Ohio were surveyed regarding their export experience, interests, and perceived needs. Findings provided direction for future Center and ITAC initiatives.</i></p> <p><i>Plans for 2014-2015 include:</i></p> <ol style="list-style-type: none"> 1. Aggressively build the BSBA in International Business. 2. Expand course offerings in International Business. 3. Expand international business projects and international internships with the regional business community. 4. Provide grants to support faculty research and instructional development. 5. Expand Global Learning Experiences at undergraduate and graduate levels. 6. Expand YSU's academic presence outside of the U.S. market. 7. Increase the opportunities for YSU students to interact with students from other universities. 8. Expand student-business interactions through student projects and internships. 9. Increase integration of Ohio Small Business Development Center and International Trade Assistance Center with WCBA activities. 10. Seek external grants to support new international business initiatives. <p><u>Center for Autistic Studies</u> <i>Scholarship – Refereed Publications and Presentations – Since March of 2014, faculty and researchers affiliated with the Center for Autism Studies submitted or completed the following manuscripts, publications, or presentations.</i></p> <p>Refereed Papers or Posters Presented at National or International Conferences: <i>Unger, D.D. (2014, April). Green Acres or Park Avenue? Increasing opportunities for common core knowledge and skill instruction for students with autism and intellectual disabilities through sustainable communities initiatives. Paper presented at the international meeting of the Council for Exceptional Children, Philadelphia, PA.</i> <i>Rogers, K. (2014, March). Transitioning older adolescents living with autism spectrum disorder to a medical home. Paper submitted to OCALICON 2014, Columbus, OH.</i></p>	

Start Date	Est. Date of Completion	Summary of Initiative	Current Status	Status
2011-2012	Ongoing	<p>Advance Centers of Excellence to prominence. Leader: Ikram Khawaja</p>	<p><i>(Continued from page 9)</i> Johnson, E. & Unger, D. (2014, March). <i>The relationship between technology-enhanced, standards-based instruction and the learning and application of science concepts and processes for students with autism.</i> Manuscript submitted to OCALICON, 2014, Columbus, OH.</p> <p>Proposed & On-going Research Mr. Jon Dean's investigation of the effects of a music-based curriculum (i.e., Count Me In) on learning, sleep quality, and melatonin levels in children with autism is in the final stages of data collection with students and families involved with the Rich Center for Autism. His research has been guided by a faculty sponsor from YSU's biology program. During late Spring and early summer of 2014, Mr. Dean will begin to analyze the melatonin samples and responses to survey instruments. Dr. Suzanne Guiffre (BCHHS) and three of her doctoral students in physical therapy are continuing to analyze data from their research related to the health benefits of hippotherapy, such as trunk strength, balance and social engagement, of students diagnosed with autism. Dr. Darlene Unger (Center for Autism Studies/BCOE) continues to work with Dr. An Chih Cheng (DePaul University) and Dr. Brian McMahon (Virginia Commonwealth University) to complete data analysis for two retrospective studies which examine patterns of employment discrimination alleged by working age-Americans with autism, and subsequent case resolutions, filed under Title I of the Americans with Disabilities Act. Manuscripts for the two studies should be completed by June 1 and August 1. Relatedly, Dr. Unger was invited to participate in the EEOCDATANET project based on her involvement with the National EEOC - Americans with Disabilities Act (ADA) Research Project and her prior research regarding the employment discrimination experiences of individuals with autism and other significant disabilities. The EEOCDATANET project is housed at the University of Massachusetts-Amherst and supported by funding from NSF. The project aims to enhance collaboration among researchers in relation to discriminatory practices in employment and improve knowledge translation. Ms. Elizabeth Johnson, an undergraduate student in special education at YSU continues to collect data at the Rich Center pertaining to her study of whether the use of text-to-speech graphic organizers and systematic instruction improves students' abilities to learn science vocabulary and concepts (e.g., food web and the relationship between species in an organization).</p> <p>Service and Outreach The YSU-Transition Options in Postsecondary Settings Project (YSU-TOPS), which serves students with autism, is collaborating with the Mahoning Valley Educational Service Center and the Mahoning Board of Developmental Disabilities to provide internships and work experiences for young adults with autism. Representatives from all agencies were selected to participate in Ohio's Employment First Transition Initiative, aimed at improving interagency collaboration in the high school-to-college and careers transition process for students receiving special education services.</p> <p>The YSU Center for Applied Chemical Biology The Center continues to meet its goal of preparing both undergraduates and graduate students for careers in the chemical biological fields through rigorous laboratory training experience. At least 10 student trainees received their M.S. degrees with their research focus in projects supporting the field of chemical biology. Several of these students have secured positions in industry or are continuing to pursue academic interests in programs at other institutions. In addition, more than 25 undergraduates have participated in various research projects within the Center. Over the past year, nearly a dozen publications and two dozen more conference presentations document the research endeavors of the Center. Approximately 6 new grant submissions were made to external funding sources. Dr. Min received a small grant to study gene splicing from the Ohio Plant Biotechnology Consortium. Meanwhile, several grant-funded projects continue within the Center, including investigations in wound healing, biofuel production, and bioinformatics. The Center continues joint ventures with St. Elizabeth Hospital and NewTech (Salem). Recently, through the Youngstown State University Research Foundation, Dr. Caguiat performed biotesting assays for Environmental Water Solutions (Florida).</p> <p>Centers of Excellence in Materials Science and Engineering Based on reported activities of ten CEMSE-affiliated faculty/research staff, CEMSE activities over the past year (2013-14) include: 1. Thirty-six (36) papers were published or accepted for publication in refereed journals. 2. Over \$1.1 million in external grant funds were awarded to CEMSE-affiliated faculty and staff from the National Science Foundation, America Makes – National Additive Manufacturing Innovation Institute, and the Ohio Board of Regents. External proposals requesting about \$2.5 million in funding are still pending.</p>	

Start Date	Est. Date of Completion	Summary of Initiative	Current Status	Status
2011-2012	Ongoing	Advance Centers of Excellence to prominence. Leader: Ikram Khawaja	<i>(Continued from page 10)</i> 3. Four (4) patents were co-authored (with external agencies) by CEMSE-affiliated faculty. 4. Over 30 external conference presentations were given by CEMSE-affiliated faculty, staff, and students. 5. Six (6) MS students completed their thesis work in a Materials Science/Engineering area and graduated from YSU. 6. A team of five (5) undergraduate students (Ashley Martof, Lauren Rodomsky, Caitlyn Rodomsky, Dakesha Jordan, and James Limperos; Advisor, Dr. Brett Conner) won the 2014 "Best of Quest (STEM)" and the "Choose Ohio First North East Ohio Poster Conference Top Project" Awards for their project: "Developing Customization and Complexity Scales for Additive Manufacturing Products"; an undergraduate student, Kristen Hernandez, was awarded a competitive NSF-REU scholarship to participate in a summer 2013 research program in crystal engineering at Kansas State University.	
2012-2013		Re-engineer processes to reduce time, paperwork, and divisional barriers to research and scholarly activity. Leader: Gene Grilli NOTE: (The Steering Committee will evaluate this initiative and appoint a new leader as necessary.)	A final report summarizing the subcommittee's finding and recommendations for "best practices" has been completed. It was presented to Provost Khawaja and Dr. Elias on 4/30/13. The subcommittee's work on this initiative is now complete. The report may be accessed in full at https://www.dropbox.com/sh/iv3b77cd1v24o08/fPdiP5SG3m?n=91528472 . This initiative has been referred to the Provost for funding.	
2012-2013		Publicize research outcomes. Leader: Betty Jo Licata	The team consists of Betty Jo Licata (WCBA), Ron Cole (Marketing & Communications), Tim Francisco (English), Howard Mettee (Chemistry), Patrick Bateman (Management), Ying Wang (Marketing), Ganesaratnam Balendiran (Chemistry), Darlene Unger (Education), Rachael Pohle-Krauza (Human Ecology), and Ewelina Boczkowska (Music). The primary task is to recommend steps to be taken to proactively promote the quality and impact of the scholarship/research being done at YSU. The team will build upon the recommendations of the Urban Research Transition subcommittee report in developing a marketing and communications strategy that increases the visibility of YSU in the regional, national, and international arenas, promotes the outcomes and impact of faculty scholarship, and positions our faculty as experts with the national media." Articles on faculty research are included in each issue of the YSU Magazine and YSU News. There also is our twice a month listing of faculty and staff scholarly activities. These stories are widely circulated to news media throughout the region; many are picked up and published by regional newspapers, broadcast stations, etc. The stories also appear prominently on our YSU News Center site, which is visited thousands of times every week.	
2012-2013		Benchmark and apply best practices in grant management. Leader: Theresa Orwell	Document detailing current best practices is being developed to be posted on the YSU website.	
<p>Legend: Critical Delay  Behind But Manageable  On Schedule  Completed  Status Has Been Revised </p>				

YSU 2020 STRATEGIC PLAN COMPLETED INITIATIVES

Start Date	Date of Completion	Summary of Initiative	Current Status																
REGIONAL ENGAGEMENT																			
2011-2012		Develop a task group for nonviolent behavior and community safety. Leader: Tammy King	A task force to examine violent behavior and community safety was created in Spring 2012. The task force, referred to as the Community Safety Committee, promulgated two successful initiatives: 1) a new YSU Workplace Violence Policy (in collaboration with the Domestic Violence Committee) and 2) the Community Safety Summit. The YSU Board of Trustees approved the Workplace Violence Policy (#7001.04) on December 14, 2012. The Community Safety Summit, sponsored by the Bitonte College of Health and Human Services, was held on November 10, 2012. More than 100 persons attended and partook in the opportunity to engage with other individuals and organizations to address the myriad of issues pertaining to community safety.																
2012-2013		Identify and secure sources of external funding to support student athletes and enhance their competitiveness. Leader: Ron Strollo	<ul style="list-style-type: none"> • The Department of Athletics is in the first year of a three year agreement with IMG, a national leader in sports marketing and promotions, to provide an analysis of our corporate marketing efforts, oversee our sales efforts, and assist with corporate sponsorship revenue. • The Athletic Department will begin investigating a third party to assist in the sales of football and basketball tickets. • The new video board in Beeghly Center will enhance marketing and fundraising capabilities. • Discussions are underway with several potential donors to fund a portion of construction for the new softball field and track on the west side of campus. • A 10% increase in external funding was secured over the past year. 																
STUDENT SUCCESS																			
2011-2012		Improve orientation processes and programs. Leader: Jonelle Beatrice	<table border="1"> <thead> <tr> <th>Components of the Initiative</th> <th>Percent Complete</th> </tr> </thead> <tbody> <tr> <td>Appoint a committee to study and recommend process and program improvements for orientation.</td> <td align="center">100%</td> </tr> <tr> <td>Add program dates to decrease number of students at each orientation. <ul style="list-style-type: none"> • Cap is 150 when possible • College cap is 50 when possible • Added Saturday SOAR for EARLY programs </td> <td align="center">100%</td> </tr> <tr> <td>Increase student involvement at orientation: <ul style="list-style-type: none"> • Identified competencies for student development which are included on student agenda and incorporated into the program. (The Three C's – Curious, Connected, Confident) • Added "Get Connected Session" to include student organizations as a way for new students to explore organizations on campus. • Included ice breakers during tours and general sessions. </td> <td align="center">100%</td> </tr> <tr> <td>Extend College Preview Session <ul style="list-style-type: none"> • Added fifteen minutes to session </td> <td align="center">100%</td> </tr> <tr> <td>Involve faculty <ul style="list-style-type: none"> • Increased participation by using lunch invitations and reservations via Survey Monkey. • Include easy identification of students by college so faculty can connect to their students. • Send thank you letters to faculty in attendance </td> <td align="center">100%</td> </tr> <tr> <td>Improve Online Orientation <ul style="list-style-type: none"> • Completed videotaping for online orientation • Researching companies to hire to build website for online orientation. • Plan to track students who utilize online orientation </td> <td></td> </tr> <tr> <td>Improve Communication to students and parents <ul style="list-style-type: none"> • Changed from confirmation letters to succinct confirmation postcards • Include link to campus map • Updated testing information to clarify testing requirements </td> <td></td> </tr> </tbody> </table>	Components of the Initiative	Percent Complete	Appoint a committee to study and recommend process and program improvements for orientation.	100%	Add program dates to decrease number of students at each orientation. <ul style="list-style-type: none"> • Cap is 150 when possible • College cap is 50 when possible • Added Saturday SOAR for EARLY programs 	100%	Increase student involvement at orientation: <ul style="list-style-type: none"> • Identified competencies for student development which are included on student agenda and incorporated into the program. (The Three C's – Curious, Connected, Confident) • Added "Get Connected Session" to include student organizations as a way for new students to explore organizations on campus. • Included ice breakers during tours and general sessions. 	100%	Extend College Preview Session <ul style="list-style-type: none"> • Added fifteen minutes to session 	100%	Involve faculty <ul style="list-style-type: none"> • Increased participation by using lunch invitations and reservations via Survey Monkey. • Include easy identification of students by college so faculty can connect to their students. • Send thank you letters to faculty in attendance 	100%	Improve Online Orientation <ul style="list-style-type: none"> • Completed videotaping for online orientation • Researching companies to hire to build website for online orientation. • Plan to track students who utilize online orientation 		Improve Communication to students and parents <ul style="list-style-type: none"> • Changed from confirmation letters to succinct confirmation postcards • Include link to campus map • Updated testing information to clarify testing requirements 	
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Extend College Preview Session <ul style="list-style-type: none"> • Added fifteen minutes to session 	100%																		
Involve faculty <ul style="list-style-type: none"> • Increased participation by using lunch invitations and reservations via Survey Monkey. • Include easy identification of students by college so faculty can connect to their students. • Send thank you letters to faculty in attendance 	100%																		
Improve Online Orientation <ul style="list-style-type: none"> • Completed videotaping for online orientation • Researching companies to hire to build website for online orientation. • Plan to track students who utilize online orientation 																			
Improve Communication to students and parents <ul style="list-style-type: none"> • Changed from confirmation letters to succinct confirmation postcards • Include link to campus map • Updated testing information to clarify testing requirements 																			

Start Date	Date of Completion	Summary of Initiative	Current Status																								
2011-2012		Improve orientation processes and programs. Leader: Jonelle Beatrice	<p><i>(Continued from page 12)</i> Overall impact on University departments and/or students: Additional program dates give students more choices as well as more attention during advising sessions. Program ratings by students attending orientation have improved significantly since the implementation of the changes.</p> <p>Additional program choices, improved recruitment opportunities, increased enrollments, increased revenues: EARLY-SOAR program numbers are at their highest level in over a decade.</p> <table border="1" data-bbox="1053 350 1534 708"> <thead> <tr> <th>TOTAL</th> <th>MARCH</th> </tr> </thead> <tbody> <tr><td>684</td><td>2003</td></tr> <tr><td>725</td><td>2004</td></tr> <tr><td>752</td><td>2005</td></tr> <tr><td>754</td><td>2006</td></tr> <tr><td>713</td><td>2007</td></tr> <tr><td>768</td><td>2008</td></tr> <tr><td>749</td><td>2009</td></tr> <tr><td>788</td><td>2010</td></tr> <tr><td>877</td><td>2011</td></tr> <tr><td>820</td><td>2012</td></tr> <tr><td>900</td><td>2013</td></tr> </tbody> </table> <p>Monitoring process: Person Responsible: Becky Varian, Assistant Director, Center for Student Progress Metrics: Please see attached Evaluation Report noting the following metrics:</p> <ul style="list-style-type: none"> 64% of students rated 2012 SOAR programs as 'great' compared to a 55% 'great' rating average for the previous four years. 79% of students rated 2012 SOAR staff as 'great' compared to a 69% 'great' rating average for the previous four years. <p>63% of students rated SOAR processes including check-in, signs and registration information as 'great' while the previous four year 'great' average was 57%.</p>	TOTAL	MARCH	684	2003	725	2004	752	2005	754	2006	713	2007	768	2008	749	2009	788	2010	877	2011	820	2012	900	2013
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2011-2012		Tighten and improve enforcement of academic progress. Leader: Jonelle Beatrice	<p>On May 2, 2012 Academic Senate passed a new conditional admission policy which raises the standard for regular admission and creates a very structured program (based on best practices research) for students who are admitted conditionally. The program should provide a set of expectations (such as regular meetings with staff, regular class attendance) and a safety net that helps serious students to be more successful. The program should increase student retention. Approximately 2/3 of these at risk students succeed each semester (which is a surprisingly high percentage compared to 27% in 2009).</p> <table border="1" data-bbox="782 1016 2545 1409"> <thead> <tr> <th>Components of the Initiative</th> <th>Percent Complete</th> </tr> </thead> <tbody> <tr> <td>Appoint a committee to study and recommend improved policies and procedures for conditionally admitted students.</td> <td>100%</td> </tr> <tr> <td>Alter entrance requirements to provide improved support (conditional admission status) for entering students with high school GPAs below 2.0 or composite ACT scores below 17.</td> <td>100%</td> </tr> <tr> <td>Require that conditionally admitted students: <ul style="list-style-type: none"> Sign and adhere to a contract with the Center for Student Progress Meet weekly with a Center for Student Progress Academic Coach and meet twice per semester with an Academic Advisor Be in good academic standing after the first semester Be admitted for the Fall or Spring semesters only Attend freshman orientation Enter with an undetermined major Register for no more than 14 semester hours Take developmental Reading and/or English courses the first semester </td> <td>100%</td> </tr> <tr> <td>Research and determine appropriate courses for conditionally admitted students.</td> <td>100%</td> </tr> </tbody> </table>	Components of the Initiative	Percent Complete	Appoint a committee to study and recommend improved policies and procedures for conditionally admitted students.	100%	Alter entrance requirements to provide improved support (conditional admission status) for entering students with high school GPAs below 2.0 or composite ACT scores below 17.	100%	Require that conditionally admitted students: <ul style="list-style-type: none"> Sign and adhere to a contract with the Center for Student Progress Meet weekly with a Center for Student Progress Academic Coach and meet twice per semester with an Academic Advisor Be in good academic standing after the first semester Be admitted for the Fall or Spring semesters only Attend freshman orientation Enter with an undetermined major Register for no more than 14 semester hours Take developmental Reading and/or English courses the first semester 	100%	Research and determine appropriate courses for conditionally admitted students.	100%														
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2011-2012		Create early-warning processes to improve student success. Leader: Jeanne Herman	<ul style="list-style-type: none"> The committee has implemented the "Early Alert" product of Starfish. The system is designed to capture all at-risk behaviors of students. It also allows the University to track all campus resources for intervention and retention. Early Alert permits faculty members to easily identify students who are not progressing in class, refer that information to designated campus services, and then receive up-to-date information regarding the referral. We anticipate that implementation will immediately improve retention. Initial indicators appear to show increases in freshman GPA and course completion. Youngstown State is one of six institutions nationally selected to participate in a Success Score Beta project. This system enhancement will provide a score or rating of each student's potential academic risk or current success. Scores will provide a method of prioritizing student outreach to assist in addressing concerns impacting individual student persistence. Younstown State has been invited to be a charter partner of Starfish Insights, a student success analytic program. This enhancement to Starfish will: <ul style="list-style-type: none"> Measure support program effectiveness (what is working) Measure effort/student outcomes for various services on campus Provide success data on individual student groups being served 																																																								

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2011-2012		<p>Support faculty development in teaching and learning. Leader: Cary Wecht</p>	<p><i>The Faculty Development Committee and Coordinator have worked very hard to expand development opportunities throughout the academic year. New Faculty Orientation is the first scheduled event of the year, where we begin the process of acclimation assistance and support. Also, a cross-campus mentoring program for new faculty is in its second year, designed to create additional support and connectivity, and opportunities for interdisciplinary research and creativity. There is also a social chair, who has organized merriment for the new faculty cohort.</i></p> <p><i>Learning communities are offered to all faculty, this year on the subjects of classroom technology and student writing. Various workshops and brown bag sessions organized throughout the year aid all faculty, whether full- or part-time, in improvement in teaching, research productivity, classroom management, and life balance. Assessments indicate overall satisfaction with offerings to date.</i></p> <p><i>The Faculty Development website displays events and activities along with helpful links and information for YSU faculty. The site has a new, user-friendly URL: http://web.yosu.edu/ysufaculty</i></p> <p><i>The Provost's office sponsors and provides generous support for all activities here under the umbrella of "Faculty Development." Wholly separate faculty development efforts are also underway via the Chairs Committee (meetings, yearly retreat) and other technology training opportunities through the offices of Human Resources, Distance Learning, and Media and Academic Computing.</i></p> <p>Major Activities</p> <ol style="list-style-type: none"> 1. New Faculty Orientation, August 15 (Provost's Office) 2. Social (New faculty only) Social Chair Michael Jerryson: mjerryson@gmail.com 3. Mentoring/Networking Pairs – Cross-Campus Mentorship (Year 2): Thirty-five faculty mentoring/networking pairs were established in 2013-2014. 4. Learning Communities, 2013-2014 <ul style="list-style-type: none"> • Teaching Technology Study • Student Writing Study 5. Workshops and Brown Bag Sessions (certificates, some light refreshments) <table border="1" data-bbox="844 727 2208 1092"> <tr><td><i>"Teach students how to learn: Metacognition is the key"</i></td></tr> <tr><td><i>Tips for Dealing with Challenging Student Behavior</i></td></tr> <tr><td><i>"Classroom Assessment Techniques – CATs"</i></td></tr> <tr><td><i>"Teach students how to learn: Metacognition is the key"</i></td></tr> <tr><td><i>YSU Teaching, Research, and Service Stars</i></td></tr> <tr><td><i>Tips for Yearly Evaluation toward Tenure and Promotion</i></td></tr> <tr><td><i>Two-Day Workshop – Scholarship and Teaching</i></td></tr> <tr><td><i>Day-long Workshop – Everybody's Responsibility: Creating Accessible Documents, Videos, Websites, and Materials</i></td></tr> <tr><td><i>Creating Assignments That Teach Students To Read the Literature</i></td></tr> <tr><td><i>"Creating Meaningful Reflective Journaling Assignments"</i></td></tr> <tr><td><i>How to Lecture Less and Teach More: Problem-Based Learning</i></td></tr> <tr><td><i>"Ving" – interactive messaging technology</i></td></tr> <tr><td><i>Grant Writing</i></td></tr> </table>	<i>"Teach students how to learn: Metacognition is the key"</i>	<i>Tips for Dealing with Challenging Student Behavior</i>	<i>"Classroom Assessment Techniques – CATs"</i>	<i>"Teach students how to learn: Metacognition is the key"</i>	<i>YSU Teaching, Research, and Service Stars</i>	<i>Tips for Yearly Evaluation toward Tenure and Promotion</i>	<i>Two-Day Workshop – Scholarship and Teaching</i>	<i>Day-long Workshop – Everybody's Responsibility: Creating Accessible Documents, Videos, Websites, and Materials</i>	<i>Creating Assignments That Teach Students To Read the Literature</i>	<i>"Creating Meaningful Reflective Journaling Assignments"</i>	<i>How to Lecture Less and Teach More: Problem-Based Learning</i>	<i>"Ving" – interactive messaging technology</i>	<i>Grant Writing</i>
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2011-2012		<p>Publish lists of companies that recruit on campus. Leader: Jennifer Johnson</p>	<ul style="list-style-type: none"> • Efforts include employer site visits, email, and phone communication with hiring employers, participation in events on and off campus, and collaboration with colleges to establish relationships with employers. • Weekly email notices of PenguinLINK job postings are sent to faculty and staff for their respective majors. • Efforts to increase alumni usage of PenguinLINK include collaboration with Alumni Relations and the creation of marketing pieces to make alumni aware of Career Services/PenguinLINK. • More support/interest is needed to proceed with merging all Symplicity recruiting programs on campus into one system, which would provide "one-stop" recruitment services for employers and allow sharing of employer contacts across departments/academic units. • Student awareness/usage of PenguinLINK will be the focus of Career Services programming/marketing in the 2013/2014 academic year. 													

Start Date	Date of Completion	Summary of Initiative	Current Status																					
2011-2012		Publish lists of companies that recruit on campus. Leader: Jennifer Johnson	<p>(Continued from page 15)</p> <ul style="list-style-type: none"> On average 54 new employers are listed per month. As of January 2014, all current students are automatically uploaded to Symplicity/PenguinLINK from Banner and information is updated weekly. In addition, students have one-click access from the MyYSU portal – no separate username/password or registration is required. The number of resumes uploaded by students has increased and our ability to communicate with students regarding Career Fair information and job posting alerts has greatly improved. <table border="1" data-bbox="801 297 2247 500"> <thead> <tr> <th>PenguinLINK Metrics</th> <th>June 2012-May 2013</th> <th>June 2013 – YTD (Mar 2014)</th> </tr> </thead> <tbody> <tr> <td>Total number of full-time, degreed positions posted in PenguinLINK</td> <td>1,133</td> <td>946</td> </tr> <tr> <td>Average number of active job postings (all)</td> <td>n/a</td> <td>246</td> </tr> <tr> <td>Average number of new job postings added per month (all)</td> <td>n/a</td> <td>169</td> </tr> <tr> <td>Average number of new companies registered per month</td> <td>54</td> <td>47</td> </tr> <tr> <td>On-Campus Recruiting Events (OCI, Info Sessions/Tables)</td> <td>61</td> <td>31</td> </tr> <tr> <td>Average number of alumni registered in PenguinLINK</td> <td>3,500</td> <td>4,065</td> </tr> </tbody> </table>	PenguinLINK Metrics	June 2012-May 2013	June 2013 – YTD (Mar 2014)	Total number of full-time, degreed positions posted in PenguinLINK	1,133	946	Average number of active job postings (all)	n/a	246	Average number of new job postings added per month (all)	n/a	169	Average number of new companies registered per month	54	47	On-Campus Recruiting Events (OCI, Info Sessions/Tables)	61	31	Average number of alumni registered in PenguinLINK	3,500	4,065
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2011-2012		Enhance Job Fairs and Professional Days. Leader: Jennifer Johnson	<p>Career Services has increased promotion of Job Fairs via:</p> <ul style="list-style-type: none"> Class presentations Campus signage: Banner on Wick Ave bridge; “people cutout” displays in buildings Flyers in study lounges around campus Multiple PenguinLINK emails to students; announcement/event details in PenguinLINK Inclusion in Student Activities Digest (email) “Majors Recruited Flyer” to faculty and staff (email) Announcements on electronic displays (i.e., WCBA, DeBartolo) Lawn signs throughout campus YSU News Briefs article <p>Additional efforts include increasing faculty buy-in and promotion and expanding our employer base with more “big name” employers. Career Services is partnering with Alumni & Events Management on an Alumni mentoring program that will give students the opportunity to shadow and/or conduct informational interviews with alumni and other professionals to learn about career paths. METRIC - The Spring 2014 career fair had the highest number of participating employers since Fall 2008 and was the largest Spring career fair in recent history; student attendance was up 24% over Spring 2013.</p>																					
2011-2012		Provide interview training and preparation. Leader: Jennifer Johnson	<p>Current interview training and preparation provided by Career Services:</p> <ul style="list-style-type: none"> Interview Skills presentations to capstone classes. The long-term goal is that each capstone class includes interview training. Mock-Interview services – promoted in all department marketing and required by some classes. Interview Skills Workshops offered each semester in conjunction with Reading & Study Skills Workshop series. Career Services annually presents STEM Meet the Employers Day, an event where students can practice interviewing and networking skills with participating employers. Career Services is assessing student learning outcomes of interview presentations and mock interview appointments through pre- and post-surveys. Results will be analyzed at the close of the Spring 2014 semester. <p>Update: The original component of this initiative was to require that faculty provide one of the following types of interview training as part of each Capstone Course:</p> <ul style="list-style-type: none"> Provide for a class presentation about interviewing Have faculty perform mock interviews with Capstone students Require students to have a mock interview with the appropriate campus resource Require students to participate in a mock interview with Perfect Interview, an electronic interviewing program. Recruit employers to provide mock interviews or presentations on interviewing Provide workshops on interviewing <p>Due to changes in leadership, this component has not been presented to Academic Senate or Deans Council for approval/support. Career Services’ is currently addressing this Initiative by attempting to expand interview training and preparation services to more students through collaboration and partnerships with faculty and staff working toward a goal of co-curricular/classroom requirements. This will require an evaluation of needed resources and strong support from Deans and the academic units.</p>																					

Start Date	Date of Completion	Summary of Initiative	Current Status
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URBAN RESEARCH			
2011-2012		Develop a comprehensive startup packages policy. Leader: Peter Kasvinsky	Revised policy/procedures complete and reviewed by Deans. To be posted on the School of Graduate Studies and Research website.
2011-2012		Examine admission standards and policies for graduate students. Leader: Jack Fahey	<p><i>Committee work is complete – see “Graduate School Best Practices” document. The University has elected to implement a transition of graduate admissions processing to undergraduate admissions. The goals of this change are to modernize and improve processing, improve customer service and increase graduate enrollment. Significant changes have been made and are continuing to be made.</i></p> <p>UPDATE – Graduate Admissions recruitment and processing has been migrated back to the Graduate School.</p>
2011-2012		Provide technical support for grant writing and statistical analysis. Leaders: Ed Orona and Scott Martin	<p><i>Discussions have been completed with the Chair of the Department of Mathematics and Statistics to identify ways to provide statistical expertise to principal investigators who need significant data analysis for either grant submission and/or publication of results. Support can be provided by either faculty or graduate students in the Department. Incentives for faculty participation in these activities were evaluated and suggested (such as using reassigned time or supplemental compensation from University resources). These incentives can also be incorporated into new grant applications and external submissions for a variety of proposed projects.</i></p>

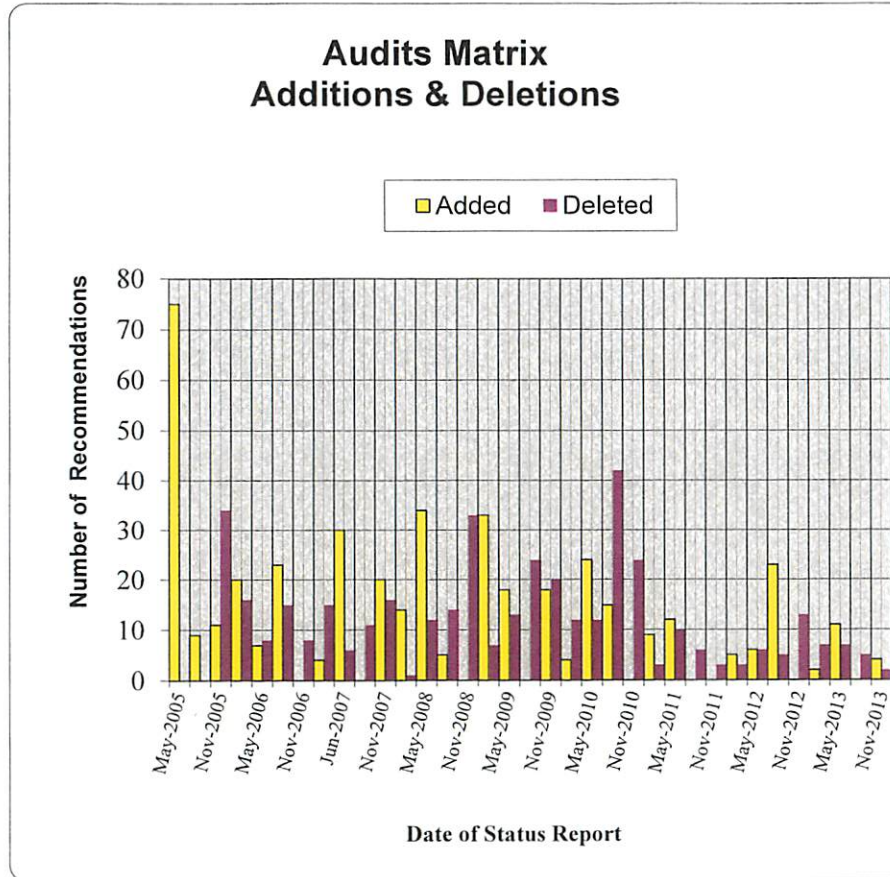
Audits Timeline Matrix Summary
As of May 2, 2014

The 23 recommendations at May 2, 2014 are from 3 external auditor management letters and 7 Packer Thomas (PT) internal audits. This compares to 15 recommendations at January 24, 2014.

Audit Name	Number of Recommendations									
	Total		Critical		Behind		On Schedule		Complete	
	1/24/2014	5/2/2014	1/24/2014	5/2/2014	1/24/2014	5/2/2014	1/24/2014	5/2/2014	1/24/2014	5/2/2014
E&Y FY2007 Management Letter	1	2			1	1	0	1	0	0
Crowe FY2012 Management Letter	1	0			0	0	1	0	0	0
Crowe FY2013 Management Letter	1	0			0	0	1	0	0	0
PT Accounts Payable (Jan 2013)	2	1			1	0	0	0	1	1
PT General Computer Controls (Jan 2014)	0	4			0	1	0	1	0	2
PT Grants (Jan 2014)	0	8			0	0	0	7	0	1
PT Human Resources (Feb 2012)	6	5			3	2	1	2	2	1
PT IT Governance (Nov 2009)	1	0			1	0	0	0	0	0
PT Payroll (Aug 2009)	1	1			1	0	0	0	0	1
PT Student Related Social Media (July 2013)	2	2			0	0	2	0	0	2
Totals	15	23	0	0	7	4	5	11	3	8

**Audits Timeline Matrix
Cumulative Statistics
As of May 2, 2014**

<u>Status as of:</u>	<u>Added</u>	<u>Deleted</u>	<u>Open</u>
May 13, 2005	75	0	75
September 9, 2005	9	0	84
November 10, 2005	11	34	61
February 10, 2006	20	16	65
May 19, 2006	7	8	64
August 25, 2006	23	15	72
November 13, 2006	0	8	64
February 9, 2007	4	15	53
June 6, 2007	30	6	77
August 31, 2007	0	11	66
November 8, 2007	20	16	70
February 11, 2008	14	1	83
May 16, 2008	34	12	105
August 15, 2008	5	14	96
November 14, 2008	0	33	63
February 6, 2009	33	7	89
May 12, 2009	18	13	94
August 19, 2009	0	24	70
November 6, 2009	18	20	68
February 10, 2010	4	12	60
May 12, 2010	24	12	72
August 20, 2010	15	42	45
November 8, 2010	0	24	21
January 28, 2011	9	3	27
May 6, 2011	12	10	29
August 12, 2011	0	6	23
November 4, 2011	0	3	20
January 27, 2012	5	3	22
May 4, 2012	6	6	22
August 10, 2012	23	5	40
November 2, 2012	0	13	27
January 25, 2013	2	7	22
May 3, 2013	11	7	26
August 9, 2013	0	5	21
November 8, 2013	4	2	23
Januray 24, 2014	0	8	15
May 2, 2014	11	3	23
Totals	<u>447</u>	<u>424</u>	<u>23</u>



Audits Timeline Matrix

3 deleted, 11 added

Legend: ■ Critical delay ■ Behind but manageable ■ On schedule ■ Completed (will be deleted from next report)						
Audit Name	Deadline	Summary of Recommendation	Summary of Response	Status 1/24/2014	Status 5/2/2014	Comments
PT Student Related Social Media (July 2013)	03/31/14	We recommend the University create a social media policy to include such aspects as what constitutes social media, how it will be monitored, who owns the rights to the information, determine who is responsible for managing and participating in the various social media platforms, establish ground rules for students and employee participation. Management should be sure to include legal counsel and other risk managers throughout the University.	We agree and will implement the recommendation.			Policy and guidelines are complete and published on the University website.
PT Student Related Social Media (July 2013)	03/31/14	Upon the implementation of a formal social media policy, a decision will need to be made as to who will be ultimately responsible for enforcing the policy. Since each department has a different message and priority, it is reasonable to identify individuals within each department as the persons responsible for their social media site. We recommend the University designate an individuals(s) to periodically check for unauthorized websites and to notify legal counsel so that appropriate action can be taken to shut down websites, when able to, as soon as possible.	We will address this concern as we write the policy.			Policy and guidelines are complete and published on the University website.

Audits Timeline Matrix

Legend: Critical delay Behind but manageable On schedule Completed (will be deleted from next report)						
Audit Name	Deadline	Summary of Recommendation	Summary of Response	Status 1/24/2014	Status 5/2/2014	Comments
PT Accounts Payable (Jan 2013)	06/30/14	There is a lack of segregation of duties with Accounts Payable. The same person who has access to vendor maintenance also has the ability to post invoices in the accounts payable system. Any person who has the ability to post in the accounts payable system should not be able to create or change a vendor in the vendor maintenance files.	Responsibilities in the Accounts Payable area are split to ensure that the three main functions, vendor maintenance, invoice posting and check creation, are not assigned to any one staff member. This is controlled through Banner security. Although it may be desirable to segregate vendor maintenance and posting, we believe that our current segregation of duties is a compensating control that limits disruption during employee absences and minimizes the risk of fraud.			Review of segregation of duties has been continuous. Original response remains valid.
PT Payroll (Aug 2009)	06/30/14	We suggest that a disaster recovery plan be established. [This recommendation is a repeat from a prior audit.]	Resolution is contingent upon the completion of the University-wide Disaster Recovery plan which is not expected to be completed until December 2012.			To further strengthen the University's response to a campus emergency ranging from a minor incident to a significant loss of facilities and equipment, a formal Information Technology Services Event Recovery Plan was published in July of 2013, and was approved by Beazley USA Services, Inc . This document details a prioritized plan of action to restore data and voice services to campus.
PT Human Resources (Feb 2012)	06/30/14	Personnel forms should be filed immediately and files should be locked whenever not attended by a responsible person, such as during lunch breaks and when away from their desk. Access should be monitored and a method of tracking those individuals who use the files, other than Human Resources staff, should be used consistently throughout the department.	We agree that there are issues with the administration of documents and employee files. That was a component of the decision to create the Manager, Processing and Employee Records position. The Manager, Processing & Employee Records (who began employment on May 21st) will be charged with the responsibility to conduct an audit of existing personnel files, identify the manner (electronic/paper) in which the files will be maintained and to ensure that the files are secure.			This has been completed. Processes are in place to address all issues.

Audits Timeline Matrix

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Audit Name	Deadline	Summary of Recommendation	Summary of Response	Status 1/24/2014	Status 5/2/2014	Comments
PT General Computer Controls (Jan 2014)		All accounts in Banner should be assigned to a specific individual. Best practices for the system accounts created during the software conversion are that the accounts should be set as "locked and expired."	Ellucian support indicated that the specified accounts are required for Banner system patch and upgrade processing. The accounts may remain locked during periods of normal operation. This schedule will be tested in a non-production instance and migrated to production once verified.			Accounts necessary only for the Banner upgrade/patch process have been locked.
PT General Computer Controls (Jan 2014)		Written procedures or automated solutions should be adopted to ensure the timely deactivation of user accounts for terminated employees is coordinated between the Finance and IT departments.	Written procedures will be updated to reflect the importance of timely deactivation. The feasibility of an automated solutions will be explored.			Upon notification of termination by the Human Resources Office or the user's administrative supervisor, ITS deletes all Banner access privileges associated with the former employee. The procedure for account deactivation has been documented by the Controller's Office and ITS.
PT Grants (Jan 2014)		We noted an invoice that was mathematically incorrect which resulted in the University being overcharged by \$2,096. We recommend the Controller's Office contact vendor in order to request a refund for the overpayment and that invoices be checked for mathematical accuracy prior to payment.	Procurement Services sent a request for refund to the vendor. As a standard procedure, accounts payable does perform mathematical checks prior to payment of invoices. In this particular case, the error occurred in the body/text of the invoice, not the billing column.			Vendor deducted overpayment from subsequent invoice.
PT Human Resources (Feb 2012)	06/30/14	The University should develop policies to govern the use of social networking profiles during the hiring process, consider hiring a third party to filter protected-class information from profiles prior to review of them by the University and disclose to employment candidates that a search of their social networking profile may be conducted.	We are conducting research to identify appropriate issues and language to utilize in the formulation of a policy and have also reached out to the IUC schools to identify if they currently have a social networking in hiring policy.			Project has been temporarily suspended due to the press of other business. Deadline revised to December 31, 2014.
PT Human Resources (Feb 2012)	06/30/14	University staff should be reminded of the requirements of University policy as it relates to supplementary payments. The Human Resources department should improve monitoring procedures over the timeliness of approvals and limitations on amounts of supplementary payments.	The existing supplemental pay policy is being revised to address the concerns expressed in the audit. Forms are being revised to correspond to the revised policy. Training will coincide with the revised processes and forms. The Manager, HRIS is charged with responsibility of exploring way to automate processes.			The Manager, HRIS is developing a workflow for supplemental payments in collaboration with the IT staff. Deadline revised to December 31, 2014.

Audits Timeline Matrix

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Audit Name	Deadline	Summary of Recommendation	Summary of Response	Status 1/24/2014	Status 5/2/2014	Comments
Crowe Mgt Let FY 2013 (Oct 2013)	06/30/14	We recommend the University review its current policies to ensure review and oversight procedures over the reporting requirements are implemented and that reports are submitted in a timely manner.	An oversight procedure will be implemented by the Grants and Sponsored Programs Office to monitor the timely submission of the reports by the Principal Investigator. Non-compliance by the Principal Investigator will be communicated to the appropriate supervisors who will provide and recommend guidance, including disciplinary actions as needed.			The completion and submission of Progress Reports to sponsoring agencies will be tracked and monitored. A student Intern was hired in the spring semester, who worked with the Office of Grants and Sponsored Programs. A spreadsheet matrix was developed which included all types of sponsors (federal govt., state govt., and private organizations). The spreadsheet will be used quarterly to track report filing by the PIs. Formal implementation will begin in the first quarter of the next Fiscal Year (starting July 2014).
PT Grants (Jan 2014)	06/30/14	We recommend implementing a formal procedure to monitor technical grant due dates.	An oversight procedure will be implemented by the Grants and Sponsored Programs Office to monitor the timely submission of the reports by the Principal Investigator. Non-compliance by the Principal Investigator will be communicated to the appropriate supervisors who will provide and recommend guidance, including disciplinary actions as needed. An accounting intern has been hired to assist in the implementation of the oversight procedure.			The completion and submission of Progress Reports to sponsoring agencies will be tracked and monitored. A student Intern was hired in the spring semester, who worked with the Office of Grants and Sponsored Programs. A spreadsheet matrix was developed which included all types of sponsors (federal govt., state govt., and private organizations). The spreadsheet will be used quarterly to track report filing by the PIs. Formal implementation will begin in the first quarter of the next Fiscal Year (starting July 2014).
PT Grants (Jan 2014)	07/31/14	Currently, all accounting and operating functions are conducted by one individual. At a minimum, the bank statement should be reconciled by someone other than the sole YSURF staff and invoices should be approved by the YSURF staff's supervisor.	The YSURF President will bring the recommendation to the attention of the YSURF Board and will provide a follow-up response to the University.			
PT Grants (Jan 2014)	08/31/14	Consideration should be given to using a shared network drive for grant files.	Plans are being developed to store (backup) these grant files on a shared network drive (folder) available to the OGSP as well as the Controller's Office. The drive will be limited in its accessibility to the appropriate individuals, with their secured user IDs and passwords.			The plans are being finalized. An external hard drive (Seagate) is being used as backup to the files and folders currently on the Director's computer hard drive. A shared network drive will be used and accessible to a limited number of users. Completion deadline expected to be August 2014.

Audits Timeline Matrix

Legend: Critical delay Behind but manageable On schedule Completed (will be deleted from next report)						
Audit Name	Deadline	Summary of Recommendation	Summary of Response	Status 1/24/2014	Status 5/2/2014	Comments
PT Grants (Jan 2014)	09/30/14	A more formal review of the duties assigned to the Office of Grants and sponsored Programs department should be made in order to determine whether appropriate tasks are being performed by the appropriate persons.	A request has been initiated to start a new search for a grants coordinator. One of the main goals with this position is to provide better education and service to PI's by increasing outreach efforts including grant submission procedures, budgeting, etc. A search is underway for a new Associate Provost and Dean of Graduate Studies and Research. This individual will restore continuity to supervision of the OGSP. A formal review of duties will be performed at that time.			The renewed search for a grants Coordinator began in the spring semester 2014. The Search Committee will forward names to the Director for interviews in May 2014. The search process continues for the Associate Provost and Dean of Graduate Studies and Research position. Formal review of duties should be completed by September.
PT Grants (Jan 2014)	09/30/14	The University should explore different alternatives to help increase the number and amount of grants received.	OGSP plays only a small role in providing incentives for faculty and staff to seek external grants. The primary incentive must come from the vision, goals, and policies established by the University Board of Trustees and administration. First, the faculty must realize that pursuit of external funding is essential in promotion and tenure decisions, and they must be given adequate release time for grant writing. Next, for senior faculty, University policies must reward continued scholarship and grant seeking. To this end, the Board of Trustees Policy 7023.02 on Supplemental Pay from Grants should be reviewed, and revised if possible and the idea of merit pay rewards should be revisited. Adding a grants coordinator in OGSP can contribute to growth by helping PI's to identify more funding opportunities, and by improved assistance in proposal submission and post-award guidance.			This initiative requires input from the new Provost and Associate Provost for Research.

Audits Timeline Matrix

Legend: Critical delay Behind but manageable On schedule Completed (will be deleted from next report)						
Audit Name	Deadline	Summary of Recommendation	Summary of Response	Status 1/24/2014	Status 5/2/2014	Comments
PT General Computer Controls (Jan 2014)	09/30/14	The default password policy should be set to require users to change passwords at least every 90 days and to force utilization of a complex password that is not easily guessable.	YSU has engaged a consultant to implement a new password management hub in the network, to implement new password change software, and to implement an expiration routine. University Administration has adopted a 180-day expiration policy. YSU's Network Security Team is currently reviewing the University's password complexity requirements and will make a recommendation for review by February 1, 2014. Testing the password change system will start February 1, 2014 and if successful will be introduced to the University starting March 1, 2014			Password Standards have been upgraded, and a 180 password expiration has been adopted by the University. The consultant has concluded the installation of the identity management system. ITS staff are testing the password change routines in April. We expect one or two other groups to test in the May-June time frame. Campus-wide rollout is scheduled starting in mid-September, after the start of Fall-2014.
PT Human Resources (Feb 2012)	12/31/14	The Department of Human Resources should be responsible for processing all new hires and should orient all new employees to help ensure that University policies and procedures are properly communicated to new employees.	We agree that all newly hired University employees with the exception of student employees should be processed by Human Resources. The Manager, HRIS will be charged with researching ways to initiate and implement workflows to expedite the hiring process. Human Resources will collaborate with the Provost's Office to formulate and implement a part-time Faculty orientation program.			The Manager, HRIS is engaged in an onboarding project that will automate the hiring process.
Crowe Mgt Let FY 2012 (Oct 2012)	12/31/14	We recommend an enhancement of Windows Active Directory password requirements such as enabling password complexity, history and change requirements.	Agree. The University Security Practice document clearly sets improved password management as a standard. It is a project within ITS priorities and is scheduled to be addressed after certain pressing infrastructure projects have been completed. We would anticipate completing this upgrade within two years.			
PT Grants (Jan 2014)	12/31/14	We suggest that management consider developing a specific strategic direction for the YSURF and communicating it to employees.	The YSURF President and Board will work with University leadership (President, Provost, and Associate Provost and Dean of Graduate Studies and Research) to clarify the strategic direction and operation of YSURF.			These plans are heavily dependent upon the final hiring of the vacant senior leadership positions. The completion requires input from the new Associate Provost for Research, Provost, and President. Deadline extended to December 2014.

Audits Timeline Matrix

Legend: Critical delay Behind but manageable On schedule Completed (will be deleted from next report)						
Audit Name	Deadline	Summary of Recommendation	Summary of Response	Status 1/24/2014	Status 5/2/2014	Comments
PT Grants (Jan 2014)	12/31/14	We believe that the University would benefit by adopting an automated approach to processing and managing grants.	Grant proposals (submissions) must follow the specific process of the Sponsor. Given the wide variation and complexity of formatting, the initial steps are not and cannot be entirely internalized. The OGSP has taken steps to develop more interactive iPDFs and forms required by the sponsor and the university, and to enhance the OGSP website. As staffing is stabilized, the Banner system and its module capacity, as well as commercially available eRA (electronic research administration) software systems will be analyzed for their possible application.			Some initial implementation has begun. New staffing and a re-review of utilizing the current Banner system will be needed.
E&Y Mgt Let FY 2007 (Oct 2007)	12/31/14	The University should review the draft DRP plan to ensure it meets requirements in the event of a disaster. It should be tested to ensure that it functions as intended, includes a continuity strategy based on University priorities, and encompasses all key processes. A Business Impact Analysis (BIA) should be performed to determine the functions that are considered essential to the University's core business operations and the timeframe that these need to be recovered. Annually and when major changes occur to the technology environment, the plan should be reviewed, revised, and tested. [This recommendation was made in prior years.]	Several steps have been taken to address this repeated language to prepare the campus to move forward with the disaster recovery initiative. It is estimated that a complete and verifiable Banner-specific disaster recovery strategy will be delivered within 6-12 months following the implementation of the SCT Banner systems. In preparation for the Banner specific disaster recovery initiative, a service level agreement with Ohio State University to serve as YSU's disaster recovery site has been completed. Hardware was purchased to establish connectivity with Ohio State University. YSU personnel traveled to Columbus to install the hardware and have begun testing connectivity to YSU.			The relationship with The Ohio State University was terminated at the conclusion of the Fiscal Year 2010-2011 contract following OSU's announcement that they would no longer provide recovery services. All University equipment was subsequently removed from the location. For over a year, YSU has been exploring alternative locations for offsite IT data storage. Locations currently under review include the Mahoning County Prison, the University of Toledo, and Intermediate School District sites in Archbold, Ohio, and in Cuyahoga Falls, Ohio. The target date for securing an offsite location is January 1, 2015. It is anticipated that YSU will incur onetime costs ranging from \$70,000 to \$100,000 and annual costs ranging from \$25,000 - \$30,000 to store IT data offsite.
PT IT Governance (Nov 2009)	06/30/15	Develop formal IT governance standards.				

STRATEGIC PLAN MATRIX

Legend: Critical Delay Behind But Manageable On Schedule Completed Status Has Been Revised

ACCOUNTABILITY & SUSTAINABILITY

Start Date	Est. Date of Completion	Summary of Initiative	Current Status	Status
2011-2012		Utilize new budget model to ensure strategic alignment of budgets and expenditures. Leader: Neal McNally	Efforts in the 3rd quarter of 2013-14 are focused on achieving a balanced budget in light of declining revenues and some increasing costs. However, cost reductions are still being achieved through strategic prioritization with an emphasis on growing and/or protecting revenue streams. Work is already underway to define a balanced budget for FY2014-15 with similar efforts to reduce costs in strategic ways that enhance revenues.	
2011-2012		Create a central database to support all initiatives. Leader: Gene Grilli NOTE: (The Steering Committee will evaluate this initiative and appoint a new leader as necessary.)	Efforts remain focused on the Business Intelligence (BI) proof of concept deliverable as defined by executive management. The solution provided will facilitate the financial planning and budget development processes through the aggregation of various instructional costs. The product of this effort will be applied to a request recently submitted by the Dean of the Beeghly College of Education allowing for the identification and analysis of instructional costs at the departmental level. The BI team is in the process of delivering the requested solutions utilizing the recently acquired IBI Active Reports and Visual Discovery platforms.	
2011-2012		Systematically review, simplify, and automate business practices. Leader: Paul Kobulnicky NOTE: (The Steering Committee will evaluate this initiative and appoint a new leader as necessary.)	Work continues on the three fronts articulated last quarter. (1) As an overarching issue we are looking at a metric for efficiency that looks at increasing the percentage of direct instructional expenses against the total University expenses. Increasing the percentage of the budget given to direct instructional expenses, especially in a time of decreasing net revenues, means that we are becoming more efficient. The technique can also be compared across institutions since the relevant data is reported to the state and federal governments. (2) We are nearing a recommendation on steps we can take to reduce "bad debt." Our committee is focused on three major improvements to reduce bad debt: improving our contact information for current students, especially telephone numbers, the provision of better and more timely financial management and debt repayment counseling, and working with faculty to improve attendance taking since proper attendance is related to the University's ability to receive federal funds related to outstanding student tuition invoices. (3) Training on new travel processes has begun. In addition, we are working on the consolidation of summer term classes to fewer buildings to reduce cooling costs across campus, focusing cooling and classes on buildings with sensitive labs that must be cooled.	
2011-2012		Explore and implement shared services as needed. Leader: Paul Kobulnicky (See NOTE above.)	YSU reported its efficiency activities to the State Efficiency Advisory Committee as required. The report focused on: YSU's health care insurance changes, YSU's faculty severance program, YSU's reductions in support services costs, IUC collaborative insurance purchases, Ohio Edison Enernoc energy savings programs, Youngstown thermal heating cost reductions, and IUC collaborative software licensing agreements.	
2011-2012		Establish a culture of customer service. Leaders: Jack Fahey	A campus climate survey was administered to faculty and staff this Fall. Results are being scored for dissemination.	
2011-2012		Establish effective communication systems. Leaders: Joe Mosca	Communications on the Strategic Plan continue to be focused on interaction with groups. President Dunn takes the message of Enrollment, Excellence and Engagement to all of the communities with which he interacts. He also communicates to the campus community through regular columns in the YSUupdate, and he appears regularly on WYSU radio. Matters of strategic importance are now a regular part of the agendas of Executive Administrative Staff Council, the Dean's Council and the Departmental Chairs Council.	
2012-2013		Update and implement the Technology Master Plan on an ongoing basis. Leader: Ken Schindler	Analysis of the current state of educational and administrative technology at YSU continues. Server and core network upgrades have been addressed. Further infrastructure upgrades have been identified, and budget initiatives are being developed. Long-term shifts in software strategies to embrace open source strategies when appropriate have begun.	
2012-2013		Form an IT steering committee to align IT priorities with strategic priorities. Leader: Ken Schindler	Duplication between two committees has been resolved. Working with the Information Technology Advisory Committee (ITAC), the department of Information Technology Services (ITS) has chartered a Learning Management System review, has endorsed a password change cycle of 180 days, and has recommended moving to a combination of WordPress and Drupal as website content management systems of choice. University Administration has approved the ITAC recommendations.	

REGIONAL ENGAGEMENT

Start Date	Est. Date of Completion	Summary of Initiative	Current Status	Status
2011-2012	Ongoing	Develop strong relationships with regional economic development agencies. Leader: Ron Chordas	Youngstown State University and the Youngstown Warren Regional Chamber were recognized for their collaboration in developing the relationship with Siemens Corp. that led to a \$440 million in-kind software grant to YSU at the Ohio Economic Development Association 2013 Annual Summit in Columbus. In July, the Youngstown Business Incubator ranked No. 11 out of 150 incubators worldwide on a list of the best university-affiliated incubators in the world. The University Business Incubator Index, based in Stockholm, compiled the list. The University collaborated with NASA Glenn and MAGENT – The Manufacturer’s Advocacy and Growth Network – to conduct a “NASA Roadshow” event to assist local manufacturers in solving technical challenges. That event will be held December 5, 2013 at Kilcawley Center. The Center for Urban and Regional studies was awarded a grant from EDA to develop economic development strategies in partnership with the City of Youngstown. The grant award in the amount of \$219,792 runs from October 1, 2013 to September 30, 2015. The grant will conclude with an Economic Development Summit in the Fall of 2015.	
2011-2012	Ongoing	Offer diverse arts and cultural programming to broaden audience demographics. Leader: Bryan DePoy	<ul style="list-style-type: none"> • The Department of Theater and Dance has devoted one of their season's programming spots to support audience diversification. This year's programming was a collaboration between the Jewish Federation and the University Theater program to produce “Tribunal”, which performed to seven consecutively sold out performances this past October (2013). This performance allowed us to not only engage with the Jewish community, but it allows us to present various historical perspectives regarding this troubling time in history. It was among the most successful theater runs by every measure in recent history. • Over the past year, arts and culture programming alone brought 33,067 individuals onto campus. • The academic units are working very closely with the Office of Diversity and Multicultural Affairs to ensure that diversity programming is not only being reported but is strategically implemented by the academic units. All academic units are represented and serving on this active task force led by Sylvia Imler. • The Department of Theater and Dance is in the very early stages of a youth theater project titled “Penguin Playhouse,” which is a theater initiative designed to focus on a younger demographic. • A partnership in cultural programming has been established at the Jewish Community Center to include a theater camp for youth serving citizens on the north side of Youngstown and the community at large. • The College of Creative Arts & Communication is entering into a formal agreement with Chaney High School (Visual and Performing Arts School) to expand early arts and culture opportunities to the diversity represented at the school. The goal is to expand our audience reach by directly collaborating with the Youngstown City Schools and to facilitate access to programming. We already have several faculty and students working with instructors and students at Chaney High School, and this relationship continues to grow. 	
2011-2012	2014	Establish policies to reduce barriers to partnerships. Leader: Task Force to be identified by Chet Cooper and Bryan DePoy	<ul style="list-style-type: none"> • It was decided that the focus would be placed on exploring barriers to academic partnerships with community colleges. As our recruiting demographic changes, a renewed importance will likely be placed on our positive and mutually beneficial relationships with two-year institutions. A task force has convened to address this challenge and has identified four primary components: 1) Faculty collaboration between the respective institutions is critical; 2) We should conduct a study to assess programs at the partner and host institution for program congruence; 3) We must streamline the transfer and articulation process; and 4) We must broaden and formalize our relationship with Eastern Gateway Community College. We are now reviewing the construct of possible Dual Admission agreements, to begin with Eastern Gateway Community College, as well as master agreements for transfer equates. 	
2011-2012	Ongoing	Increase coordination/communication among academic units related to economic development and community engagement. Leader: Ron Chordas	<ul style="list-style-type: none"> • Within the Williamson College of Business Administration (WCBA), the Monus Entrepreneurship Center is collaborating with the Gerontology Program (Bitonte College of Health and Human Services; BCHHS) to plan a regional conference that will include a student entrepreneurship competition focusing on new business ideas for the senior market. • The Small Business Development Center (WCBA) continuously utilizes the skills of faculty members across campus to address business-related needs and planning. • New graduate courses have been developed by the WCBA. One is an elective course in Entrepreneurship, Technology and Innovation for MBA students, as well as those in the College of STEM. • The Engagement Task Force recently sponsored a Faculty Summit on Engagement in Kilcawley Center for YSU faculty and staff that focused on global engagement activities; best practices in setting objectives, evaluation of outcomes, and assessment for student internship placements; and development of service learning courses and activities. • The College of Creative Arts and Communication has been directly involved (Dean serves as co-chair) in a transformation regional arts advocacy initiative (Power of the Arts). To this date, the initiative has commissioned the first economic impact study for arts and culture in the region. In addition, the College is partnering with the organization to offer a quarterly professional development series for the community titled, "Arts Mean Business." 	

Start Date	Est. Date of Completion	Summary of Initiative	Current Status	Status
2011-2012	Ongoing	Improve communication between community outreach units and academic departments. Leader: Ron Chordas	<ul style="list-style-type: none"> The College of Creative Arts and Communication is partnering with the Metro College to establish a Corporate Communication Training Center (funded, in part, by an Ohio Hub of Innovation and Opportunity grant) to offer communication skills training sessions to regional industry on a fee-based basis. The center will begin operating in Fall 2013. Meetings were conducted with the Chairs of CLASS and BCHHS regarding opportunities for student engagement relating to community projects. These meetings will continue as needed throughout the academic year as opportunities arise. The Beeghly College of Education submitted the Promise Neighborhoods Grant, a collaborative effort between Beeghly College, BCHHS, CLASS, and the Center for Urban and Regional Studies. They have also worked to obtain commitments from multiple social service organizations providing services on the east side of Youngstown. The Executive Director of the Center for Urban and Regional Studies, along with the MRCI coordinator, serve on the board of directors of the Northeast Ohio Sustainable Communities Consortium, a twelve county consortium. This initiative is funded by a \$4.3 million grant from HUD. The grant's goals include creating a resilient Northeast Ohio, connecting our communities, restoring and protecting the natural resources. It is based upon a competitive framework for the economic vitality of the region. 	
2013-2014		Develop other general strategies to bolster engagement and institutional awareness. Leader: Scott Evans (See NOTE on Page 1, Initiative 2)	A subcommittee of the Cornerstone team met to identify possible strategies that are in progress or planned that are appropriate for this initiative. The offices of Marketing and Communications, Alumni Relations, and Diversity and Multicultural Affairs developed a raw list for further evaluation.	
STUDENT SUCCESS				
2011-2012		Examine and revise admissions and retention requirements. Leader: Jack Fahey	<i>The recent changes in deadlines and conditional admission requirements are being monitored closely. We've seen a significant improvement in conditional compliance with the stipulations of their admission. For Fall 2013, 97% of conditional admits signed a conditional admission agreement. As a result of their compliance, conditional student success has grown from 27% in Fall 2009 to 70% this semester. We've begun the transition from open enrollment to open access by empowering the Director of Admissions, and her admissions committee, to review all conditional student applications and deny admission to those students who are most unlikely to be successful. In addition, a work group identified the factors that are driving the recent declines in enrollment of African American students, and their recommendations are being prioritized and implemented.</i>	
2011-2012		Develop Freshman-Year experience. Leader: Shearle Furnish	<p>The final recommendations of the committee include:</p> <ul style="list-style-type: none"> The six undergraduate colleges should implement a one-to-three-hour freshman seminar. The seminar has been piloted in the Bitonte College of Health and Human Services. The College of Liberal Arts and Social Sciences is developing their seminar. YSU should expand the implementation of learning or living/learning communities beyond the successful current instances. YSU should improve and enhance outreach and communications with first-year students. Deans should consider training and appointing faculty mentors. The University should train resource allies among the student body, faculty, and staff. The University should implement a virtual and physical "Ask the Penguin" informational service. YSU should re-invent Freshman Convocation as a Welcome Week event for first-year students. 	
2011-2012		Improve course completion rates. Leader: Shearle Furnish	<p><i>This initiative group has crafted OBOR-mandated the College Completion report for BOT approval. That work being done, the group plans to explore courses that are barriers/bottlenecks to completion.</i></p> <p>METRIC – The % of students registering for more than 14 semester hours has increased over the last two years (Fall = 9% increase, Spring = 3% increase).</p> <p>METRIC – The Fall 2013 course completion rate of 83.3% is 2.5% higher than Fall 2012 and is the highest Fall rate in at least 5 years.</p>	
2011-2012		Align advising systems. Leader: William Buckler	<p><i>Although initially envisioning development of a "Faculty Advising Syllabus" to complement the existing "Academic Advising Syllabus" used by the professional advisors, emphasis veered toward developing a single more comprehensive advising syllabus for use by both professional and faculty advisors. The term "syllabus" is thought to present confusion with students so the effort has been re-titled to Academic Advising Roadmap. At the time of the last update the new four-page Roadmap was in the proof stage. It has since gone into distribution during Early SOAR and response has been very positive. Incoming freshmen are given hardcopies of the Academic Advising Roadmap during SOAR and a digital file of the brochure is available to all departmental chairs or individual faculty advisors for use in their department. The Roadmap is also to be made available on the advising website.</i></p> <p><i>The coordinator of academic advising is continuing efforts to build a curriculum sheet website to display in a single venue current requirements for all undergraduate majors available on campus. But concurrently, he is taking an active role in working with the department chairpersons to see that their</i></p>	

Start Date	Est. Date of Completion	Summary of Initiative	Current Status	Status
2011-2012		Align advising systems. Leader: William Buckler	<i>(continued from page 3)</i> Bulletin descriptions are accurate, clearly expressed with students in mind, and that needed changes in program requirements go through the required approval process. The template for the curriculum sheet web page is now included on the advising website and individual curriculum sheets are about to be posted. METRIC - In Spring 2013, the Office of Assessment administered the National Survey of Student Engagement (NSSE) to measure YSU student experiences in practices known to positively impact student engagement, retention, and success. As an add-on, YSU included an academic advising module to examine freshmen and senior students' experiences with academic advising, including frequency of use, accessibility, information provided, and primary source of advice. Freshmen advising scored higher on all questions relative to peer institutions, whereas senior advising fared somewhat more poorly on most questions relative to peer institutions. METRIC – The most recent Noel Levitz National Student Satisfaction survey indicates that the University's rating for Quality of Academic Advising is our highest strength in comparison to other four-year public institutions.	
2012-2013		Increase learning-assessment endeavors. Leader: Hillary Fuhrman	YSU has significantly increased student learning assessment activities on campus: <ul style="list-style-type: none"> Substantial participation in (86% academic/95% co-curricular) and high quality of assessment reports (83% academic/85% co-curricular) Numerous professional development opportunities to build assessment capacity (19 workshops with 300+ participants, 50+ review volunteers) Programs to promote innovation and best practices in student learning assessment (best practices poster competition, innovation mini-grants) Opportunities to build on and celebrate a vital assessment culture (university-, college-, and student affairs-level assessment bodies active, assessment participation recognition, and appreciation) General education has contributed significantly to student learning endeavors, with professional development opportunities: <ul style="list-style-type: none"> Development and implementation of the campus-wide ROAD project for general education learning outcome assessment in critical thinking and writing Use of recommendations from ROAD data for curricular improvements Further development in process to expand ROAD to promote faculty discourse around student learning Expansion of the ROAD process for other areas of general education knowledge and skills, areas the HLC's new criteria places stronger emphasis upon Assessment and General Education are also working collaboratively to join the ROAD project with VSA reporting requirements to increase faculty participation in general education assessment while fostering campus-wide dialogue on student learning and success.	
2012-2013		Raise more money for scholarships. Leader: Jack Fahey	For the second year in a row, the YSU Foundation authorized a significant increase in scholarship funding. Funds are earmarked for merit and graduate scholarships. The University created a new automatic and renewable freshmen scholarship called the First Opportunity Award. This \$1,000 award seeks to reach students with a 3.0 GPA with a 20 or 21 ACT. In addition, continuation requirements for the Dean's and President's Scholarships are being reviewed, as we believe the 3.5 requirement for renewal is out-of-line with our sister institutions and their requirements. The Advancement Division has completed a scholarship needs and prioritization process by college and is promoting gifts via the annual fund and through new and existing endowed scholarships. \$3.8 Million dollars was raised in FY 2013. METRIC – The federal IPEDS 2013 data indicates we have significantly improved our performance compared to both our peer group and IUC universities in terms of average net price of attendance.	
2012-2013		Streamline academic experiences—e.g., 3-year degrees, credit for prior learning. Leader: Teri Riley	The state required each institution to have three-year degree plans for 10% of all baccalaureate degree programs by October 15, 2012 and plans for 60% of programs by June 30, 2014. We have met the 10% requirement, and the pathways are posted on the YSU website at http://web.ysu.edu/degreepathways . We continue steady progress toward this goal and will meet the June 30, 2014 deadline for identifying three-year degree pathways for 60% of our programs.	
2012-2013		Develop a major marketing campaign to position YSU as a university of choice (e.g., YSU Success Stories). Recruit under-represented students, the best students, and students outside the immediate area. Leader: Mark Van Tilburg	<i>Current Status: We are continuing this ongoing work, with reduced emphasis on supporting recruitment of "students outside the immediate area," because of recent data and recommendations from Gary Swegan, our new associate vice president for enrollment planning and management. Our initiative includes:</i> <ul style="list-style-type: none"> Increasing YSU visibility and improving the public perception of the University as a high value, quality institution through traditional and new media platforms, both paid and unpaid. Expanding our electronic and social media footprint across all established and emerging platforms. Creating and publishing student, faculty, alumni success stories in print and video formats. Working with EyeFlow, a Pittsburgh-based new media and web design research firm conducted in-depth audit of our website in preparation for major redesign of the YSU website, which is now underway using the data and recommendations from the audit. Executed limited February-March 2014 blitz campaign for local, western Ohio and west PA markets, in addition to ongoing marketing efforts in high-potential recruitment geographic areas. Working with Gary Swegan, as well as key admission professionals, the design and production of key print recruitment materials were fast-tracked this year to ensure timely distribution to potential students. 	

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2012-2013		Develop a major marketing campaign to position YSU as a university of choice (e.g., YSU Success Stories). Recruit under-represented students, the best students, and students outside the immediate area. Leader: Mark Van Tilburg	(Continued from page 4) <ul style="list-style-type: none"> Other initiatives underway include additions to stadium banners to emphasize our "Experience Y" branding; working with the Chamber and the City of Youngstown to expand the street banner program downtown and in contiguous areas around campus; contracting for four new digital display billboards inside the Akron/Canton airport; and increasing our sponsorships of appropriate high school conferences and events. 																																					
2012-2013		Increase internship, cooperative-education, service-learning, and study-abroad opportunities. Leader: Betty Jo Licata	<p><u>Internships/Cooperative Education:</u> Develop a university website that directs employers and students to department or college internship information Establish common course numbers for all internship courses Establish zero credit-hour internships so noncredit internships can be tracked Consider a university-wide internship support structure Be proactive in offering career development programming Be proactive in recruiting and educating employers regarding internships and coop Determine YSU's position on paid vs. unpaid internships</p> <p><u>Service Learning</u> Increase marketing of service-learning courses and the Service Learning Citizen Scholars Program Promote community service opportunities Sponsor of YSU Service Day Create an inventory of service-learning courses Offer faculty development workshops on designing service-learning courses Promote the hands on Volunteer Network database Promote Service-Learning successes Create Global Service Learning Project</p> <p><u>Study Abroad</u> Develop university-specific partnerships Link opportunities with specific colleges or academic programs Create cross-college/interdisciplinary collaborations</p>																																					
2012-2013		Offer flexibly scheduled, alternative delivery, and distance-education courses and programs. Leader: Millie Rodriguez	<p>With the focus of enrollment increases in distance education, as a primary initiative, the following are indicators that are currently in our favor:</p> <ol style="list-style-type: none"> Our Student Support Position was approved, and the person is slated to start mid-May. This person should have a significant impact on our conversion rates, as that will be their primary role in the office. We have had a 38.5% increase in our monthly prospects since last year. Average monthly prospects in 2013 were 53. Average monthly prospects in 2014 have been 137. <table border="1"> <thead> <tr> <th>Program</th> <th>Applicants</th> <th>Prospects</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>Allied Health</td> <td>64</td> <td>172</td> <td>59 leads all of last year / 113 in the last 4 months</td> </tr> <tr> <td>Public Health</td> <td>24</td> <td>114</td> <td>27 leads all of last year / 87 in the last 4 months</td> </tr> <tr> <td>Engineering Mgmt</td> <td>12</td> <td>75</td> <td>33 leads all of last year / 42 in the last 4 months. Also they show lower inquiries; higher conversion</td> </tr> <tr> <td>MBA</td> <td>40</td> <td>264</td> <td>170 leads all of last year / 94 in the last 4 months</td> </tr> <tr> <td>Criminal Justice</td> <td>8</td> <td>104</td> <td>53 leads all of last year / 51 are in the last 4 months</td> </tr> <tr> <td>Respiratory Care</td> <td>6</td> <td>100</td> <td>58 leads all of last year / 42 are in the last 4 months</td> </tr> <tr> <td>Financial Econ</td> <td>1</td> <td>15</td> <td>New Program 201440</td> </tr> <tr> <td>Early Childhood</td> <td>3</td> <td>96</td> <td>36 leads all of last year / 63 are in the last 4 months</td> </tr> </tbody> </table>	Program	Applicants	Prospects	Notes	Allied Health	64	172	59 leads all of last year / 113 in the last 4 months	Public Health	24	114	27 leads all of last year / 87 in the last 4 months	Engineering Mgmt	12	75	33 leads all of last year / 42 in the last 4 months. Also they show lower inquiries; higher conversion	MBA	40	264	170 leads all of last year / 94 in the last 4 months	Criminal Justice	8	104	53 leads all of last year / 51 are in the last 4 months	Respiratory Care	6	100	58 leads all of last year / 42 are in the last 4 months	Financial Econ	1	15	New Program 201440	Early Childhood	3	96	36 leads all of last year / 63 are in the last 4 months	
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2012-2013		Offer flexibly scheduled, alternative delivery, and distance-education courses and programs. Leader: Millie Rodriguez	<p><i>(Continued from page 5)</i></p> <ol style="list-style-type: none"> 3. We have had a 31% increase in our monthly applications since last year. Average monthly applicants in 2013 were 3.58, and average monthly applicants in 2014 are 12.5. 4. I am confident we could add the following in our programs: <ul style="list-style-type: none"> • 20 - 25 MBA students • 30 Public Health • 30 Allied Health • 15 Engineering • 15 - 20 Financial Econ. • Our other online programs are hard to gauge at this point given the enrollment history to date but our prospect increases are promising for increased production. • If we can get the RN to BSN program up, then we will see an added 20 - 25 students for Fall. They are still dragging their feet, but we are close. <p><u>New Programs being worked on for 2015</u></p> <p>Increasing the number of programs that we have will offer will increase our student enrollments and overall revenue.</p> <ol style="list-style-type: none"> 1. Assoc. in General Education: this could service so many students but primary markets to benefit are Military and International students. 2. Professional Writing Certificate 3. BA Journalism completion program 4. MA Interdisciplinary Communication <p><u>Continuous Improvement</u></p> <p>We are working on a military 'scholarship' (ie tuition credit) to lower the cost of our tuition to meet military TA for our Active Duty military.</p> <p>Improving the quality of our programs will allow us to market excellence in online education. This would include the QM review process, our internal review process, and most recently added is the ability to ProctorCam our exams and verify our students in the online courses. The proctoring option for faculty is slated to start in the Fall 2014.</p> <p>Acquiring the student work force from the ITC and formulating the Instructional Design and Development Center has allowed uninterrupted support of our faculty in the design, development, and delivery of their online courses.</p>																	
2011-2012		Formalize exit interviews. Leader: Jeanne Herman	<p><u>Components of the initiative:</u></p> <table border="0"> <tr> <td>1. Identify students who do not return to YSU.</td> <td style="text-align: right;">100%</td> </tr> <tr> <td>2. Contact students who have completely withdrawn from YSU during the term.</td> <td style="text-align: right;">100%</td> </tr> <tr> <td>3. Counsel students who want to completely withdraw from YSU.</td> <td style="text-align: right;">30%</td> </tr> <tr> <td>4. Identify where YSU students go if they do not register for the next term.</td> <td style="text-align: right;">50%</td> </tr> <tr> <td>5. Identify where YSU graduates go after graduation.</td> <td style="text-align: right;">100%</td> </tr> <tr> <td>6. Create a survey designed to identify key reasons a student leaves YSU.</td> <td style="text-align: right;">100%</td> </tr> <tr> <td>7. Respond to issues causing students to leave YSU.</td> <td style="text-align: right;">25%</td> </tr> <tr> <td>8. Measure impact of outreach.</td> <td style="text-align: right;">25%</td> </tr> </table> <p>Our current process of contacting student once they have withdrawn from the University yields a low response rate. The data we have received reveals that 42% of the students who withdraw do so due to reasons that no one could have prevented. This is a solid start but we need to reach a greater number of students. Beginning Fall 2014, we will send an exit interview out to all students who came to YSU in the Spring, but did not register for classes in the Fall. We are also working with the IT staff to utilize the Banner survey function. This function will require a student to complete a survey before they withdraw from classes. This is a complicated process and will require some time to implement and properly test.</p>	1. Identify students who do not return to YSU.	100%	2. Contact students who have completely withdrawn from YSU during the term.	100%	3. Counsel students who want to completely withdraw from YSU.	30%	4. Identify where YSU students go if they do not register for the next term.	50%	5. Identify where YSU graduates go after graduation.	100%	6. Create a survey designed to identify key reasons a student leaves YSU.	100%	7. Respond to issues causing students to leave YSU.	25%	8. Measure impact of outreach.	25%	
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2012-2013		Implement Dual Enrollment with EGCC. Leader: Teri Riley	We've decided not to transition Math 1500 and 1501 to EGCC at this time. Dean DePoy is chairing a committee which is investigating a dual enrollment partnership with EGCC. This agreement will facilitate students transferring from EGCC to YSU.																	






URBAN RESEARCH

	Est. Date of Completion	Summary of Initiative	Current Status	Status
2011-2012	Ongoing	Expand undergraduate research opportunities. Leader: Jeff Coldren	<i>During the past semester, we held the 25th anniversary of Quest: A Forum for Student Scholarship. This was another highly successful year as 389 students were involved in 192 projects. We held an additional event called the Best of Quest to celebrate the 25th anniversary at which the top students in each college presented their projects to a distinguished panel of judges and to the audience. We were pleased to have the cooperation of Turning Technologies to supply the scoring equipment. Plans for the summer include revision and expansion of the Undergraduate Research website.</i>	
2011-2012	Ongoing	Create opportunities for interdisciplinary collaboration. Leader: Bryan DePoy	<i>The Colleges of STEM and Creative Arts & Communication are in the planning stages for a 3D printing facility in the Beecher Center of the Butler Institute of American Art. This facility will serve as a hub for interdisciplinary activity in STEM and the Creative disciplines to blend form and function (STEAM) and create more innovative research, creative output, and experiential opportunities for our students. The Colleges of STEM and Creative Arts & Communication (Department of Art) are in the final approval stages for a new general education course (Arts & Humanities) that incorporates design components into the engineering disciplines. Faculty development activities have created connections for shared information and collaboration. This year, workshops (e.g., teaching students about metacognition, employing classroom assessment tools, distance education, course design, prolific writing) create spaces for faculty from all corners of the campus to cross-pollinate ideas and strategies. Research collaboration is a goal of the InterCampus Mentors Program, which pairs new faculty members with experienced faculty from other colleges. Learning communities bring together colleagues from varied departments to focus on specific topics (this year, student writing and using classroom technology). New faculty orientation, followed by organized social activities, offer opportunities for that cohort to find commonalities.</i>	
2011-2012	Ongoing	Provide training for grant management and development. Leader: Ed Orona & Scott Martin	<p>Activities of the Office of Grants and Sponsored Programs (OGSP): <i>The OGSP - which is responsible for assisting YSU faculty and staff in submitting grant proposals for external funding, and for accepting grant awards for research, service, and academic development - is providing and/or sponsoring the following grant support and training. These activities also apply to benchmarking best practices in grant development and management.</i></p> <p>(a) <u>Grant Workshops</u>: <i>The OSGP director has continued a series of presentations on grant development for new and experienced faculty and staff; workshops on focused and specialized topics were scheduled; and presentations to department chairs and deans were delivered. Fall 2013 workshops (FY14) for new and returning faculty were delivered. There was maximum attendance (25) in Coffelt conference room. A workshop (Spring 2014) was offered to new and continuing faculty on "The Transition: Pre-Award Proposal to Post-Award Funding", with 20 in attendance. Additional workshops are being scheduled for Fall 2014.</i></p> <p>(b) <u>OGSP Coordinator</u>: <i>The search for a new staff member "Coordinator" (0.75 FTE) was re-initiated in January 2014; the Coordinator will be trained to assist with grant programs and procedures. Outreach to Departments and Colleges is to be expanded with the goal of encouraging and facilitating submission of proposals for external funding. The Search Committee will provide the short list of candidates to the Director in May.</i></p> <p>(c) <u>OGSP Website</u>: <i>The Director continues to update the OGSP Website which was self-initiated and describes the services offered and provided by the OGSP. The site is the single best source for grant information in the context of standard operating procedures and University policies. (Forms and processes are available.) The website describes and provides on-line resources for external and internal grant funding opportunities, grant development and submission, post award guidance for management and grant/contract agreements, terms and conditions, intellectual property, compliance and regulations.</i></p> <p>(d) <u>RCR Training: Responsible Conduct of Research</u>: <i>YSU is implementing processes to provide training and oversight on the responsible conduct of research (RCR) or ethics to YSU faculty and staff. The RCR training is required and mandated by sponsors, such as the National Science Foundation and other agencies. Equally important is the mentoring and training of undergraduates, graduate students, and postdoctoral researchers supported by agencies such as the NSF. OGSP is assisting in review of policies and best practices in the choice of an RCR training program. Commercially available software - CITI (Collaborative Institutional Training Initiative) Training Program, for faculty and staff certification, has been purchased. This CITI program is used by a host of other universities and planned for rollout for YSU use in the Fall semester 2014. Its use is being implemented in its initial stages for RCR training by the IRB (Institutional Review Board), which provides oversight on research involving human subject participants (below).</i></p> <p>(e) <u>Other Mandated Compliance and Training (Human and Animal Research)</u>: <i>The OGSP provides oversight of University adherence to federal and state laws (compliance regulations), which require individual certifications on the responsible use of human and animal subjects in research. The IACUC (Institutional Animal Care and Use Committee) is the committee at YSU designated to provide oversight and monitor federal regulations on research involving animals. Compliance under federally-supported research is under the domain of the USDA and OLAW (Office of Laboratory Animal Welfare). YSU has had a long-standing arrangement with NEOMED. A consortium comprised of YSU, NEOMED, Summa Health Systems, Kent State University, the</i></p>	

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2011-2012	Ongoing	Provide training for grant management and development. Leader: Ed Orona & Scott Martin	<i>(Continued from page 7)</i> University of Akron, and the Akron General Medical Center is involved. A consortial "protocol" has been used for institutions to process and approve research on animal subjects; the current system of practice was updated starting in 2012 with Dr. Walter Horne (at NEOMED), who serves as the YSU veterinarian of record. Human subjects' research projects, when proposed, are reviewed and approved (as "protocols") by the YSU Institutional Review Board (IRB). The Full Committee of the IRB meets monthly to approve projects involving vulnerable populations, such as children and prisoners. In addition, the IRB Chair reviews a hundred expedited protocols annually, which do not go to the full committee. To date, and since 2010, OGSP has provided oversight and required YSU personnel to receive training on conducting research on human subjects. All YSU faculty, students, and staff who are involved with Human Subjects research were required to complete training and be certified. On-line training was provided by the module at the NIH (National Institutes of Health) Office of Extramural Research (module-Protecting Human Research Participants). About 100-150 individuals have sent their Certifications to the secretary of the IRB. The IRB will be using the new CITI training modules to assist with the online training and the new certifications.	
2011-2012		Develop marketing and recruitment strategies for graduate students and selected undergraduates. Leader: Jack Fahey	<i>Current Status:</i> We are continuing this ongoing work, with reduced emphasis on supporting recruitment of "students outside the immediate area," because of recent data and recommendations from Gary Swegan, our new associate vice president for enrollment planning and management. Our initiative includes: <ul style="list-style-type: none"> • Increasing YSU visibility and improving the public perception of the University as a high value, quality institution through traditional and new media platforms, both paid and unpaid. • Expanding our electronic and social media footprint across all established and emerging platforms. • Creating and publishing student, faculty, alumni success stories in print and video formats. • Working with EyeFlow, a Pittsburgh-based new media and web design research firm conducted in-depth audit of our website in preparation for major redesign of the YSU website, which is now underway using the data and recommendations from the audit. • Executed limited February-March 2014 blitz campaign for local, western Ohio and west PA markets, in addition to ongoing marketing efforts in high-potential recruitment geographic areas. • Working with Gary Swegan, as well as key admission professionals, the design and production of key print recruitment materials were fast-tracked this year to ensure timely distribution to potential students.. • Other initiatives underway include additions to stadium banners to emphasize our "Experience Y" branding; working with the Chamber and the City of Youngstown to expand the street banner program downtown and in contiguous areas around campus; contracting for four new digital display billboards inside the Akron/Canton airport; and increasing our sponsorships of appropriate high school conferences and events. 	
2011-2012	Ongoing	Add/implement selected graduate programs. Leader: Sal Sanders	The Economics department proposal for a 4+1 Master of Arts in Economics has been reviewed by both Graduate and Undergraduate Curriculum Committees and RACGS has been informed that undergraduate students meeting the requirements to participant in the program, will be permitted to take up to 9 semester hours of graduate credit that will be applied to meet both undergraduate and graduate degree requirements. A program development plan (PDP) for a Doctor of Nursing Practice (DNP) has undergone the campus review process, and comments from RACGS have been received. The Nursing department continues to develop the full proposal. The Post-Master's Family Nurse Practitioner Certificate has received RACGS approval. The Adult Gerontology Acute Care Nurse Practitioner Option for the Master of Nursing (MSN) degree and the Adult Gerontology Acute Care Nurse Practitioner Post MSN Certificate remain tabled at this time. The full proposal for a Master of Engineering Physics remains in preparation by the department. The Department of Art has developed a PDP for a Master of Fine Arts in Interdisciplinary Visual Arts , which has undergone the campus review process and is currently being reviewed by RACGS. A draft proposal for a Master of Arts degree in Media Entrepreneurship has been developed. Finally RACGS has been informed that the Master of Business Administration (MBA) degree will be offered at Lorain County Community College beginning Fall 2014. The Economics department proposal for a 4+1 Master of Arts in Economics has been reviewed by both Graduate and Undergraduate Curriculum Committees and RACGS has been informed that undergraduate students meeting the requirements to participant in the program, will be permitted to take up to 9 semester hours of graduate credit that will be applied to meet both undergraduate and graduate degree requirements. A program development plan (PDP) for a Doctor of Nursing Practice (DNP) has undergone the campus review process, and comments from RACGS have been received. The Nursing department continues to develop the full proposal. The Post-Master's Family Nurse Practitioner Certificate has received RACGS approval. The Adult Gerontology Acute Care Nurse Practitioner Option for the Master of Nursing (MSN) degree and the Adult Gerontology Acute Care Nurse Practitioner Post MSN Certificate remain tabled at this time. The full proposal for a Master of Engineering Physics remains in preparation by the department. The Department of Art has developed a PDP for a Master of Fine Arts in Interdisciplinary Visual Arts , which has undergone the campus review process and is currently being reviewed by RACGS. A draft proposal for a Master of Arts degree in Media Entrepreneurship has been developed. Finally RACGS has been informed that the Master of Business Administration (MBA) degree will be offered at Lorain County Community College beginning Fall 2014.	

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2011-2012	Ongoing	Advance Centers of Excellence to prominence. Leader: Ikram Khawaja	<p><u>Center of Excellence in International Business</u> <i>State Recognition – Ohio Chancellor Jim Petro named YSU’s Center of Excellence in International Business an Ohio Center of Excellence on 11/3/11.</i></p> <p>Curriculum:</p> <p>Curricular Developments</p> <ul style="list-style-type: none"> • The WCBA offered three Global Learning Experiences, each with a different focus. In December 2013, seven students and two faculty members participated in a GLE to Prague with a focus on transitional economics; eight students traveled to Dublin, Ireland in March to study global entrepreneurship and five students and one faculty member traveled with Cleveland State University to China to study supply chain management. In addition, approximately 15 students will participate in the four-week London Learning Experience where students live in London, participate in academic coursework, and complete team projects for London-based businesses. • The new course in Exporting engages students in developing export plans for regional businesses. In Spring 2014, students completed exporting plans for seven businesses. In addition, two of these businesses are establishing paid internships for the summer. • We are preparing students to take the Certified Global Business Professional (CGBP) exam offered by NASBITE International. • A faculty member is visiting South Korea this summer to explore partnerships. • A minor in International Business has been developed and approved. <p>Business Community Outreach <i>The Small Business Development Center, under the leadership of Ms. Patricia Veisz, houses the highly successful International Trade Assistance Center (ITAC) to assist businesses in starting or expanding international trade activities. The grant funds programming and an international trade assistance advisor to work with companies to initiate or expand international trade activity. Mousa Kassis is the ITAC Adviser. Workshops are conducted throughout the year for the business community.</i></p> <p><i>Export Needs Assessment: The Williamson Center, in partnership with the ITAC, completed an export needs assessment of local businesses. Approximately 1,200 businesses and organizations within NE Ohio were surveyed regarding their export experience, interests, and perceived needs. Findings provided direction for future Center and ITAC initiatives.</i></p> <p><i>Plans for 2014-2015 include:</i></p> <ol style="list-style-type: none"> 1. Aggressively build the BSBA in International Business. 2. Expand course offerings in International Business. 3. Expand international business projects and international internships with the regional business community. 4. Provide grants to support faculty research and instructional development. 5. Expand Global Learning Experiences at undergraduate and graduate levels. 6. Expand YSU's academic presence outside of the U.S. market. 7. Increase the opportunities for YSU students to interact with students from other universities. 8. Expand student-business interactions through student projects and internships. 9. Increase integration of Ohio Small Business Development Center and International Trade Assistance Center with WCBA activities. 10. Seek external grants to support new international business initiatives. <p><u>Center for Autistic Studies</u> <i>Scholarship – Refereed Publications and Presentations – Since March of 2014, faculty and researchers affiliated with the Center for Autism Studies submitted or completed the following manuscripts, publications, or presentations.</i></p> <p>Refereed Papers or Posters Presented at National or International Conferences:</p> <p><i>Unger, D.D. (2014, April). Green Acres or Park Avenue? Increasing opportunities for common core knowledge and skill instruction for students with autism and intellectual disabilities through sustainable communities initiatives. Paper presented at the international meeting of the Council for Exceptional Children, Philadelphia, PA.</i></p> <p><i>Rogers, K. (2014, March). Transitioning older adolescents living with autism spectrum disorder to a medical home. Paper submitted to OCALICON 2014, Columbus, OH.</i></p>	

Start Date	Est. Date of Completion	Summary of Initiative	Current Status	Status
2011-2012	Ongoing	<p>Advance Centers of Excellence to prominence. Leader: Ikram Khawaja</p>	<p><i>(Continued from page 9)</i> Johnson, E. & Unger, D. (2014, March). <i>The relationship between technology-enhanced, standards-based instruction and the learning and application of science concepts and processes for students with autism.</i> Manuscript submitted to OCALICON, 2014, Columbus, OH.</p> <p>Proposed & On-going Research Mr. Jon Dean's investigation of the effects of a music-based curriculum (i.e., Count Me In) on learning, sleep quality, and melatonin levels in children with autism is in the final stages of data collection with students and families involved with the Rich Center for Autism. His research has been guided by a faculty sponsor from YSU's biology program. During late Spring and early summer of 2014, Mr. Dean will begin to analyze the melatonin samples and responses to survey instruments. Dr. Suzanne Guiffre (BCHHS) and three of her doctoral students in physical therapy are continuing to analyze data from their research related to the health benefits of hippotherapy, such as trunk strength, balance and social engagement, of students diagnosed with autism. Dr. Darlene Unger (Center for Autism Studies/BCOE) continues to work with Dr. An Chih Cheng (DePaul University) and Dr. Brian McMahon (Virginia Commonwealth University) to complete data analysis for two retrospective studies which examine patterns of employment discrimination alleged by working age-Americans with autism, and subsequent case resolutions, filed under Title I of the Americans with Disabilities Act. Manuscripts for the two studies should be completed by June 1 and August 1. Relatedly, Dr. Unger was invited to participate in the EEOCDATANET project based on her involvement with the National EEOC - Americans with Disabilities Act (ADA) Research Project and her prior research regarding the employment discrimination experiences of individuals with autism and other significant disabilities. The EEOCDATANET project is housed at the University of Massachusetts-Amherst and supported by funding from NSF. The project aims to enhance collaboration among researchers in relation to discriminatory practices in employment and improve knowledge translation. Ms. Elizabeth Johnson, an undergraduate student in special education at YSU continues to collect data at the Rich Center pertaining to her study of whether the use of text-to-speech graphic organizers and systematic instruction improves students' abilities to learn science vocabulary and concepts (e.g., food web and the relationship between species in an organization).</p> <p>Service and Outreach The YSU-Transition Options in Postsecondary Settings Project (YSU-TOPS), which serves students with autism, is collaborating with the Mahoning Valley Educational Service Center and the Mahoning Board of Developmental Disabilities to provide internships and work experiences for young adults with autism. Representatives from all agencies were selected to participate in Ohio's Employment First Transition Initiative, aimed at improving interagency collaboration in the high school-to-college and careers transition process for students receiving special education services.</p> <p>The YSU Center for Applied Chemical Biology The Center continues to meet its goal of preparing both undergraduates and graduate students for careers in the chemical biological fields through rigorous laboratory training experience. At least 10 student trainees received their M.S. degrees with their research focus in projects supporting the field of chemical biology. Several of these students have secured positions in industry or are continuing to pursue academic interests in programs at other institutions. In addition, more than 25 undergraduates have participated in various research projects within the Center. Over the past year, nearly a dozen publications and two dozen more conference presentations document the research endeavors of the Center. Approximately 6 new grant submissions were made to external funding sources. Dr. Min received a small grant to study gene splicing from the Ohio Plant Biotechnology Consortium. Meanwhile, several grant-funded projects continue within the Center, including investigations in wound healing, biofuel production, and bioinformatics. The Center continues joint ventures with St. Elizabeth Hospital and NewTech (Salem). Recently, through the Youngstown State University Research Foundation, Dr. Caguiat performed biotesting assays for Environmental Water Solutions (Florida).</p> <p>Centers of Excellence in Materials Science and Engineering Based on reported activities of ten CEMSE-affiliated faculty/research staff, CEMSE activities over the past year (2013-14) include: 1. Thirty-six (36) papers were published or accepted for publication in refereed journals. 2. Over \$1.1 million in external grant funds were awarded to CEMSE-affiliated faculty and staff from the National Science Foundation, America Makes – National Additive Manufacturing Innovation Institute, and the Ohio Board of Regents. External proposals requesting about \$2.5 million in funding are still pending.</p>	

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2011-2012	Ongoing	Advance Centers of Excellence to prominence. Leader: Ikram Khawaja	<i>(Continued from page 10)</i> 3. Four (4) patents were co-authored (with external agencies) by CEMSE-affiliated faculty. 4. Over 30 external conference presentations were given by CEMSE-affiliated faculty, staff, and students. 5. Six (6) MS students completed their thesis work in a Materials Science/Engineering area and graduated from YSU. 6. A team of five (5) undergraduate students (Ashley Martof, Lauren Rodomsky, Caitlyn Rodomsky, Dakesha Jordan, and James Limperos; Advisor, Dr. Brett Conner) won the 2014 "Best of Quest (STEM)" and the "Choose Ohio First North East Ohio Poster Conference Top Project" Awards for their project: "Developing Customization and Complexity Scales for Additive Manufacturing Products"; an undergraduate student, Kristen Hernandez, was awarded a competitive NSF-REU scholarship to participate in a summer 2013 research program in crystal engineering at Kansas State University.	
2012-2013		Re-engineer processes to reduce time, paperwork, and divisional barriers to research and scholarly activity. Leader: Gene Grilli NOTE: (The Steering Committee will evaluate this initiative and appoint a new leader as necessary.)	A final report summarizing the subcommittee's finding and recommendations for "best practices" has been completed. It was presented to Provost Khawaja and Dr. Elias on 4/30/13. The subcommittee's work on this initiative is now complete. The report may be accessed in full at https://www.dropbox.com/sh/iv3b77cd1v24o08/fPdiP5SG3m?n=91528472 . This initiative has been referred to the Provost for funding.	
2012-2013		Publicize research outcomes. Leader: Betty Jo Licata	The team consists of Betty Jo Licata (WCBA), Ron Cole (Marketing & Communications), Tim Francisco (English), Howard Mettee (Chemistry), Patrick Bateman (Management), Ying Wang (Marketing), Ganesaratnam Balendiran (Chemistry), Darlene Unger (Education), Rachael Pohle-Krauza (Human Ecology), and Ewelina Boczkowska (Music). The primary task is to recommend steps to be taken to proactively promote the quality and impact of the scholarship/research being done at YSU. The team will build upon the recommendations of the Urban Research Transition subcommittee report in developing a marketing and communications strategy that increases the visibility of YSU in the regional, national, and international arenas, promotes the outcomes and impact of faculty scholarship, and positions our faculty as experts with the national media." Articles on faculty research are included in each issue of the YSU Magazine and YSU News. There also is our twice a month listing of faculty and staff scholarly activities. These stories are widely circulated to news media throughout the region; many are picked up and published by regional newspapers, broadcast stations, etc. The stories also appear prominently on our YSU News Center site, which is visited thousands of times every week.	
2012-2013		Benchmark and apply best practices in grant management. Leader: Theresa Orwell	Document detailing current best practices is being developed to be posted on the YSU website.	
<p>Legend: Critical Delay  Behind But Manageable  On Schedule  Completed  Status Has Been Revised </p>				

YSU 2020 STRATEGIC PLAN COMPLETED INITIATIVES

Start Date	Date of Completion	Summary of Initiative	Current Status																
REGIONAL ENGAGEMENT																			
2011-2012		Develop a task group for nonviolent behavior and community safety. Leader: Tammy King	A task force to examine violent behavior and community safety was created in Spring 2012. The task force, referred to as the Community Safety Committee, promulgated two successful initiatives: 1) a new YSU Workplace Violence Policy (in collaboration with the Domestic Violence Committee) and 2) the Community Safety Summit. The YSU Board of Trustees approved the Workplace Violence Policy (#7001.04) on December 14, 2012. The Community Safety Summit, sponsored by the Bitonte College of Health and Human Services, was held on November 10, 2012. More than 100 persons attended and partook in the opportunity to engage with other individuals and organizations to address the myriad of issues pertaining to community safety.																
2012-2013		Identify and secure sources of external funding to support student athletes and enhance their competitiveness. Leader: Ron Strollo	<ul style="list-style-type: none"> • The Department of Athletics is in the first year of a three year agreement with IMG, a national leader in sports marketing and promotions, to provide an analysis of our corporate marketing efforts, oversee our sales efforts, and assist with corporate sponsorship revenue. • The Athletic Department will begin investigating a third party to assist in the sales of football and basketball tickets. • The new video board in Beeghly Center will enhance marketing and fundraising capabilities. • Discussions are underway with several potential donors to fund a portion of construction for the new softball field and track on the west side of campus. • A 10% increase in external funding was secured over the past year. 																
STUDENT SUCCESS																			
2011-2012		Improve orientation processes and programs. Leader: Jonelle Beatrice	<table border="1"> <thead> <tr> <th>Components of the Initiative</th> <th>Percent Complete</th> </tr> </thead> <tbody> <tr> <td>Appoint a committee to study and recommend process and program improvements for orientation.</td> <td align="center">100%</td> </tr> <tr> <td>Add program dates to decrease number of students at each orientation. <ul style="list-style-type: none"> • Cap is 150 when possible • College cap is 50 when possible • Added Saturday SOAR for EARLY programs </td> <td align="center">100%</td> </tr> <tr> <td>Increase student involvement at orientation: <ul style="list-style-type: none"> • Identified competencies for student development which are included on student agenda and incorporated into the program. (The Three C's – Curious, Connected, Confident) • Added "Get Connected Session" to include student organizations as a way for new students to explore organizations on campus. • Included ice breakers during tours and general sessions. </td> <td align="center">100%</td> </tr> <tr> <td>Extend College Preview Session <ul style="list-style-type: none"> • Added fifteen minutes to session </td> <td align="center">100%</td> </tr> <tr> <td>Involve faculty <ul style="list-style-type: none"> • Increased participation by using lunch invitations and reservations via Survey Monkey. • Include easy identification of students by college so faculty can connect to their students. • Send thank you letters to faculty in attendance </td> <td align="center">100%</td> </tr> <tr> <td>Improve Online Orientation <ul style="list-style-type: none"> • Completed videotaping for online orientation • Researching companies to hire to build website for online orientation. • Plan to track students who utilize online orientation </td> <td></td> </tr> <tr> <td>Improve Communication to students and parents <ul style="list-style-type: none"> • Changed from confirmation letters to succinct confirmation postcards • Include link to campus map • Updated testing information to clarify testing requirements </td> <td></td> </tr> </tbody> </table>	Components of the Initiative	Percent Complete	Appoint a committee to study and recommend process and program improvements for orientation.	100%	Add program dates to decrease number of students at each orientation. <ul style="list-style-type: none"> • Cap is 150 when possible • College cap is 50 when possible • Added Saturday SOAR for EARLY programs 	100%	Increase student involvement at orientation: <ul style="list-style-type: none"> • Identified competencies for student development which are included on student agenda and incorporated into the program. (The Three C's – Curious, Connected, Confident) • Added "Get Connected Session" to include student organizations as a way for new students to explore organizations on campus. • Included ice breakers during tours and general sessions. 	100%	Extend College Preview Session <ul style="list-style-type: none"> • Added fifteen minutes to session 	100%	Involve faculty <ul style="list-style-type: none"> • Increased participation by using lunch invitations and reservations via Survey Monkey. • Include easy identification of students by college so faculty can connect to their students. • Send thank you letters to faculty in attendance 	100%	Improve Online Orientation <ul style="list-style-type: none"> • Completed videotaping for online orientation • Researching companies to hire to build website for online orientation. • Plan to track students who utilize online orientation 		Improve Communication to students and parents <ul style="list-style-type: none"> • Changed from confirmation letters to succinct confirmation postcards • Include link to campus map • Updated testing information to clarify testing requirements 	
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2011-2012		Improve orientation processes and programs. Leader: Jonelle Beatrice	<p><i>(Continued from page 12)</i> Overall impact on University departments and/or students: Additional program dates give students more choices as well as more attention during advising sessions. Program ratings by students attending orientation have improved significantly since the implementation of the changes.</p> <p>Additional program choices, improved recruitment opportunities, increased enrollments, increased revenues: EARLY-SOAR program numbers are at their highest level in over a decade.</p> <table border="1" data-bbox="1053 350 1534 708"> <thead> <tr> <th>TOTAL</th> <th>MARCH</th> </tr> </thead> <tbody> <tr><td>684</td><td>2003</td></tr> <tr><td>725</td><td>2004</td></tr> <tr><td>752</td><td>2005</td></tr> <tr><td>754</td><td>2006</td></tr> <tr><td>713</td><td>2007</td></tr> <tr><td>768</td><td>2008</td></tr> <tr><td>749</td><td>2009</td></tr> <tr><td>788</td><td>2010</td></tr> <tr><td>877</td><td>2011</td></tr> <tr><td>820</td><td>2012</td></tr> <tr><td>900</td><td>2013</td></tr> </tbody> </table> <p>Monitoring process: Person Responsible: Becky Varian, Assistant Director, Center for Student Progress Metrics: Please see attached Evaluation Report noting the following metrics:</p> <ul style="list-style-type: none"> 64% of students rated 2012 SOAR programs as 'great' compared to a 55% 'great' rating average for the previous four years. 79% of students rated 2012 SOAR staff as 'great' compared to a 69% 'great' rating average for the previous four years. <p>63% of students rated SOAR processes including check-in, signs and registration information as 'great' while the previous four year 'great' average was 57%.</p>	TOTAL	MARCH	684	2003	725	2004	752	2005	754	2006	713	2007	768	2008	749	2009	788	2010	877	2011	820	2012	900	2013
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2011-2012		Tighten and improve enforcement of academic progress. Leader: Jonelle Beatrice	<p>On May 2, 2012 Academic Senate passed a new conditional admission policy which raises the standard for regular admission and creates a very structured program (based on best practices research) for students who are admitted conditionally. The program should provide a set of expectations (such as regular meetings with staff, regular class attendance) and a safety net that helps serious students to be more successful. The program should increase student retention. Approximately 2/3 of these at risk students succeed each semester (which is a surprisingly high percentage compared to 27% in 2009).</p> <table border="1" data-bbox="782 1016 2548 1409"> <thead> <tr> <th>Components of the Initiative</th> <th>Percent Complete</th> </tr> </thead> <tbody> <tr> <td>Appoint a committee to study and recommend improved policies and procedures for conditionally admitted students.</td> <td>100%</td> </tr> <tr> <td>Alter entrance requirements to provide improved support (conditional admission status) for entering students with high school GPAs below 2.0 or composite ACT scores below 17.</td> <td>100%</td> </tr> <tr> <td>Require that conditionally admitted students: <ul style="list-style-type: none"> Sign and adhere to a contract with the Center for Student Progress Meet weekly with a Center for Student Progress Academic Coach and meet twice per semester with an Academic Advisor Be in good academic standing after the first semester Be admitted for the Fall or Spring semesters only Attend freshman orientation Enter with an undetermined major Register for no more than 14 semester hours Take developmental Reading and/or English courses the first semester </td> <td>100%</td> </tr> <tr> <td>Research and determine appropriate courses for conditionally admitted students.</td> <td>100%</td> </tr> </tbody> </table>	Components of the Initiative	Percent Complete	Appoint a committee to study and recommend improved policies and procedures for conditionally admitted students.	100%	Alter entrance requirements to provide improved support (conditional admission status) for entering students with high school GPAs below 2.0 or composite ACT scores below 17.	100%	Require that conditionally admitted students: <ul style="list-style-type: none"> Sign and adhere to a contract with the Center for Student Progress Meet weekly with a Center for Student Progress Academic Coach and meet twice per semester with an Academic Advisor Be in good academic standing after the first semester Be admitted for the Fall or Spring semesters only Attend freshman orientation Enter with an undetermined major Register for no more than 14 semester hours Take developmental Reading and/or English courses the first semester 	100%	Research and determine appropriate courses for conditionally admitted students.	100%														
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2011-2012		Create early-warning processes to improve student success. Leader: Jeanne Herman	<ul style="list-style-type: none"> The committee has implemented the "Early Alert" product of Starfish. The system is designed to capture all at-risk behaviors of students. It also allows the University to track all campus resources for intervention and retention. Early Alert permits faculty members to easily identify students who are not progressing in class, refer that information to designated campus services, and then receive up-to-date information regarding the referral. We anticipate that implementation will immediately improve retention. Initial indicators appear to show increases in freshman GPA and course completion. Youngstown State is one of six institutions nationally selected to participate in a Success Score Beta project. This system enhancement will provide a score or rating of each student's potential academic risk or current success. Scores will provide a method of prioritizing student outreach to assist in addressing concerns impacting individual student persistence. Younstown State has been invited to be a charter partner of Starfish Insights, a student success analytic program. This enhancement to Starfish will: <ul style="list-style-type: none"> Measure support program effectiveness (what is working) Measure effort/student outcomes for various services on campus Provide success data on individual student groups being served 																																																								

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2011-2012		<p>Support faculty development in teaching and learning. Leader: Cary Wecht</p>	<p><i>The Faculty Development Committee and Coordinator have worked very hard to expand development opportunities throughout the academic year. New Faculty Orientation is the first scheduled event of the year, where we begin the process of acclimation assistance and support. Also, a cross-campus mentoring program for new faculty is in its second year, designed to create additional support and connectivity, and opportunities for interdisciplinary research and creativity. There is also a social chair, who has organized merriment for the new faculty cohort.</i></p> <p><i>Learning communities are offered to all faculty, this year on the subjects of classroom technology and student writing. Various workshops and brown bag sessions organized throughout the year aid all faculty, whether full- or part-time, in improvement in teaching, research productivity, classroom management, and life balance. Assessments indicate overall satisfaction with offerings to date.</i></p> <p><i>The Faculty Development website displays events and activities along with helpful links and information for YSU faculty. The site has a new, user-friendly URL: http://web.yosu.edu/ysufaculty</i></p> <p><i>The Provost's office sponsors and provides generous support for all activities here under the umbrella of "Faculty Development." Wholly separate faculty development efforts are also underway via the Chairs Committee (meetings, yearly retreat) and other technology training opportunities through the offices of Human Resources, Distance Learning, and Media and Academic Computing.</i></p> <p>Major Activities</p> <ol style="list-style-type: none"> 1. New Faculty Orientation, August 15 (Provost's Office) 2. Social (New faculty only) Social Chair Michael Jerryson: mjerryson@gmail.com 3. Mentoring/Networking Pairs – Cross-Campus Mentorship (Year 2): Thirty-five faculty mentoring/networking pairs were established in 2013-2014. 4. Learning Communities, 2013-2014 <ul style="list-style-type: none"> • Teaching Technology Study • Student Writing Study 5. Workshops and Brown Bag Sessions (certificates, some light refreshments) <table border="1" data-bbox="844 727 2208 1092"> <tr><td><i>"Teach students how to learn: Metacognition is the key"</i></td></tr> <tr><td><i>Tips for Dealing with Challenging Student Behavior</i></td></tr> <tr><td><i>"Classroom Assessment Techniques – CATs"</i></td></tr> <tr><td><i>"Teach students how to learn: Metacognition is the key"</i></td></tr> <tr><td><i>YSU Teaching, Research, and Service Stars</i></td></tr> <tr><td><i>Tips for Yearly Evaluation toward Tenure and Promotion</i></td></tr> <tr><td><i>Two-Day Workshop – Scholarship and Teaching</i></td></tr> <tr><td><i>Day-long Workshop – Everybody's Responsibility: Creating Accessible Documents, Videos, Websites, and Materials</i></td></tr> <tr><td><i>Creating Assignments That Teach Students To Read the Literature</i></td></tr> <tr><td><i>"Creating Meaningful Reflective Journaling Assignments"</i></td></tr> <tr><td><i>How to Lecture Less and Teach More: Problem-Based Learning</i></td></tr> <tr><td><i>"Ving" – interactive messaging technology</i></td></tr> <tr><td><i>Grant Writing</i></td></tr> </table>	<i>"Teach students how to learn: Metacognition is the key"</i>	<i>Tips for Dealing with Challenging Student Behavior</i>	<i>"Classroom Assessment Techniques – CATs"</i>	<i>"Teach students how to learn: Metacognition is the key"</i>	<i>YSU Teaching, Research, and Service Stars</i>	<i>Tips for Yearly Evaluation toward Tenure and Promotion</i>	<i>Two-Day Workshop – Scholarship and Teaching</i>	<i>Day-long Workshop – Everybody's Responsibility: Creating Accessible Documents, Videos, Websites, and Materials</i>	<i>Creating Assignments That Teach Students To Read the Literature</i>	<i>"Creating Meaningful Reflective Journaling Assignments"</i>	<i>How to Lecture Less and Teach More: Problem-Based Learning</i>	<i>"Ving" – interactive messaging technology</i>	<i>Grant Writing</i>
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<i>"Creating Meaningful Reflective Journaling Assignments"</i>																
<i>How to Lecture Less and Teach More: Problem-Based Learning</i>																
<i>"Ving" – interactive messaging technology</i>																
<i>Grant Writing</i>																
2011-2012		<p>Publish lists of companies that recruit on campus. Leader: Jennifer Johnson</p>	<ul style="list-style-type: none"> • Efforts include employer site visits, email, and phone communication with hiring employers, participation in events on and off campus, and collaboration with colleges to establish relationships with employers. • Weekly email notices of PenguinLINK job postings are sent to faculty and staff for their respective majors. • Efforts to increase alumni usage of PenguinLINK include collaboration with Alumni Relations and the creation of marketing pieces to make alumni aware of Career Services/PenguinLINK. • More support/interest is needed to proceed with merging all Symplicity recruiting programs on campus into one system, which would provide "one-stop" recruitment services for employers and allow sharing of employer contacts across departments/academic units. • Student awareness/usage of PenguinLINK will be the focus of Career Services programming/marketing in the 2013/2014 academic year. 													

Start Date	Date of Completion	Summary of Initiative	Current Status																					
2011-2012		Publish lists of companies that recruit on campus. Leader: Jennifer Johnson	<p>(Continued from page 15)</p> <ul style="list-style-type: none"> On average 54 new employers are listed per month. As of January 2014, all current students are automatically uploaded to Symplicity/PenguinLINK from Banner and information is updated weekly. In addition, students have one-click access from the MyYSU portal – no separate username/password or registration is required. The number of resumes uploaded by students has increased and our ability to communicate with students regarding Career Fair information and job posting alerts has greatly improved. <table border="1" data-bbox="801 297 2247 500"> <thead> <tr> <th>PenguinLINK Metrics</th> <th>June 2012-May 2013</th> <th>June 2013 – YTD (Mar 2014)</th> </tr> </thead> <tbody> <tr> <td>Total number of full-time, degreed positions posted in PenguinLINK</td> <td>1,133</td> <td>946</td> </tr> <tr> <td>Average number of active job postings (all)</td> <td>n/a</td> <td>246</td> </tr> <tr> <td>Average number of new job postings added per month (all)</td> <td>n/a</td> <td>169</td> </tr> <tr> <td>Average number of new companies registered per month</td> <td>54</td> <td>47</td> </tr> <tr> <td>On-Campus Recruiting Events (OCI, Info Sessions/Tables)</td> <td>61</td> <td>31</td> </tr> <tr> <td>Average number of alumni registered in PenguinLINK</td> <td>3,500</td> <td>4,065</td> </tr> </tbody> </table>	PenguinLINK Metrics	June 2012-May 2013	June 2013 – YTD (Mar 2014)	Total number of full-time, degreed positions posted in PenguinLINK	1,133	946	Average number of active job postings (all)	n/a	246	Average number of new job postings added per month (all)	n/a	169	Average number of new companies registered per month	54	47	On-Campus Recruiting Events (OCI, Info Sessions/Tables)	61	31	Average number of alumni registered in PenguinLINK	3,500	4,065
PenguinLINK Metrics	June 2012-May 2013	June 2013 – YTD (Mar 2014)																						
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2011-2012		Enhance Job Fairs and Professional Days. Leader: Jennifer Johnson	<p>Career Services has increased promotion of Job Fairs via:</p> <ul style="list-style-type: none"> Class presentations Campus signage: Banner on Wick Ave bridge; “people cutout” displays in buildings Flyers in study lounges around campus Multiple PenguinLINK emails to students; announcement/event details in PenguinLINK Inclusion in Student Activities Digest (email) “Majors Recruited Flyer” to faculty and staff (email) Announcements on electronic displays (i.e., WCBA, DeBartolo) Lawn signs throughout campus YSU News Briefs article <p>Additional efforts include increasing faculty buy-in and promotion and expanding our employer base with more “big name” employers. Career Services is partnering with Alumni & Events Management on an Alumni mentoring program that will give students the opportunity to shadow and/or conduct informational interviews with alumni and other professionals to learn about career paths. METRIC - The Spring 2014 career fair had the highest number of participating employers since Fall 2008 and was the largest Spring career fair in recent history; student attendance was up 24% over Spring 2013.</p>																					
2011-2012		Provide interview training and preparation. Leader: Jennifer Johnson	<p>Current interview training and preparation provided by Career Services:</p> <ul style="list-style-type: none"> Interview Skills presentations to capstone classes. The long-term goal is that each capstone class includes interview training. Mock-Interview services – promoted in all department marketing and required by some classes. Interview Skills Workshops offered each semester in conjunction with Reading & Study Skills Workshop series. Career Services annually presents STEM Meet the Employers Day, an event where students can practice interviewing and networking skills with participating employers. Career Services is assessing student learning outcomes of interview presentations and mock interview appointments through pre- and post-surveys. Results will be analyzed at the close of the Spring 2014 semester. <p>Update: The original component of this initiative was to require that faculty provide one of the following types of interview training as part of each Capstone Course:</p> <ul style="list-style-type: none"> Provide for a class presentation about interviewing Have faculty perform mock interviews with Capstone students Require students to have a mock interview with the appropriate campus resource Require students to participate in a mock interview with Perfect Interview, an electronic interviewing program. Recruit employers to provide mock interviews or presentations on interviewing Provide workshops on interviewing <p>Due to changes in leadership, this component has not been presented to Academic Senate or Deans Council for approval/support. Career Services’ is currently addressing this Initiative by attempting to expand interview training and preparation services to more students through collaboration and partnerships with faculty and staff working toward a goal of co-curricular/classroom requirements. This will require an evaluation of needed resources and strong support from Deans and the academic units.</p>																					

Start Date	Date of Completion	Summary of Initiative	Current Status
2011-2012		Provide interview training and preparation. Leader: Jennifer Johnson	<p><i>(Continued from page 16)</i> <i>Current interview training and preparation provided by Career Services:</i></p> <ul style="list-style-type: none"> • Interview Skills presentations to capstone classes • Mock-Interview services – promoted in all department marketing and required by some classes • Interview Skills Workshops offered each semester in conjunction with Reading & Study Skills Workshop series • Career Services annually presents STEM Meet the Employers Day, an event where students can practice interviewing and networking skills with participating employers. <p><i>New initiatives underway that may expand interview training and preparation include:</i></p> <ul style="list-style-type: none"> • Career Services and Athletics are partnering to create a comprehensive career development program for student athletes. The program will focus on interview training for third year athletes. • Development of new programming and partnerships to increase the number of students who receive interview training. <ul style="list-style-type: none"> ○ On 10/20/13, Career Services presented an Interview Skills workshop as a Resident Assistant In-Service • Through participation in networking events and other programming, increase employer involvement in delivery of interview training. <p>Metrics</p> <ul style="list-style-type: none"> • Career Services conducted 221 mock interviews during Academic Year 2012/2013 (Oct 2012 thru May 2012 due to implementation of new Banner reporting process) and 281 academic YTD (June 2013-March 2014). • Efforts are underway to expand reporting capabilities to track type of service provided (i.e. mock interview, classroom presentation, workshop) by class rank and major which will enable Career Services to set goals and monitor progress toward increasing reach of interview training. • The learning outcome defined in Career Services' 2013/2014 Co-Curricular Assessment Plan is: Through classroom presentations on Interviewing Skills, students will learn effective strategies for successful interviewing. This will aid the department in determining if a classroom presentation is an effective forum for student learning. If the results are positive, presentations may be expanded to maximize the number of students who receive interview training with current resources. As part of the Assessment Plan, Career Services will track the number of students who schedule mock interviews as a result of a classroom presentation. Pre- and post-surveys will be administered to students who complete a mock interview regardless of whether or not it was a class requirement or was scheduled as a result of a classroom presentation to determine effectiveness of mock interviews in student learning. Pre-and post-surveys implemented Oct 2013. Results are being tracked and will be reported at end of academic year. <p>Next Steps: Start a dialogue between Career Services and academics around long-term goals and resources needed to meet Initiative.</p>
URBAN RESEARCH			
2011-2012		Develop a comprehensive startup packages policy. Leader: Peter Kasvinsky	Revised policy/procedures complete and reviewed by Deans. To be posted on the School of Graduate Studies and Research website.
2011-2012		Examine admission standards and policies for graduate students. Leader: Jack Fahey	<p><i>Committee work is complete – see “Graduate School Best Practices” document. The University has elected to implement a transition of graduate admissions processing to undergraduate admissions. The goals of this change are to modernize and improve processing, improve customer service and increase graduate enrollment. Significant changes have been made and are continuing to be made.</i></p> <p>UPDATE – Graduate Admissions recruitment and processing has been migrated back to the Graduate School.</p>
2011-2012		Provide technical support for grant writing and statistical analysis. Leaders: Ed Orona and Scott Martin	<p><i>Discussions have been completed with the Chair of the Department of Mathematics and Statistics to identify ways to provide statistical expertise to principal investigators who need significant data analysis for either grant submission and/or publication of results. Support can be provided by either faculty or graduate students in the Department. Incentives for faculty participation in these activities were evaluated and suggested (such as using reassigned time or supplemental compensation from University resources). These incentives can also be incorporated into new grant applications and external submissions for a variety of proposed projects.</i></p>

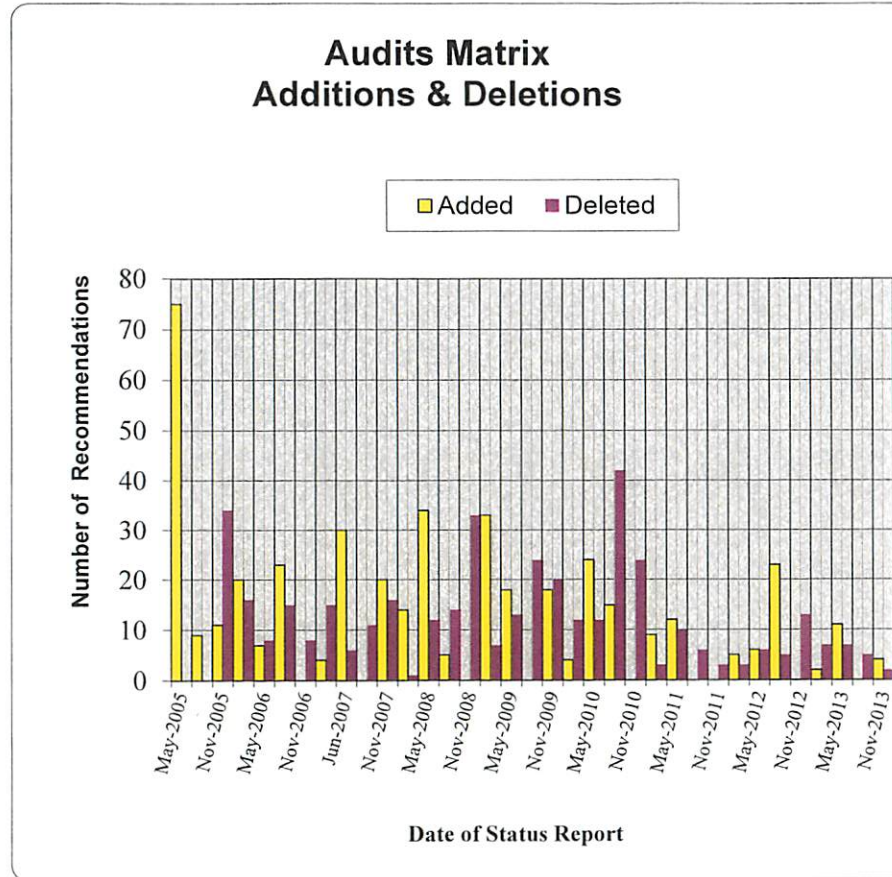
Audits Timeline Matrix Summary
As of May 2, 2014

The 23 recommendations at May 2, 2014 are from 3 external auditor management letters and 7 Packer Thomas (PT) internal audits. This compares to 15 recommendations at January 24, 2014.

Audit Name	Number of Recommendations									
	Total		Critical		Behind		On Schedule		Complete	
	1/24/2014	5/2/2014	1/24/2014	5/2/2014	1/24/2014	5/2/2014	1/24/2014	5/2/2014	1/24/2014	5/2/2014
E&Y FY2007 Management Letter	1	2			1	1	0	1	0	0
Crowe FY2012 Management Letter	1	0			0	0	1	0	0	0
Crowe FY2013 Management Letter	1	0			0	0	1	0	0	0
PT Accounts Payable (Jan 2013)	2	1			1	0	0	0	1	1
PT General Computer Controls (Jan 2014)	0	4			0	1	0	1	0	2
PT Grants (Jan 2014)	0	8			0	0	0	7	0	1
PT Human Resources (Feb 2012)	6	5			3	2	1	2	2	1
PT IT Governance (Nov 2009)	1	0			1	0	0	0	0	0
PT Payroll (Aug 2009)	1	1			1	0	0	0	0	1
PT Student Related Social Media (July 2013)	2	2			0	0	2	0	0	2
Totals	15	23	0	0	7	4	5	11	3	8

**Audits Timeline Matrix
Cumulative Statistics
As of May 2, 2014**

<u>Status as of:</u>	<u>Added</u>	<u>Deleted</u>	<u>Open</u>
May 13, 2005	75	0	75
September 9, 2005	9	0	84
November 10, 2005	11	34	61
February 10, 2006	20	16	65
May 19, 2006	7	8	64
August 25, 2006	23	15	72
November 13, 2006	0	8	64
February 9, 2007	4	15	53
June 6, 2007	30	6	77
August 31, 2007	0	11	66
November 8, 2007	20	16	70
February 11, 2008	14	1	83
May 16, 2008	34	12	105
August 15, 2008	5	14	96
November 14, 2008	0	33	63
February 6, 2009	33	7	89
May 12, 2009	18	13	94
August 19, 2009	0	24	70
November 6, 2009	18	20	68
February 10, 2010	4	12	60
May 12, 2010	24	12	72
August 20, 2010	15	42	45
November 8, 2010	0	24	21
January 28, 2011	9	3	27
May 6, 2011	12	10	29
August 12, 2011	0	6	23
November 4, 2011	0	3	20
January 27, 2012	5	3	22
May 4, 2012	6	6	22
August 10, 2012	23	5	40
November 2, 2012	0	13	27
January 25, 2013	2	7	22
May 3, 2013	11	7	26
August 9, 2013	0	5	21
November 8, 2013	4	2	23
Januray 24, 2014	0	8	15
May 2, 2014	11	3	23
Totals	<u>447</u>	<u>424</u>	<u>23</u>



Audits Timeline Matrix

3 deleted, 11 added

Legend: ■ Critical delay ■ Behind but manageable ■ On schedule ■ Completed (will be deleted from next report)						
Audit Name	Deadline	Summary of Recommendation	Summary of Response	Status 1/24/2014	Status 5/2/2014	Comments
PT Student Related Social Media (July 2013)	03/31/14	We recommend the University create a social media policy to include such aspects as what constitutes social media, how it will be monitored, who owns the rights to the information, determine who is responsible for managing and participating in the various social media platforms, establish ground rules for students and employee participation. Management should be sure to include legal counsel and other risk managers throughout the University.	We agree and will implement the recommendation.			Policy and guidelines are complete and published on the University website.
PT Student Related Social Media (July 2013)	03/31/14	Upon the implementation of a formal social media policy, a decision will need to be made as to who will be ultimately responsible for enforcing the policy. Since each department has a different message and priority, it is reasonable to identify individuals within each department as the persons responsible for their social media site. We recommend the University designate an individuals(s) to periodically check for unauthorized websites and to notify legal counsel so that appropriate action can be taken to shut down websites, when able to, as soon as possible.	We will address this concern as we write the policy.			Policy and guidelines are complete and published on the University website.

Audits Timeline Matrix

Legend: Critical delay Behind but manageable On schedule Completed (will be deleted from next report)						
Audit Name	Deadline	Summary of Recommendation	Summary of Response	Status 1/24/2014	Status 5/2/2014	Comments
PT Accounts Payable (Jan 2013)	06/30/14	There is a lack of segregation of duties with Accounts Payable. The same person who has access to vendor maintenance also has the ability to post invoices in the accounts payable system. Any person who has the ability to post in the accounts payable system should not be able to create or change a vendor in the vendor maintenance files.	Responsibilities in the Accounts Payable area are split to ensure that the three main functions, vendor maintenance, invoice posting and check creation, are not assigned to any one staff member. This is controlled through Banner security. Although it may be desirable to segregate vendor maintenance and posting, we believe that our current segregation of duties is a compensating control that limits disruption during employee absences and minimizes the risk of fraud.			Review of segregation of duties has been continuous. Original response remains valid.
PT Payroll (Aug 2009)	06/30/14	We suggest that a disaster recovery plan be established. [This recommendation is a repeat from a prior audit.]	Resolution is contingent upon the completion of the University-wide Disaster Recovery plan which is not expected to be completed until December 2012.			To further strengthen the University's response to a campus emergency ranging from a minor incident to a significant loss of facilities and equipment, a formal Information Technology Services Event Recovery Plan was published in July of 2013, and was approved by Beazley USA Services, Inc . This document details a prioritized plan of action to restore data and voice services to campus.
PT Human Resources (Feb 2012)	06/30/14	Personnel forms should be filed immediately and files should be locked whenever not attended by a responsible person, such as during lunch breaks and when away from their desk. Access should be monitored and a method of tracking those individuals who use the files, other than Human Resources staff, should be used consistently throughout the department.	We agree that there are issues with the administration of documents and employee files. That was a component of the decision to create the Manager, Processing and Employee Records position. The Manager, Processing & Employee Records (who began employment on May 21st) will be charged with the responsibility to conduct an audit of existing personnel files, identify the manner (electronic/paper) in which the files will be maintained and to ensure that the files are secure.			This has been completed. Processes are in place to address all issues.

Audits Timeline Matrix

Legend: Critical delay Behind but manageable On schedule Completed (will be deleted from next report)						
Audit Name	Deadline	Summary of Recommendation	Summary of Response	Status 1/24/2014	Status 5/2/2014	Comments
PT General Computer Controls (Jan 2014)		All accounts in Banner should be assigned to a specific individual. Best practices for the system accounts created during the software conversion are that the accounts should be set as "locked and expired."	Ellucian support indicated that the specified accounts are required for Banner system patch and upgrade processing. The accounts may remain locked during periods of normal operation. This schedule will be tested in a non-production instance and migrated to production once verified.			Accounts necessary only for the Banner upgrade/patch process have been locked.
PT General Computer Controls (Jan 2014)		Written procedures or automated solutions should be adopted to ensure the timely deactivation of user accounts for terminated employees is coordinated between the Finance and IT departments.	Written procedures will be updated to reflect the importance of timely deactivation. The feasibility of an automated solutions will be explored.			Upon notification of termination by the Human Resources Office or the user's administrative supervisor, ITS deletes all Banner access privileges associated with the former employee. The procedure for account deactivation has been documented by the Controller's Office and ITS.
PT Grants (Jan 2014)		We noted an invoice that was mathematically incorrect which resulted in the University being overcharged by \$2,096. We recommend the Controller's Office contact vendor in order to request a refund for the overpayment and that invoices be checked for mathematical accuracy prior to payment.	Procurement Services sent a request for refund to the vendor. As a standard procedure, accounts payable does perform mathematical checks prior to payment of invoices. In this particular case, the error occurred in the body/text of the invoice, not the billing column.			Vendor deducted overpayment from subsequent invoice.
PT Human Resources (Feb 2012)	06/30/14	The University should develop policies to govern the use of social networking profiles during the hiring process, consider hiring a third party to filter protected-class information from profiles prior to review of them by the University and disclose to employment candidates that a search of their social networking profile may be conducted.	We are conducting research to identify appropriate issues and language to utilize in the formulation of a policy and have also reached out to the IUC schools to identify if they currently have a social networking in hiring policy.			Project has been temporarily suspended due to the press of other business. Deadline revised to December 31, 2014.
PT Human Resources (Feb 2012)	06/30/14	University staff should be reminded of the requirements of University policy as it relates to supplementary payments. The Human Resources department should improve monitoring procedures over the timeliness of approvals and limitations on amounts of supplementary payments.	The existing supplemental pay policy is being revised to address the concerns expressed in the audit. Forms are being revised to correspond to the revised policy. Training will coincide with the revised processes and forms. The Manager, HRIS is charged with responsibility of exploring way to automate processes.			The Manager, HRIS is developing a workflow for supplemental payments in collaboration with the IT staff. Deadline revised to December 31, 2014.

Audits Timeline Matrix

Legend: Critical delay Behind but manageable On schedule Completed (will be deleted from next report)						
Audit Name	Deadline	Summary of Recommendation	Summary of Response	Status 1/24/2014	Status 5/2/2014	Comments
Crowe Mgt Let FY 2013 (Oct 2013)	06/30/14	We recommend the University review its current policies to ensure review and oversight procedures over the reporting requirements are implemented and that reports are submitted in a timely manner.	An oversight procedure will be implemented by the Grants and Sponsored Programs Office to monitor the timely submission of the reports by the Principal Investigator. Non-compliance by the Principal Investigator will be communicated to the appropriate supervisors who will provide and recommend guidance, including disciplinary actions as needed.			The completion and submission of Progress Reports to sponsoring agencies will be tracked and monitored. A student Intern was hired in the spring semester, who worked with the Office of Grants and Sponsored Programs. A spreadsheet matrix was developed which included all types of sponsors (federal govt., state govt., and private organizations). The spreadsheet will be used quarterly to track report filing by the PIs. Formal implementation will begin in the first quarter of the next Fiscal Year (starting July 2014).
PT Grants (Jan 2014)	06/30/14	We recommend implementing a formal procedure to monitor technical grant due dates.	An oversight procedure will be implemented by the Grants and Sponsored Programs Office to monitor the timely submission of the reports by the Principal Investigator. Non-compliance by the Principal Investigator will be communicated to the appropriate supervisors who will provide and recommend guidance, including disciplinary actions as needed. An accounting intern has been hired to assist in the implementation of the oversight procedure.			The completion and submission of Progress Reports to sponsoring agencies will be tracked and monitored. A student Intern was hired in the spring semester, who worked with the Office of Grants and Sponsored Programs. A spreadsheet matrix was developed which included all types of sponsors (federal govt., state govt., and private organizations). The spreadsheet will be used quarterly to track report filing by the PIs. Formal implementation will begin in the first quarter of the next Fiscal Year (starting July 2014).
PT Grants (Jan 2014)	07/31/14	Currently, all accounting and operating functions are conducted by one individual. At a minimum, the bank statement should be reconciled by someone other than the sole YSURF staff and invoices should be approved by the YSURF staff's supervisor.	The YSURF President will bring the recommendation to the attention of the YSURF Board and will provide a follow-up response to the University.			
PT Grants (Jan 2014)	08/31/14	Consideration should be given to using a shared network drive for grant files.	Plans are being developed to store (backup) these grant files on a shared network drive (folder) available to the OGSP as well as the Controller's Office. The drive will be limited in its accessibility to the appropriate individuals, with their secured user IDSs and passwords.			The plans are being finalized. An external hard drive (Seagate) is being used as backup to the files and folders currently on the Director's computer hard drive. A shared network drive will be used and accessible to a limited number of users. Completion deadline expected to be August 2014.

Audits Timeline Matrix

Legend: Critical delay Behind but manageable On schedule Completed (will be deleted from next report)						
Audit Name	Deadline	Summary of Recommendation	Summary of Response	Status 1/24/2014	Status 5/2/2014	Comments
PT Grants (Jan 2014)	09/30/14	A more formal review of the duties assigned to the Office of Grants and sponsored Programs department should be made in order to determine whether appropriate tasks are being performed by the appropriate persons.	A request has been initiated to start a new search for a grants coordinator. One of the main goals with this position is to provide better education and service to PI's by increasing outreach efforts including grant submission procedures, budgeting, etc. A search is underway for a new Associate Provost and Dean of Graduate Studies and Research. This individual will restore continuity to supervision of the OGSP. A formal review of duties will be performed at that time.			The renewed search for a grants Coordinator began in the spring semester 2014. The Search Committee will forward names to the Director for interviews in May 2014. The search process continues for the Associate Provost and Dean of Graduate Studies and Research position. Formal review of duties should be completed by September.
PT Grants (Jan 2014)	09/30/14	The University should explore different alternatives to help increase the number and amount of grants received.	OGSP plays only a small role in providing incentives for faculty and staff to seek external grants. The primary incentive must come from the vision, goals, and policies established by the University Board of Trustees and administration. First, the faculty must realize that pursuit of external funding is essential in promotion and tenure decisions, and they must be given adequate release time for grant writing. Next, for senior faculty, University policies must reward continued scholarship and grant seeking. To this end, the Board of Trustees Policy 7023.02 on Supplemental Pay from Grants should be reviewed, and revised if possible and the idea of merit pay rewards should be revisited. Adding a grants coordinator in OGSP can contribute to growth by helping PI's to identify more funding opportunities, and by improved assistance in proposal submission and post-award guidance.			This initiative requires input from the new Provost and Associate Provost for Research.

Audits Timeline Matrix

Legend: Critical delay Behind but manageable On schedule Completed (will be deleted from next report)						
Audit Name	Deadline	Summary of Recommendation	Summary of Response	Status 1/24/2014	Status 5/2/2014	Comments
PT General Computer Controls (Jan 2014)	09/30/14	The default password policy should be set to require users to change passwords at least every 90 days and to force utilization of a complex password that is not easily guessable.	YSU has engaged a consultant to implement a new password management hub in the network, to implement new password change software, and to implement an expiration routine. University Administration has adopted a 180-day expiration policy. YSU's Network Security Team is currently reviewing the University's password complexity requirements and will make a recommendation for review by February 1, 2014. Testing the password change system will start February 1, 2014 and if successful will be introduced to the University starting March 1, 2014			Password Standards have been upgraded, and a 180 password expiration has been adopted by the University. The consultant has concluded the installation of the identity management system. ITS staff are testing the password change routines in April. We expect one or two other groups to test in the May-June time frame. Campus-wide rollout is scheduled starting in mid-September, after the start of Fall-2014.
PT Human Resources (Feb 2012)	12/31/14	The Department of Human Resources should be responsible for processing all new hires and should orient all new employees to help ensure that University policies and procedures are properly communicated to new employees.	We agree that all newly hired University employees with the exception of student employees should be processed by Human Resources. The Manager, HRIS will be charged with researching ways to initiate and implement workflows to expedite the hiring process. Human Resources will collaborate with the Provost's Office to formulate and implement a part-time Faculty orientation program.			The Manager, HRIS is engaged in an onboarding project that will automate the hiring process.
Crowe Mgt Let FY 2012 (Oct 2012)	12/31/14	We recommend an enhancement of Windows Active Directory password requirements such as enabling password complexity, history and change requirements.	Agree. The University Security Practice document clearly sets improved password management as a standard. It is a project within ITS priorities and is scheduled to be addressed after certain pressing infrastructure projects have been completed. We would anticipate completing this upgrade within two years.			
PT Grants (Jan 2014)	12/31/14	We suggest that management consider developing a specific strategic direction for the YSURF and communicating it to employees.	The YSURF President and Board will work with University leadership (President, Provost, and Associate Provost and Dean of Graduate Studies and Research) to clarify the strategic direction and operation of YSURF.			These plans are heavily dependent upon the final hiring of the vacant senior leadership positions. The completion requires input from the new Associate Provost for Research, Provost, and President. Deadline extended to December 2014.

Audits Timeline Matrix

Legend: Critical delay Behind but manageable On schedule Completed (will be deleted from next report)						
Audit Name	Deadline	Summary of Recommendation	Summary of Response	Status 1/24/2014	Status 5/2/2014	Comments
PT Grants (Jan 2014)	12/31/14	We believe that the University would benefit by adopting an automated approach to processing and managing grants.	Grant proposals (submissions) must follow the specific process of the Sponsor. Given the wide variation and complexity of formatting, the initial steps are not and cannot be entirely internalized. The OGSP has taken steps to develop more interactive iPDFs and forms required by the sponsor and the university, and to enhance the OGSP website. As staffing is stabilized, the Banner system and its module capacity, as well as commercially available eRA (electronic research administration) software systems will be analyzed for their possible application.			Some initial implementation has begun. New staffing and a re-review of utilizing the current Banner system will be needed.
E&Y Mgt Let FY 2007 (Oct 2007)	12/31/14	The University should review the draft DRP plan to ensure it meets requirements in the event of a disaster. It should be tested to ensure that it functions as intended, includes a continuity strategy based on University priorities, and encompasses all key processes. A Business Impact Analysis (BIA) should be performed to determine the functions that are considered essential to the University's core business operations and the timeframe that these need to be recovered. Annually and when major changes occur to the technology environment, the plan should be reviewed, revised, and tested. [This recommendation was made in prior years.]	Several steps have been taken to address this repeated language to prepare the campus to move forward with the disaster recovery initiative. It is estimated that a complete and verifiable Banner-specific disaster recovery strategy will be delivered within 6-12 months following the implementation of the SCT Banner systems. In preparation for the Banner specific disaster recovery initiative, a service level agreement with Ohio State University to serve as YSU's disaster recovery site has been completed. Hardware was purchased to establish connectivity with Ohio State University. YSU personnel traveled to Columbus to install the hardware and have begun testing connectivity to YSU.			The relationship with The Ohio State University was terminated at the conclusion of the Fiscal Year 2010-2011 contract following OSU's announcement that they would no longer provide recovery services. All University equipment was subsequently removed from the location. For over a year, YSU has been exploring alternative locations for offsite IT data storage. Locations currently under review include the Mahoning County Prison, the University of Toledo, and Intermediate School District sites in Archbold, Ohio, and in Cuyahoga Falls, Ohio. The target date for securing an offsite location is January 1, 2015. It is anticipated that YSU will incur onetime costs ranging from \$70,000 to \$100,000 and annual costs ranging from \$25,000 - \$30,000 to store IT data offsite.
PT IT Governance (Nov 2009)	06/30/15	Develop formal IT governance standards.				



**CONTINUOUS MONITORING -
PAYROLL
INTERNAL AUDIT REPORT**

April 30, 2014

DISTRIBUTION

Audit Subcommittee: Mr. Leonard D. Schiavone, Chair
Mr. David C. Deibel, Vice Chair
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YOUNGSTOWN STATE UNIVERSITY

CONTINUOUS MONITORING - PAYROLL INTERNAL AUDIT REPORT

CONTENTS

Cover Letter

Overview and Summary of Results

Attachment A



“In the long run, if you don’t put ethics before profits,
there won’t be a long-run.”





PACKER · THOMAS

Certified Public Accountants & Business Consultants

Youngstown State University
One University Plaza
Youngstown, Ohio 44555

The results of our continuous monitoring of the payroll process for the three month period ending March 31, 2014 are attached for your review. We have reviewed all of the results of this monitoring with management.

PACKER THOMAS
April 30, 2014

6601 Westford Place
Suite 101
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“In the long run, if you don’t put ethics before profits,
there won’t be a long-run.”

**Youngstown State University
Continuous Monitoring - Payroll
For the period covering 1/1/14-3/31/14**

The goal of continuous monitoring is to provide greater transparency of the operations of the University and a more timely evaluation of operations for management and the Board of Trustees. Our continuous monitoring process consists of the analysis of information from the University’s system, processes, transactions, and controls. The timely analysis of this information helps to ensure compliance with policies and procedures and identify trends that may need to be addressed. In many cases, continuous monitoring can act as an early warning to detect control failure.

These analyses are intended to provide trends in operational controls between regularly scheduled internal audits. These trends are then reviewed by management in order for them to determine whether or not the results need to be investigated further. Continuous monitoring is not intended to replace normal internal audit procedures which are more in-depth and include inquiries, walkthroughs, and specific testing conducted on various sample sizes. However we have listed below the results of our procedures.

	PROCEDURES	RESULT
1.)	Duplicate check numbers	
2.)	Duplicate direct deposit numbers	
3.)	Duplicate back account numbers	
4.)	Excessive regular hours worked	
5.)	Overtime hours worked	Refer to Attachment A for analysis of overtime by department by quarter.
6.)	Terminated employees receiving payment after termination	
7.)	Employees who have changed their own employee records in the system	
8.)	Employees with no address	
9.)	Employees with PO address	

	Items identified do not require further investigation per management
	Exception(s) found in testing



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Attachment A - YSU Payroll Continuous Monitoring Report as of March 31, 2014

	see below							
	<u>3rd Q 2014</u>	<u>2nd Q 2014</u>	<u>1st Q 2014</u>	<u>4th Q 2013</u>	<u>3rd Q 2013</u>	<u>2nd Q 2013</u>	<u>1st Q 2013</u>	<u>4th Q 2012</u>
Facilities Maintenance	12,890.93	1,898.16	21,057.27	21,942.27	15,875.96	3,461.13	8,195.00	2,271.69
Police Department	2,654.89	7,555.51	9,190.98	4,151.28	3,021.73	6,444.98	6,137.48	1,343.76
Parking		2,342.49	-	-	747.75	2,738.58	-	-
Admin Assistants	2,203.74	1,311.57	1,196.52	1,318.23	2,378.25	2,120.64	1,195.68	-
Account Clerk		1,165.30	-	1,074.47	767.48	1,296.18	-	-
Customer Service Assistants	1,365.60							
Network Services			7,939.09	-	-	-	-	-
	19,115.16	14,273.03	39,383.86	28,486.25	22,791.17	16,061.51	15,528.16	3,615.45

**Brief explanation for overtime
3rd QTR 2014**

Facilities	Scheduled OT
Police Department	Shift deficits and athletic events
Admin Assistants	Medical leave catch-up
Customer Service Assistants	Clearing college in high school back log



**CONTINUOUS MONITORING -
PURCHASING
INTERNAL AUDIT REPORT**

April 30, 2014

DISTRIBUTION

Audit Subcommittee: Mr. Leonard D. Schiavone, Chair
Mr. David C. Deibel, Vice Chair
Mr. James B. Greene
Dr. John R. Jakubek

Chairman of the
Board of Trustees: Dr. Sudershan K. Garg

Management: Dr. Ikram Khawaja
Mr. Neal McNally
Ms. Katrena Davidson
Mr. William Wheelock



YOUNGSTOWN STATE UNIVERSITY

CONTINUOUS MONITORING - PURCHASING INTERNAL AUDIT REPORT

CONTENTS

Cover Letter

Overview and Summary of Results



“In the long run, if you don’t put ethics before profits,
there won’t be a long-run.”





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Certified Public Accountants & Business Consultants

Youngstown State University
One University Plaza
Youngstown, Ohio 44555

The results of our continuous monitoring of the purchasing process for the three month period ending March 31, 2014 are attached for your review. We have reviewed all of the results of this monitoring with management.

Packer Thomas

PACKER THOMAS
April 30, 2014

6601 Westford Place
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Canfield, Ohio
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**Youngstown State University
Continuous Monitoring - Purchasing
For the period covering 1/1/14-3/31/14**

The goal of continuous monitoring is to provide greater transparency of the operations of the University and a more timely evaluation of operations for management and the Board of Trustees. Our continuous monitoring process will consist of the analysis of information from the University’s system, processes, transactions, and controls. The timely analysis of this information helps to ensure compliance with policies and procedures and identify trends that may need to be addressed. In many cases, continuous monitoring can act as an early warning to detect control failure.

These analyses are intended to provide trends in operational controls between regularly scheduled internal audits. These trends are then reviewed by management in order for them to determine whether or not the results need to be investigated further. Continuous monitoring is not intended to replace normal internal audit procedures which are more in-depth and include inquiries, walkthroughs, and specific testing conducted on various sample sizes. However we have listed below the results of our procedures.

	PROCEDURES	RESULT
Purchase Order and Pcard		
1.)	Purchase orders missing from sequential order	
2.)	Duplicate purchase order numbers	
3.)	Purchase orders just below authorization amount	
4.)	Analysis of large dollar volume vendors	
5.)	Vendors with same address as employee	
6.)	Duplicate invoices paid	
7.)	Single transaction split to circumvent approval for both PO and Pcard	
8.)	P-cards issued to terminated employees	
9.)	Terminated employees who remain financial managers	
Vendor Master List		
10.)	No vendor address	
11.)	Vendors with same address as employee	
12.)	Unauthorized users making changes to the vendor master list	

	Items identified do not require further investigation per management
	Exception(s) found in testing



“In the long run, if you don’t put ethics before profits, there won’t be a long-run.”



PACKER · THOMAS

Certified Public Accountants & Business Consultants

Youngstown State University
Internal Audit - Packer Thomas
Internal audit contract year 2013-2014

Summary of hours through mid-April, 2014

6601 Westford Place
Suite 101
Canfield, Ohio
44406

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Internal audit project	Hours through mid-April 2014	Status of project
Business Expenses/Pcard	537	Complete
Pcard follow up audit(per request)	0	0% complete
Grants	384	Complete
IT-general controls and segregation duties	233	95% complete
Events management & unrelated business income tax	211	90% complete
Continuous monitoring	146	50% complete
Risk Assessment, Board Meetings, misc.	208	Continuous
Total hours to date	1719	

Total contract	\$	232,000
Services to date	\$	210,678
Contract remaining	\$	<u>21,322</u>



Board of Regents

University System of Ohio

John R. Kasich, Governor
John Carey, Chancellor

April 8, 2014

Ms. Elaine Ruse
Financial Aid Director
Youngstown State University
One University Plaza
Youngstown, Ohio 44555

Dear Ms. Ruse:

As you are aware, my staff recently audited financial aid records for the 2013 fiscal year to determine compliance with federal and state reporting standards. A total of 100 records were reviewed for this audit. Materials reviewed included the student's application, transcript, class schedule and statement of account.

I am enclosing the auditor's, "Summary Error Report". This report displays all data items audited and the number of errors reported for each item.

According to this final report of the 100 records reviewed for this audit, there were "0" errors (or a 0.0% overall error rate).

I commend you and your staff for such excellent record keeping and reporting. Your audit for the 2013 fiscal year is officially closed.

If you have any questions, please contact Barbara Thoma by telephone at (614) 752-9535, or by email at bthoma@regents.state.oh.us.

Sincerely,

David Cannon
Vice Chancellor of Finance and Data Management

Copy to: Dr. Randy Dunn, President

Attachment: Summary Error Report



Ohio Board of Regents Audit YNGS 2013

Financial Aid Audit Summary

4/8/2014

<u>Data Item</u>	<u>Number of Possible Errors</u>	<u>Total Records Reviewed</u>	<u>Percentage of Possible Anomalies</u>
Residency	0	100	0.00
Selective Service	0	100	0.00
Fulltime Enrollment	0	100	0.00
Tuition Charges	0	100	0.00
Degree Program	0	100	0.00
Benefit Refund	0	100	0.00
Made Acad Progress	0	100	0.00
Disbursement Applied	0	100	0.00
Benefit Source Documented	0	100	0.00
 <u>Summary:</u>	 <u>Total Number of Possible Errors</u>	 <u>Total Records Reviewed</u>	 <u>Total Percentage of Anomalies</u>
	<u>0</u>	<u>900</u>	<u>0.0</u>

Youngstown State University
Audit Subcommittee Charter

Purpose

The primary function of the Audit Subcommittee is to assist the Board of Trustees in fulfilling its oversight responsibilities for the institution's accounting and financial reporting processes and audits by monitoring:

- the integrity of the University's financial statements,
- the independence, qualifications, and performance of its external and internal auditors,
- the University's system of internal controls, and
- the University's compliance with laws, regulations and codes of conduct.

Subject to State Auditor's role and requirements, the Audit Subcommittee will be responsible for the appointment, compensation, retention, oversight and evaluation of the University's external and internal auditors. The Audit Subcommittee shall maintain an effective, open avenue of communication among the external auditors, internal auditors, senior management and the Board of Trustees.

The Subcommittee's function is one of oversight, and as such it recognizes that management is responsible for preparing the financial statements and that the external auditors are responsible for auditing those financial statements.

The Subcommittee has the authority to retain legal, accounting and other advisors to assist in the performance of its responsibilities. The University shall compensate the independent auditors and advisors employed by the Audit Subcommittee, and provide for associated administrative expenses.

Structure

The Audit Subcommittee is a subcommittee of the Finance & Facilities Committee of the Board of Trustees of Youngstown State University. Board members are appointed by the Governor of the State of Ohio. The Board will seek to ensure financial expertise on the Audit Subcommittee through appointments and training. Further, no member of the Audit Subcommittee may concurrently serve on the Investment Subcommittee.

Meetings

The Audit Subcommittee shall meet at least quarterly and at any other convenient date on an as-needed basis. The Audit Subcommittee may ask members of management or others to attend Audit Subcommittee meetings and provide pertinent information when needed. The Audit Subcommittee shall meet periodically with management, external auditors and the independent Internal Auditor.

Date Last Reviewed _____ 12-2012 _____

Youngstown State University
Audit Subcommittee Charter

Functions and Responsibilities

Internal Control

1. Review with management, Internal Audit and external auditors the adequacy and effectiveness of the University's policies for assessing and managing risk.
2. Examine internal and external auditors' findings of weaknesses and recommendations for the improvement of internal controls. Monitor management's response to and implementation of internal control recommendations.

Financial Reporting

1. Review annual financial statements prior to public release and discuss such statements with management and the independent auditors.
2. Discuss any changes in accounting principles, significant judgment areas and significant or complex transactions (including any off-balance sheet structures) that occurred. Consider management's handling of proposed audit adjustments identified by the independent auditors.
3. Consult with auditors and accounting personnel on the integrity of the internal and external financial reporting process. Determine if key reporting objectives are being met.

Independent Auditors

1. Serve as the authority to which the independent auditors report.
2. Review, at least annually, all relationships between the independent auditors and the University and assess the independent auditors' independence.
3. Review the audit scope and approach of the independent auditors' examinations and direct the auditors to areas that, in the Audit Subcommittee's opinion, require more attention. Audit engagement letters are to be addressed to the Audit Subcommittee rather than to management.
4. Discuss with the independent auditors any significant findings, difficulties, disagreements with management, restrictions on scope of the audit, or limitations on information or personnel encountered while performing the audit.
5. Pre-approve all significant audit and permitted non-audit services and related fees to be performed by the University's independent auditors. The Chairperson of the Audit Subcommittee shall have the authority to review and approve all such proposals and shall report back to the full Subcommittee at each meeting.

Internal Auditors

1. Review and examine the objectivity, effectiveness and resources of the internal audit function.
2. Concur in the appointment or replacement of the provider of internal audits services.
3. Review the internal audit plan for the current year and review the risk assessment procedures used to identify projects included in the plan.
4. Review the results of internal audit activities and track the progress of the internal audit plan.

Date Last Reviewed _____ 12-2012 _____

Youngstown State University
Audit Subcommittee Charter

Other

1. Ensure that appropriate code(s) of conduct/ethics are formalized in writing. Review management's monitoring of compliance therewith, including changes or waivers to the code(s).
2. Review legal and regulatory matters that may have a material impact on the financial statements and the related compliance policies and procedures.
3. Ensure that procedures exist for the receipt, retention and treatment of complaints regarding accounting, internal controls or auditing matters, including procedures for the confidential, anonymous submission by employees of concerns regarding questionable accounting or auditing matters. Periodically review summary reports of such complaints.
4. Review and assess, at least every three years, the Audit Subcommittee's charter and performance, and submit changes to the charter for approval of the Board.
5. Recommend to the Board policies for hiring employees or former employees of the independent auditor.
6. Perform other oversight functions as requested by the Board of Trustees.

Date Last Reviewed _____ 12-2012 _____

YOUNGSTOWN STATE UNIVERSITY INTERNAL AUDIT CHARTER

Mission Statement

Internal Audit will assist The YSU Board of Trustees and University management in the discharge of their oversight, management, and operating responsibilities through *independent* audits and consultations designed to evaluate and promote the system of internal controls, including effective and efficient operations.

Definition of Internal Auditing

Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

Authority and Accountability

To ensure maximum independence and adequate consideration of recommendations, Internal Audit will report to the Audit Subcommittee of the Board of Trustees and will have direct access to the Audit Subcommittee and/or President. Daily interactions and administration of the internal audit contract will be coordinated by the Vice President for Administration and Finance or his designee.

Internal Audit is authorized to have unrestricted access to University information, including records, computer files, property, and personnel of the University in accordance with the authority granted by the Board's approval of this charter and applicable federal and state statutes. Internal Audit is free to review and evaluate all policies, procedures, and practices of any University-related activity, program, or function except where limited by law or University policy.

Scope of Work

Internal Audit will assess the University's processes of risk management, control, and governance to ensure that:

- Risks are appropriately identified and managed.
- Significant financial, managerial, and operating information is accurate, reliable, and timely.
- Employees' actions are in compliance with policies, standards, procedures, and applicable laws and regulations.
- Resources are acquired economically, used efficiently, and adequately protected.
- Programs, plans, and objectives are achieved.
- Quality and continuous improvement are fostered in the University.

In developing the annual audit plan:

- During the March Audit Subcommittee meeting, Internal Audit will meet with the Audit Subcommittee to present its risk-based methodology. During that meeting, the Board will be notified that Internal Audit will begin to develop the annual audit plan. Feedback from the Board is welcome and desired. Next, Internal Audit will meet with the President and Vice President of Administration and Finance to discuss the risk analysis and specific areas of concern. Following that, Internal Audit will meet with the Chair and Vice Chair of the Audit Subcommittee to further discuss the risk analysis and specific areas of Board concern. Finally, Internal Audit will develop a flexible annual audit plan using an appropriate risk-based methodology, including any risks or concerns identified by the Board and/or management, and submit that plan to the President and the Chair of the Audit Subcommittee for signature to

YOUNGSTOWN STATE UNIVERSITY INTERNAL AUDIT CHARTER

commence implementation of the plan.

- Internal Audit will implement the annual audit plan and provide quarterly status reports.
- Internal Audit will maintain a professional audit staff with sufficient knowledge, skills, and experience to meet the requirements of this Charter. At a minimum, comply with relevant professional standards, such as the *International Standards For The Professional Practice of Internal Auditing* and the *Code of Ethics* of the Institute of Internal Auditors, Inc.
- Internal Audit will issue periodic reports to management, and Audit Subcommittee as appropriate, summarizing results of audit activities.