

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	<i>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.</i>	
2011-2012		Create a central database to support all initiatives. Leader: Eugene Grilli	<i>Data views were established delivering cost per credit at the college, department, and instructor levels on a credits-attempted basis. Remaining efforts are focused on automating the instructor workload component, currently maintained via a manual process, as well as investigating outstanding course data inconsistencies.</i>	
2011-2012		Systematically review, simplify, and automate business practices. Leader: Paul Kobulnicky	<i>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.</i>	
2011-2012		Explore and implement shared services as needed. Leader: Paul Kobulnicky	<i>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.</i>	
2011-2012		Establish a culture of customer service. Leaders: Jack Fahey and Paul Kobulnicky	<i>Work is beginning to focus customer service activities on Human Resources and the hiring processes. A business practice audit will be performed internally with the expectation that we will revise those practices to make them more effective, transparent and to better utilize computer systems that we already have. METRIC – The recent NSSE survey (2013) indicates that for first-year students, our top 5 highest performing areas relative to peer institutions indicate quality interactions with faculty and with student services staff.</i>	
2011-2012		Establish effective communication systems. Leaders: Joe Mosca and Paul Kobulnicky	<i>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. President Dunn 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.</i>	
2012-2013		Update and implement the Technology Master Plan on an ongoing basis. Leader: Ken Schindler	<i>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 been proposed.</i>	

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2012-2013		Form an IT steering committee to align IT priorities with strategic priorities. Leader: Ken Schindler	<i>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.</i>	
REGIONAL ENGAGEMENT				
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. 	
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. 	

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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." 	
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 Bitonte College of Health and Human Services 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	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 was appointed to identify the factors that are driving the recent declines in enrollment of African American students, and their recommendations have now been made, discussed and will be acted on over this next quarter.</i>	
2011-2012		Develop Freshman-Year experience. Leader: Shearle Furnish	<p><i>The final recommendations of the committee include:</i></p> <ul style="list-style-type: none"> • <i>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.</i> • <i>YSU should expand the implementation of learning or living/learning communities beyond the successful current instances.</i> • <i>YSU should improve and enhance outreach and communications with first-year students.</i> • <i>Deans should consider training and appointing faculty mentors.</i> • <i>The University should train resource allies among the student body, faculty, and staff.</i> • <i>The University should implement a virtual and physical "Ask the Penguin" informational service.</i> • <i>YSU should re-invent Freshman Convocation as a Welcome Week event for first-year students.</i> 	

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2011-2012		Improve course completion rates. Leader: Shearle Furnish	A new initiative group has been designated and has begun meeting. As the state has recently mandated that every university develop and pass a formalized completion plan, this group will draft a plan this spring that will be scheduled for Board approval in May. METRIC – The % of students registering for more than 14 semester hours has increased over the last two years (Fall = 9% increase, Spring = 3% increase). 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.	
2011-2012		Align advising systems. Leader: William Buckler	Listed are activities that are being undertaken by the Office of Academic Advising and the college academic advisors. The tasks will be completed this academic year. <ul style="list-style-type: none"> • Develop a Faculty Advising Syllabus. Merged with Academic Advising Manual. Academic Roadmap is done (100% completion) • Develop an online Academic Advising Manual. Merged with Academic Advising Manual. Academic Roadmap is done (100% completion) • Develop a single website on which all current University curriculum sheets are to be posted. (Tabled pending development of the E-Bulletin. The E-Bulletin will provide a one-stop searchable reference for students, including curriculum sheets. It is planned for fall 2014.) Significant progress has been made this quarter in certifying the accuracy of many departmental curriculum sheets. DONE (100% completion) 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’s successful graduation from the HLC’s Academy for the Assessment of Student Learning in spring 2013 has been a result of significant student learning and general education assessment activities. For the most recent completed cycles, student learning activities have included significant participation in (84% academic/95% co-curricular) and quality of assessment reports (83% academic/85% co-curricular); numerous professional development opportunities to build assessment capacity (19 workshops with 300+ participants, 40+ report review volunteers); programs to promote innovation and best practices in student learning assessment (best practices poster competition, assessment innovation mini-grants); and 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; development and implementation of the campus-wide ROAD project for general education learning outcome assessment in critical thinking and writing; recommendations from ROAD data for curricular improvements; further development in process to expand ROAD to promote faculty discourse around student learning; and expansion of the ROAD in process for other areas of general education knowledge and skills. HLC’s new criteria places stronger effort on these areas. Accordingly, Academic Affairs has created a new workgroup to lead our efforts.	
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.yzu.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	We are continuing this ongoing work. Our initiative includes: <ul style="list-style-type: none"> • Increase YSU visibility • Improve YSU image • Expand electronic and social media footprint • Write and distribute student, faculty, alumni success stories • Executed major late fall marketing blitz in Cleveland, Akron, Canton, Columbus with “Experience Y” campaign • Executed limited local holiday campaign • Planning limited February-March campaign for local, western and west PA markets, in addition to ongoing marketing efforts in these high-potential recruitment geographic areas • Working with Associate VP for Enrollment Planning and Management on new direct marketing campaign strategies and creative messaging • Preparing for major website redesign 	






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2012-2013		Increase internship, cooperative-education, service-learning, and study-abroad opportunities. Leader: Betty Jo Licata	STEM and the WCBA received a \$575,000 OBOR grant to support internships in advanced manufacturing and related industries. This grant also helps build a stronger internship infrastructure and support stipends and scholarships. A Wean Foundation grant supported 12 full-time interns in non-profit and public sector organizations. The University hosted a webinar on risk management and study abroad. Appropriate offices on campus will review risk management policies and procedures. The Center for Nonprofit Leadership promotes and coordinates the Service Learning Citizen Scholar designation for students who complete four service learning courses. Conversations are underway between WCBA, STEM, and Career Services to strengthen interface between Professional Practice and Career Services.	
2012-2013		Offer flexibly scheduled, alternative delivery, and distance-education courses and programs. Leader: Millie Rodriguez	<p><i>Note: Each component represents a 10% need for the completion of the initiative. *Represents ongoing initiatives beyond review period.</i></p> <ol style="list-style-type: none"> 1. Build an interest in Distance Education programs to produce an increase in available programs for new applicants and enrollees interested in YSU. 9% 2. Assist in the development of a Distance Education application individual to state-side graduate, undergraduate, and international students who plan to stay in their country of origin. 10% 3. Develop a tuition plan that will serve to maximize the revenues of out-of-region distance education students. This will help to guide the market dollar spending. 10% 4. Participate and advise in a variety of venues such as distance education meetings, online market planning, online recruitment planning, and process committees. 9% 5. Create the Office of Distance Education to serve as a full-life cycle venue for online program students. 9% 6. Provide a professional training hub to support all faculty in Distance Education at Youngstown State University. 9%* 7. Advise the Faculty, Deans, Provost, President, and State body on a full array of service-level issues surrounding the students involved in online/web-based education. 8% 8. Develop a website and specific training for the Distance Education Office at Youngstown State University. 9%* 9. Research technology and assist in the acquisition of key technology needed for the successful outreach, tracking, and efficiencies needed to successfully meet goals and service online students. 9% 10. Collect Distance Education prospective, applicant and student data to evaluate and make recommended future changes where necessary to increase enrollments. 8% 	
2011-2012		Formalize exit interviews. Leader: Jeanne Herman	<p>Components of the initiative:</p> <ol style="list-style-type: none"> 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. 25% 7. Respond to issues causing students to leave YSU. 25% 8. Measure impact of outreach. 0% 	
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				
2011-2012	Ongoing	Expand undergraduate research opportunities. Leader: Jeff Coldren	<i>This is a busy time of year for undergraduate research: (1) The first meeting of the Quest/Undergraduate Research Advisory Committee was held in the fall. The committee membership has increased from 9 to over 30 members. In addition to helping set the Quest program, these 30 faculty members have agreed to serve as contacts for undergraduates seeking research opportunities; (2) Nineteen proposals were received for undergraduate student research grants; 12 were funded totaling approximately \$11,000. The funds will support students' projects in collaboration with their faculty mentors. Many of these proposals were very high quality making for a very tough competition; (3) Submissions for Quest will be taken in the very near future. We hope to continue the record-breaking participation from last year. Many "backend" improvements have been made to the Quest website; (4) Finally, it appears that we will be holding the 25th Quest this year. This is a significant accomplishment, and some exciting events are planned to celebrate.</i>	

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2011-2012	Ongoing	Create opportunities for interdisciplinary collaboration. Leader: Bryan DePoy	<ul style="list-style-type: none"> 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. The College of Creative Arts & Communication has implemented a proprietary cross-disciplinary grant program titled, Nexus. This year, \$3,000 in grants were awarded to four groups of students to support cross-disciplinary research and creative activities. The College of Creative Arts & Communication and the College of STEM have developed an Art and Design course as a general elective for first-year engineering students. In addition, the Departments of Theater & Dance, Communication, and English in the Colleges of Liberal Arts & Social Sciences and Creative Arts & Communication are in the process of developing a cross-disciplinary degree program in Film Studies and Film Editing. The Williamson College of Business Administration and the College of Creative Arts & Communication have teamed to offer new advising and certificate options with a BA in Music concentration to include: Entrepreneurship and Non-Profit Leadership. 	
2011-2012	Ongoing	Provide training for grant management and development. Leader: Ed Orona & Scott Martin	<p><i>The Office of Grants and Sponsored Programs (OGSP)—which is responsible for assisting YSU faculty and staff in submitting grant proposals for external funding, and for accepting grant awards for research, service, and academic development—is providing and/or sponsoring the following grant support and training. These activities also apply to benchmarking best practices in grant management.</i></p> <ol style="list-style-type: none"> <i>Grant Workshops: The OGSP director has continued a series of presentations on grant development for new and experienced faculty and staff; workshops on focused and specialized topics are being scheduled; and presentations to department chairs and deans were also delivered (continuing through 2012). Fall 2013 workshops (FY14) for new and returning faculty were delivered. We had maximum attendance (25) in the Coffelt conference room. Spring 2014 workshops are being scheduled.</i> <i>The search for a new staff member (Coordinator, 0.75 FTE) has been re-initiated, who 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 CITI training (below) also has other “modules” available for on-line training workshops.</i> <i>OGSP Website: The Director continues to update the 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> <i>RCR Training: Responsible Conduct of Research</i> <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.</i> <i>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’s use in spring 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> <i>Other Mandated Compliance and Training (Human and Animal Research):</i> <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.</i> <i>The Committee at YSU designated to provide oversight on research involving animals is the IACUC (Institutional Animal Care and Use Committee). Compliance under federally-supported research is under the domain of the USDA and OLAW. The USDA is the federal agency which promulgates and enforces the animal welfare regulations, inspects research animal facilities, and enforces the Animal Welfare Regulations (AWR). OLAW (Office of Laboratory Animal Welfare) is the office at the National Institutes of Health (NIH) which has responsibility for general administration and coordination of the PHS Policy on Humane Care and Use of Laboratory Animals.</i> <p><i>YSU has had a long-standing arrangement with NEOMED. A consortium comprised of YSU, NEOMED, Summa Health Systems, Kent State University, the 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. Training presentations are provided at YSU for faculty and staff on an as-needed basis. Dr. Horne at NEOMED offers these sessions upon request.</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 6)</i> <i>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.</i> <i>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.</i>	
2011-2012		Develop marketing and recruitment strategies for graduate students and selected undergraduates. Leader: Jack Fahey	See Student Success Initiative "Develop a major marketing campaign..." In addition, Admissions attended approximately 25 Graduate Fairs throughout the fall, and Marketing is developing print, web and social media materials designed to enhance marketing and recruitment. As Graduate Admissions migrates back to the Graduate School, all parties are working diligently to enhance the momentum and enrollment increases that Undergraduate Admissions has generated during their stewardship of the graduate admissions program.	
2011-2012	Ongoing	Add/implement selected graduate programs. Leader: Sal Sanders	<i>The Master of Arts in Financial Economics has been approved to be offered 100% online beginning Fall 2014 by RACGS. The Economics department is currently developing a proposal for a 4+1 Master of Arts in Economics for review by both Graduate and Undergraduate Curriculum Committees. 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 department is also responding to comments from RACGS reviewers regarding their Post-Master's Family Nurse Practitioner Certificate. 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 is scheduled for internal review in February. Finally, preliminary talks continue on the development of a Master of Arts in Media Entrepreneurship.</i>	
2011-2012	Ongoing	Advance Centers of Excellence to prominence. Leader: Ikram Khawaja	<i>The following progress has been made in advancing Centers of Excellence to prominence:</i> <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> Curriculum: Global Learning Experiences (2013-2014) <ul style="list-style-type: none"> <i>The WCBA is offering 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; twenty students will visit Dublin, Ireland in March with a focus on global entrepreneurship and five students and one faculty member will be traveling with Cleveland State University to China with a focus on 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.</i> <i>New course in Exporting engages students in developing export plans for regional businesses. Export-related internships are being established for students who complete the Exporting class.</i> <i>New courses and a minor in International Business are being established.</i> 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 was named ITAC Adviser. Several workshops have been conducted for the business community, and an additional grant was received to organize a Trade Mission to China in 2014. Discussions with the state are underway to expand our ITAC service region.</i> <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>	

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 7)</i></p> <p><i>Partnership with the Hanoi School of Business: The Center is currently exploring the possibility of offering a graduate level executive certificate in marketing as a joint program with the Hanoi School of Business. This represents an opportunity for both increased international visibility for the WCBA and YSU as well as an opportunity for revenue generation.</i></p> <p><i>Website Development: In order to increase the visibility of the Williamson Center and the programs associated with the Center of Excellence, a website was developed and brought online in the fall of 2012. This is the first step in an expansion of promotional activities targeted at giving the Center more prominence outside of the region.</i></p> <p><i>Academic Programs</i></p> <ul style="list-style-type: none"> • <i>WCBA has created a major in International Business; it is being offered as an ICP.</i> • <i>New courses have been developed in Emerging Economies, Exporting, and Global Marketing Communications.</i> • <i>The MBA-level Global Business course has been completely revised and has incorporated engagement with the business community.</i> • <i>Several faculty members have published journal articles and/or books in international business.</i> <p><i>Plans for 2013-2014 Include:</i></p> <ol style="list-style-type: none"> 1. <i>Aggressively build the BSBA in International Business.</i> 2. <i>Expand course offerings in International Business.</i> 3. <i>Expand projects for regional businesses.</i> 4. <i>Offer international study tour to India.</i> 5. <i>Expand Global Learning Experiences at undergraduate and graduate levels.</i> 6. <i>Expand YSU's academic presence outside of the U.S. market.</i> 7. <i>Increase the opportunities for YSU students to interact with students from other universities.</i> 8. <i>Expand student-business interactions through student projects and internships.</i> 9. <i>Increase integration of Ohio Small Business Development Center and International Trade Assistance Center with WCBA activities.</i> 10. <i>Seek external grants to support new international business initiatives.</i> 11. <i>Provide grants to support faculty research and instructional development.</i> 12. <i>Explore Global Executive in Residence program.</i> 13. <i>Continue to implement activities of Emerging Markets Initiative.</i> <p><u>Center for Autistic Studies</u></p> <p><i>Scholarship – Refereed Publications and Presentations – During the past quarter, faculty and researchers affiliated with the Center for Autism Studies submitted or completed two publications, two poster presentations, and five presentations.</i></p> <p><i>Publications:</i></p> <ol style="list-style-type: none"> 1. <i>Gongola, L., Fiol, C., VanVoorhis, R., & Lewis, S. (2013). Use of comprehensive treatment teams for students with developmental disabilities and emotional and behavioral needs. The Ohio Psychologist. 60, 15-17.</i> 2. <i>VanVoorhis, R. W., Miller, K. L., Miller, S. M., & Stull, J. C. (2013). Impact of Stepping Stones Triple P on parents with a child diagnosed with autism spectrum disorder: Implications for school psychologists. (Submission in progress).</i> <p><i>Refereed Papers or Posters Presented at National or International Conferences:</i></p> <ol style="list-style-type: none"> 1. <i>Daviso, A. (2013, November). Using Apps to improve class participation and community integration. Poster session presented at OCALICON 2013, Columbus, OH.</i> 2. <i>Daviso, A. & Sparber, C. (2013, November). Promoting positive outcomes for students with moderate intensive disabilities. Paper presented at OCALICON 2013, Columbus, OH.</i> 3. <i>Fiol, C., & Gongola, L. (2013, November). Collaboration in inclusive environments for students with ASD. Poster session presented at OCALICON 2013, Columbus, OH.</i> 4. <i>Gongola, L., Fiol, C., & Lewis. (2013, November). Using comprehensive treatment teams to address challenging behavior. Paper presented at OCALICON 2013, Columbus, OH.</i> 5. <i>Izzo, M.V., Unger, D., Bauer, B., Hoza, T., & Delvin, P. (2013, November). Improving community employment outcomes for students with autism/intellectual disabilities – Building state capacity through postsecondary education programs. Paper presented at the 17th Division of Career Development and Transition International Conference, Williamsburg, VA.</i> 	

Start Date	Est. Date of Completion	Summary of Initiative	Current Status	Status
2011-2012	Ongoing	Advance Centers of Excellence to prominence. Leader: Ikram Khawaja	<p><i>(Continued from page 8)</i></p> <ol style="list-style-type: none"> 6. Izzo, M.V., Unger, D., Bauer, B., & McCord, S. (2013, November). <i>Going to college: A bridge to employment for students with autism</i>. Paper presented at OCALICON 2013, Columbus, OH. 7. Madaus, J., Carter, E., Dukes, L., Unger, D., & Test, D.W. (2013, November). <i>Reflecting on CDTEI's first 35 years: Where might the field go next?</i> Paper presented at the 17th Division of Career Development and Transition International Conference, Williamsburg, VA. 8. Unger, D. & Kaschak, S. (2013, November). <i>Increasing self-determination and employment skills for students with disabilities through participation in sustainable community initiatives</i>. Paper presented at the 17th Division of Career Development and Transition International Conference, Williamsburg, VA. 9. Rogers, K. (2014, March 30). <i>Transitioning older adolescents living with Autism Spectrum Disorder to a medical home: a systematic review of evidence-based models</i>. Midwest Nursing Research Society, St. Louis, MO. 10. Rogers, K. (2013, October 24). <i>Transitioning older adolescents living with Autism Spectrum Disorder to a medical home: a systemic review of evidence-based models</i>. OAAPN conference, Columbus, OH. Poster presentation. Peer reviewed. <p>Proposed & On-going Research: During fall semester 2013r, two graduate students in psychology worked with students and teachers at the Rich Center to investigate the use of iPads on the engagement and supervision of children with autism. In January, a graduate of YSU's chemistry program and a current teaching assistant in chemistry aims to investigate the effects of a music-based curriculum (i.e., Count Me In) on learning, sleep quality, and melatonin levels in children with autism. His research will be guided by a faculty sponsor from YSU's biology program. During the 2012-2013 school year, Mr. Dean collaborated with a colleague from the Creative Bridge Coalition (Dr. Marshall) in implementing the music-based education program with students in an elementary classroom at the Rich Center. The program was designed to build children's academic and social skills. Dr. Suzanne Guiffre (BCHHS) and three of her doctoral students in physical therapy are analyzing 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. Melinda Wolford (BCOE) is organizing a group of faculty from her department (Drs. Miller, Larwin, Unger and VanVoorhis) and an external researcher (Dr. Susan Miller) to conduct a study related to resiliency and coping strategies of parents of children with autism. The sample for the study will be solicited from parents of students with autism attending the Rich Center. Dr. Darlene Unger (Center for Autism Studies/BCOE) is working with Dr. An Chih Cheng (DePaul University) and Dr. Brian McMahon (Virginia Commonwealth University) to complete 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.</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. Also, as part of the YSU-TOPS project, Dr. Unger is working with colleagues at Ohio State University, Marietta College, Kent State University, University of Toledo, and the University of Cincinnati to explore policies and procedures of disability services organizations in an effort to improve access, retention, and advancement of young adults with autism and intellectual disabilities in community-based, competitive employment.</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.</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	<p><i>(Continued from page 9)</i></p> <p>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 (i.e., FY 2012) include:</p> <ul style="list-style-type: none"> • Over 50 papers were published or accepted for publication in refereed journals. • At least 7 grants were awarded to CEMSE-affiliated faculty and staff with total award amount of about \$840,000. Awards were granted by NSF, the U.S Dept. of Energy, the Petroleum Research Fund, Wright Patterson Air Force Base, and the DoT-CTME. • Over 40 external conference presentations were given by CEMSE-affiliated faculty, staff, and students. <p>Five MS students completed their thesis work in a Materials Science/Engineering area and graduated from YSU.</p>	
2012-2013		Re-engineer processes to reduce time, paperwork, and divisional barriers to research and scholarly activity. Leader: Gene Grilli	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/fPdiPSSG3m?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.	
2012-2013		Benchmark and apply best practices in grant management. Leader: Theresa Orwell	Progress continues on the evaluation of the responses to the Best Practices Survey.	
<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. Leaders: Tammy King and Yulanda McCarty-Harris	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.
STUDENT SUCCESS			
2011-2012		Improve orientation processes and programs. Leader: Jonelle Beatrice	Committee work is complete for now. The committee recommended more faculty involvement and finding ways to make the experience more personal and interactive. The SOAR program has been changed to incorporate these recommendations. We will monitor the success of these changes through this year's program. Evaluations indicate that the changes made are having the intended effect.
2011-2012		Tighten and improve enforcement of academic progress. Leader: Jonelle Beatrice	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).
2011-2012		Create early-warning processes to improve student success. Leader: Jeanne Herman	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.
2011-2012		Support faculty development in teaching and learning. Leader: Cary Wecht	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. 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. 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 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.
2011-2012		Publish lists of companies that recruit on campus. Leader: Jennifer Johnson	<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. • On average 54 new employers are listed per month.

YSU 2020 STRATEGIC PLAN COMPLETED INITIATIVES

Start Date	Date of Completion	Summary of Initiative	Current Status
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.</p>
2011-2012		Provide interview training and preparation. Leader: Jennifer Johnson	<p><i>Current interview training and preparation provided by Career Services:</i></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><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. UPDATE – Student Athlete Career Networking Night is scheduled for April 10, 2014, a required event for senior student athletes. The event will include a panel discussion among former student athletes and roundtable discussions between employers and student athletes on career development topics including networking and interviewing. • Development of new programming and partnerships to increase the number of students who receive interview training. Through participation in networking events and other programming, increase employer involvement in delivery of interview training.
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>