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STATE UNIVERSITY

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BACKGROUND MATERIALS
Tuesday, December 4, 2012

STRATEGIC PLAN MATRIX

| | | | | Legend: | Critical Delay ▨ | Behind But Manageable ▨ | On Schedule ▨ | Completed ▨ |

Cornerstone	Start Date	Est. Date of Completion	Summary of Initiative	Current Status	Status
Student Success	2011-2012	Ongoing	Enrollment Management Team to examine and revise admission/retention requirements. Leader: Jack Fahey	The committee has morphed into several spinoff groups. A smaller Strategic Leadership Team (consisting of three Deans and the VPSA) meets twice monthly to improve and coordinate the University's enrollment efforts as well as steer our future directions. In addition, a large Crash Day committee planned and implemented two very successful CRASH DAYs and continues to meet to plan this year's remaining Open Houses.	
Student Success	2011-2012		Develop Freshman-Year experience. Leader: Shearle Furnish	Meetings for deliberation are drawing to a close, and recommendations are being drafted. Among recommendations on which the committee has reached consensus and that will be forwarded are these: - College-based and college-created one-hour FYE seminars - Expand the implementation of student learning communities - Deans appointment of from one to three faculty mentors - Training for student resource allies - Develop and implement "Ask the Penguin," a network of referral services both physical and virtual - Revive and reform Freshman Convocation	
Student Success	2011-2012		Improve course completion rates. Leader: Ikram Khawaja	Building upon the Spring 2012 semester pilot trial of "Starfish," a more expanded implementation was introduced in the Summer semester. During Summer semester, faculty who taught freshman level courses had access to use the Starfish software (150 classes). Currently in the Fall semester, there are 1,006 classes that have access to Starfish. All YSU undergraduate classes will be targeted for Spring 2013 semester. Faculty training sessions are continuously being offered. Long-term goals of Starfish include: increase faculty participation from 5% to 40%; to increase fall-to-fall first-year retention rates from 69% to 73%; to increase graduation rates from 34% to 43%, and to increase minority graduation rates from 12% to 20%.	
Student Success	2011-2012	Ongoing	Support faculty development in teaching and learning. Leader: Cary Wecht	The Faculty Development Committee supports faculty in all aspects of their career trajectories: orientation, mentoring, preparation toward tenure and promotion, awards and grants, scholarship and creative activities, best practices in teaching and learning and associated technologies, achieving job satisfaction, and life/work balance. The faculty development webpage hosts the activities schedule and helpful links and resources. Activities to date, 2012-2013: August — Milton Cox: Learning Communities and Assessment (support role) Conducted survey on faculty development needs and interests September — Mentoring at YSU: Connecting Across Campus 32 new faculty members were paired with faculty mentors Mentors have received materials to orient them to purpose and best practices Development of mentoring pairs is ongoing October — Workshop: Dealing with At Risk Students, and Challenging Behaviors November — Engagement Summit (support role) Workshop: Start NOW: Tips for Yearly Evaluation and Tenure & Promotion January — All-Day Workshop: Design Your Online Course! February — Workshop: Brush-Up on Research Statistics: What's a Chi Square, Again?	

Cornerstone	Start Date	Est. Date of Completion	Summary of Initiative	Current Status	Status
Student Success	2011-2012	Ongoing	Support faculty development in teaching and learning. Leader: Cary Wecht	*(Continued from page 1)* March Workshop: What I Wish I Knew... Managing Conflict in Professional Relationships April Workshop: Breathe New Life into Your Courses Over the Summer: Developing Stunning Students: How to Add Mastery and Meaning to Every Class 2012-2013 Redux: New Faculty and Mentors	
Student Success	2011-2012	Ongoing	Align advising systems. Leader: William Buckler	Listed are activities that are being undertaken by the Office of Academic Advising and the college academic advisors. The tasks are ambitious and not all may be met this academic year. • Develop a Faculty Advising Syllabus. • Review/revise current Academic Advising Syllabus. • Develop guidelines and commonalities for the six college advising websites and review/revise the university's general advising website. • Explore development of a student academic advising portfolio and concise student advising brochure. • Develop a single website on which all current university curriculum sheets are to be posted. • Develop a strategy to foster needed resources and university commitment to develop an online advising manual for faculty and college advisors. • Develop academic advising learning outcomes for the next several years. • More clearly define the meaning of the Strategic Plan's "Align Systems of Advising" initiative and establish a place of action to support it. • Establish advising guidelines to support College in High School Program. • Monitor and evaluate implementation and effectiveness of new conditional admission policy. • Begin a discussion to strategize development of college-based transition programs between Eastern Gateway Community College and majors within the six colleges.	
Student Success	2012-2013		Raise more money for scholarships. Leader: Jack Fahey	As a first step, the YSU Foundation was asked to consider increasing its disbursement to the University. The Foundation agreed to do so. The funds were awarded to graduate students for fall. In addition, the Foundation has agreed to provide more funds in the future for scholarships.	
Student Success	2012-2013		Develop a major marketing campaign to position YSU as a University of choice (e.g., YSU Success Stories). Recruit underrepresented students, the best students, and students outside the immediate area. Leader:	Our marketing in Western PA continues to be very successful. We have increased our local marketing. Additionally, we have enhanced our marketing of graduate students. In September the Board of Trustees approved the extension of WPA advantage pricing to the entire service area. We are visiting all of the high schools in the newly included area. We plan shortly to announce a new scholarship geared toward students from farther away.	
Student Success	2012-2013		Streamline academic experiences—e.g., 3-year degrees, credit for prior learning. Leader:		

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Student Success	2012-2013		Increase internship, cooperative-education, service-learning, and study-abroad opportunities. Leader:		
Student Success	2012-2013		Offer flexibly scheduled, alternative delivery, and distance-education courses and programs. Leader:		
Urban Research	2011-2012	Ongoing	Provide technical support for grant writing and statistical analysis. Leader: Peter Kasvinsky	Discussions have been initiated with the Department of Mathematics and Statistics to identify ways to provide statistical expertise to principal investigators who need significant statistical analysis of data for grant submission and/or publication of results. Support can be provided by either faculty or graduate students in the Department of Mathematics and Statistics. Incentives for faculty/student participation in these activities are being considered.	
Urban Research	2011-2012	Ongoing	Expand undergraduate research opportunities. Leader: Jeff Coldren	Call for Proposals has been issued and are currently in review. Decisions and awards should be completed before the Board of Trustees Meeting.	
Urban Research	2011-2012	Ongoing	Create opportunities for interdisciplinary collaboration. Leader: Bryan DePoy	The Faculty Development Committee is currently addressing the following items: • Encourage regular meetings with those who are interested in or already engaging in interdisciplinary collaboration. • Create a formal means such as Quest-like venues through which to recognize exemplary examples of interdisciplinary collaboration. • Establish a faculty colloquium lecture series. In addition, an interdisciplinary collaboration between the College of Fine and Performing Arts and the College of STEM has resulted in the donation of a $125,000 induction furnace by Ajax-Tocco housed in Bliss Hall. The equipment is part of a larger collaboration, titled CoLab (Cooperative Laboratory), which teams students in mechanical engineering and sculpture. This year, Dr. Cary Horvath implemented a faculty mentorship program, through which each new faculty member is paired with someone from outside his/her college, with the express purpose being to stimulate cross-discipline communication, research, and innovation. Thirty-two new faculty have been assigned a mentor.	
Urban Research	2011-2012	Ongoing	Provide training for grant management and development. Leader: Peter Kasvinsky	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. 1. Grant Workshops: The director has initiated a series of presentations on grant development for new and experienced faculty and staff; workshops on focused and specialized topics are being scheduled; and presentations to department chairs, deans, and executive administrators are being planned and delivered. Fall workshops to new faculty have been completed. 2. RCR Training: • YSU is implementing processes to provide training and oversight on the responsible conduct of research (RCR) and/or ethics to undergraduates, graduate students, and postdoctoral researchers supported by NSF.	

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Urban Research	2011-2012	Ongoing	Provide training for grant management and development. Leader: Peter Kasvinsky	*(Continued from page 3)* • OGSP is assisting in review of policies and best practices in the choice of an RCR training program. Commercially available software - CITI (Collaborative Institutional Training Initiative) Training Program, for faculty and staff to be certified, has been purchased and its use is being implemented by the IRB. 3. OGSP Oversight of Other Mandated Compliance: YSU must adhere to federal and state laws (compliance regulations) which require individual certifications on the responsible use of human and animal subjects in research.	
Urban Research	2011-2012	Ongoing	Add/implement selected graduate programs. Leader: Peter Kasvinsky	**Master of Arts in Gerontology** –The full proposal has been approved at all levels of campus review and has been circulated to RACGS for comment. The program is preparing the Response Document for oral presentation at RACGS in Columbus. **Doctor of Nursing Practice (DNP)** –The Program Development Plan (PDP) has undergone the campus review process, and we have received RACGS' comments. The Full Proposal is now in preparation in the department. **Master's Degrees in Actuarial Science** – Preliminary discussions have been initiated with the Department of Mathematics and Statistics prior to developing a new PDP for this degree. **Master of Engineering Physics** – This Program Development Plan (PDP) is being revised for resubmission to RACGS, since new faculty positions needed to staff the program have been allocated.	
Urban Research	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 has attended approximately 20 Graduate Fairs throughout the fall, and Marketing is developing print and web materials designed to enhance marketing and recruitment. See Student Success Initiative *"Develop a major marketing campaign"*.	
Urban Research	2011-2012	Ongoing	Advance Centers of Excellence to prominence. Leader: Ikram Khawaja	The following progress has been made in advancing centers of excellence to prominence: **Center of Excellence in International Business:** ***State Recognition*** Ohio Chancellor Jim Petro named YSU's Center of Excellence in International Business an Ohio Center of Excellence on 11/3/11. ***Global Learning Experiences*** The London Learning Experience, led by Dr. Bruce Keillor, is a four-week residential experience. Students will live in London, participate in academic coursework, and complete team projects for Harrods Department Store and a Youngstown-based company interested in exporting to the United Kingdom. Students will work with Dr. Keillor and faculty from the University of Wales-Trinity/Saint David. ***Business Community Outreach*** • Director of the Williamson Center for International Business (Dr. Bruce Keillor) is establishing a partnership with the University of Akron and Tiffin University. Students from both of these schools will be with our students in London this summer. • The Small Business Development Center, under the leadership of Ms. Patricia Veisz, was awarded a $60,000 grant to establish an International Trade Assistance Center (ITAC) to assist businesses in starting or expanding international trade activities. The grant, part of President Obama's National Export Initiative, funds programming and an international trade assistance advisor to work with companies to initiate or expand international trade activity. Mousa Kassis was named ITAC Adviser. Student teams are involved in conducting international trade projects for businesses in our region.	

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Urban Research	2011-2012	Ongoing	Advance Centers of Excellence to prominence.
			
			Leader: Ikram Khawaja
				(Continued from page 4)
				The Emerging Markets Initiative
				Funded by a grant from the US Department of Education, supported the China Study Tour (summer 2011). Eighteen students and three faculty visited businesses in Hong Kong, Shanghai, and Beijing. An international study tour to India is being planned for January 2013. Dr. Mohan Eunni, EMI director, is also providing leadership for the third International Business course to be offered as a part of the YSU Summer Honors Institute. A program on "Doing Business with China" is being planned for fall.
				Academic Programs
				• WCBA has created a major in International Business; it is being offered as an ICP.
				• New courses have been developed in Emerging Economies and Global Marketing Communications.
				• The MBA-level Global Business course has been completely revised and has incorporated engagement with the business community.
				Faculty Research and Accomplishments
				• Several faculty members have published journal articles and/or books in international business.
				• Dr. Mohan Eunni, Emerging Markets Initiative Director, was named a 2012 Distinguished Professor of Scholarship and was promoted to Professor (Management). Dr. Eunni has a distinguished research record that consists of sixteen refereed journal publications, twenty-six conference presentations, three prestigious federal grants ($540,000) from the US Department of Education, and he serves as the editor of *The International Journal of Emerging Markets.*
				• Dr. Wang Ying was awarded tenure and was promoted to associate professor of marketing. Since she has been at YSU, she has published thirteen peer-reviewed journal articles, six book chapters, and eleven conference proceedings. Her work focuses on online and international advertising, international public relations, new technologies and cross-cultural adaptation. This past fall she developed and taught a course, *Business Chinese.* She also serves as a visiting professor of advertising at Beijing University.
				• Dr. Bruce Keillor, director of the Williamson Center for International Business, was awarded tenure and promoted to Professor of Marketing. This past year he published two books: *International Business in the 21st Century* and *Winning in the Global Marketplace: A Practical Guide to Success in International Business* (both Praeger).
				• Dr. Keillor and MBA student Sarah Stafford are working with a local food manufacturer on exporting to the UK. This work was continued in the summer while the students were in London.
				Plans for 2012-2013 include:
				  1. Aggressively build the BSBA in International Business.
				  2. Offer new course in International Trade and Exporting that will include completion of projects for regional businesses.
				  3. Offer international study tour to India.
				  4. Offer an Entrepreneur-focused Global Learning Experience to the re-emerging market of Ireland.
				  5. Offer London Learning Experience in summer 2013.
				  5. Expand YSU's academic presence outside of the U.S. market.
				  6. Increase the opportunities for YSU students to interact with students from other universities.
				  7. Expand student-business interactions through student projects and internships.
				  8. Increase integration of Ohio Small Business Development Center and International Trade Assistance Center with WCBA activities.
				  9. Seek external grants to support new international business initiatives.
				  10. Provide grants to support faculty research and instructional development.
				  11. Explore Global Executive in Residence program.
				  12. Complete Center of Excellence web site.
				  13. Continue to implement activities of Emerging Markets Initiative.	

Cornerstone	Start Date	Est. Date of Completion	Summary of Initiative	Current Status	Status
Urban Research	2011-2012	Ongoing	Advance Centers of Excellence to prominence. Leader: Ikram Khawaja	*(Continued from page 5)* **Center for Autism** Dr. Darlene Unger, formerly Associate Professor and Director of Doctoral Studies in Education at DePaul University, has joined YSU as the Director of Research for Autism. In this role, she coordinates the work of faculty and external researchers in advancing research that informs the treatment, educational and habilitative services, and outcomes for individuals with autism. Dr. Unger also serves as an associate professor of special education within the Beeghly College of Education. *Autism Research* Since 2004, the Paula and Anthony Rich Center has provided opportunities for YSU faculty and outside researchers to secure financial support for conducting research related to autism through the Interdisciplinary Approach to the Challenge of Autism project. Since that time, approximately 18 research projects have been funded. Researchers with in-progress or recently completed investigations follow (unless otherwise noted, all researchers h projects are affiliated with YSU): • Aultman, J.M., Bioethicist, Associate Professor of Family and Consumer Medicine, Northeast Ohio Medical University (NEO-MED) and Obasuyi, A., M.D. Candidate NEO-MED. *Parental Perceptions of Clinical, Social, and Ethical Dimensions of Autism: A Mixed-Methods Study.* • Ge, W. *Using Tablet Computer to Improve Symptoms in Children with Autism Spectrum Disorders.* • Rosales, R. *An Evaluation of Video Modeling with Embedded Instructions to Teach Implementation of Stimulus Preference Assessments.* • Rosales, R. *Effects of Verbal and Video Feedback on the Treatment Integrity of Behavior Support Plans.* *Faculty Supervising YSU Students in Conducting Autism Related Research* Dr. Rocio Rosales, an assistant professor of psychology, supervises the placement of graduate students from the Applied Behavior Analysis program, which is housed in the Department of Psychology. • Oversaw the efforts of 16 graduate students assigned to complete their practicum requirements at the Rich Center for Autism (RCA) and other community-based programs or schools since 2009. • Four YSU students have completed or are in the process of completing their graduate thesis data collection with student participants and staff members employed at the RCA. • Dissemination of Autism Research includes seven papers presented at national or state conferences and two manuscripts under review during 2011-2012. **The YSU Center for Applied Chemical Biology** The YSU Center for Applied Chemical Biology continues to work with a number of local companies. These collaborations include Rust Belt Brewery (Youngstown), CelVida, LLC (Boardman), NewTech (Salem), and Nanologix (Hubbard). Recently, Dr. Carl Johnston entered into an agreement via the YSU Research Foundation to explore bioremediation technologies. Also, ventures with other commercial entities are in discussions. Moreover, collaborations with investigators from other regional, national, and international institutions have been forged. For example, Dr. Chet Cooper's laboratory, through a joint international collaboration with Chiang Mai University (Thailand), is hosting a Thai Ph.D. student to train in molecular biology. Recently, Dr. Lorna Gallagher, a new Ph.D. from National University of Ireland – Maynooth, completed a year of post-doctoral training in Dr. Cooper's laboratory and has taken a technical position back in Ireland. **Center of Excellence in Materials Science and Engineering** CEMSE activities for FY 2011-12 include: • About 70 papers were published or accepted for publication in refereed journals. • Ten external grants and three CTME grants were awarded to CEMSE-affiliated faculty and staff with total award amount of over $1.5 M. Awards were granted by the Ohio Dept. of Development, NSF, the U.S Dept. of Energy, the Ohio Space Grant Consortium, and the DoT-CTME. • CEMSE-affiliated faculty, staff, and students gave approximately 36 external conference presentations.	

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Urban Research	2011-2012	Ongoing	Advance Centers of Excellence to prominence. Leader: Ikram Khawaja	*(Continued from page 6)* • Ten MS students completed their thesis work in a Materials Science/Engineering area and graduated from YSU. • Five students were recruited for the new Ph.D. program in Materials Science & Engineering, who began their studies in fall 2012. YSU Highlight: Collaboration between Fireline, a CEMSE-affiliated research staff member, and YSU undergraduate researchers resulted in a First Place poster prize at the 4th Annual Success in Math and NSF STEM Research Poster Session, April 14, 2012, Cleveland State University, Cleveland, OH. Poster title was "Extraction and Characterization of Intermetallic Fe-Al particles from Aluminum Alloys," and participants were Kristen Hernandez, Nikki Rendziniak, Nick Ragan, Brian Stahl, Hannah Rebraca and Dr. Matthias Zeller.	
Urban Research	2012-2013		Re-engineer processes to reduce time, paperwork, and divisional barriers to research and scholarly activity. Leader: Rachael Pohle-Krauza	The team to lead this initiative includes, in addition to Dr. Rachael Pohle-Krauza (Human Ecology), Chet Cooper (Biology), Peter Norris (Chemistry), Mohan Eunni (Business), Dan VanDussen (Gerontology), Mike Hripko (Stem R&D) and Cathy Parrott (Physical Therapy). The team members have collected information on "best practices" being used by other universities. They expect to complete their report and submit it to the Provost and the Urban Research Cornerstone Committee early in Spring semester. Their recommendations will then be used to identify how YSU might improve its policies and procedures to facilitate scholarly activity.	
Urban Research	2012-2013		Publicize research outcomes. Leader: Betty Jo Licata	The team consists of Betty Jo Licata (WCBA), Ron Cole (Marketing & Communications), Tim Francisco (English), Howard Mettee (Chemistry), Patrick Bateman (Management), Ying Wang (Marketing), Ganesaratnam Balendiran (Chemistry), Darlene Unger (Education), Rachael Pohle-Krauza (Human Ecology), and Ewelina Boczkowska (Music). The primary task is to recommend steps to be taken to proactively promote the quality and impact of the scholarship/research being done at YSU. The team will build upon the recommendations of the Senate Research Committee and the "Best Practices in Research" team (see above) in developing a marketing and communications strategy that increases the visibility of YSU in the regional and national arena. The Team is in agreement that YSU must be aggressive in promoting the outcomes and impact of faculty scholarship and to position our faculty as experts with the national media.	
Urban Research	2012-2013		Benchmark and apply best practices in grant management. Leader: Theresa Orwell	The team has decided that a survey would be designed and distributed to the financial managers of the University to assess the areas of grants that work well and those that could use some improvement. The survey is in the final design stage and should be distributed via an email communication with a link to Survey Monkey before calendar year end. Once the results are received and reviewed, the team will make recommendations on ways to improve YSU's grant process.	
Accountability and Sustainability	2011-2012		Identify and implement a new approach to University budgeting that includes cost-benefit analysis. Leader: Neal McNally	The University will begin to implement the Budget Task Force's report in FY 2012-2013 by implementing many or all of the Modified Incremental Budget model recommendations. The essential data warehouse is being constructed (see below), and the original Budget Task Force will be called back together to lay out detailed implementation steps and timelines for other steps in this recommendation. A primary goal is to implement some capacity for fiscal year carry-forwards for positive budget balances.	
Accountability and Sustainability	2011-2012		Align budget priorities with strategic priorities. Leader: Neal McNally	The most significant strategic issue facing YSU at this point is revenue generation. Accordingly, many of YSU's strategic application of fiscal resources have been directed to areas of revenue enhancement. The V.P. Of University Advancement was filled. The Director of Distance Education position was filled and the recruitment of an instructional designer was authorized. Since much of our fiscal success is tied to enrollments, increased spending was directed to Marketing efforts. The decisions made on filling most other positions are made in consideration of how those positions directly contribute to revenue generation.	
Accountability and Sustainability	2011-2012		Create a central database to support all initiatives. Leader: Eugene Grilli	The data warehouse project Scope Statement was approved on July 30, and an executed Services Work Order (SWO) delivered to Ellucian (current name for "Banner" and a consultant to the project) shortly thereafter. In response, consulting resources have been secured and a tentative project timeline mutually agreed upon.	

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Accountability and Sustainability	2011-2012		Create a central database to support all initiatives. Leader: Eugene Grilli	*(Continued from page 7)* Based on preliminary planning discussions between the YSU team and the Ellucian consultants, the Technical BI Environment Assessment will be moved onsite rather than executed remotely as originally proposed. Commencing the week of Oct 8, 2012, a Banner performance reporting analysis/analytics system review will be conducted along with the delivery of Banner Operational Data Store (ODS) technical training. The engagement is scheduled to conclude on March 11, 2013. The product of which will support the transformation of daily operational data into business oriented data structures intended to contribute to the strategic decision-making process. Key to this functionality will be the implementation of a Business Intelligence architecture delivering Enterprise-wide access to a single source of trusted institutional data.	
Accountability and Sustainability	2011-2012		Systematically review, simplify, and automate business practices. Leader: Paul Kobulnicky	Work continues on Leave Time requesting and reporting for salaried employees. The current paper-form based system is simple and efficient for employees and their supervisors. Replicating that efficiency using Banner applications has proven to be vexing. In addition, current Union contracts include references to the use of the paper form that requires that processes and contract language be coordinated. We hope to have this worked out by the end of the calendar year.	
Accountability and Sustainability	2011-2012		Explore and implement shared services as needed. Leader: Paul Kobulnicky	YSU's leadership of the regional NE Ohio shared Services was positively noted by the Chancellor of the Ohio Board of Regents. The NEO Information Technology committee, which arose out of the regional meeting, has met and is formulating a short-list of projects. YSU is participating in the Board of Regents Efficiency Advisory Committee which focuses on, among several matters, shared services.	
Accountability and Sustainability	2011-2012		Establish a culture of customer service. Leaders: Jack Fahey and Paul Kobulnicky	The Office of Student Assessment recently administered the Noel-Levitz Student Satisfaction Survey and plans to disseminate the information from that report shortly. A University committee is also working on a "Campus Climate" survey. This data will be shared and compared with other satisfaction data to be used as a starting point for assessing where our customer service priorities lie. A One-Stop Enrollment Center designed to improve customer service with the Registration, Financial Aid, and Student Accounts areas has been staffed and will open officially during Spring semester.	
Accountability and Sustainability	2011-2012		Establish effective communication systems. Leaders: Joe Mosca and Paul Kobulnicky	The committee met and made a recommendation to the Strategic Plan chairs that we focus communications initially on three critical initiatives: The work of the Budget Task Force and the implementation of a new budget model; the development of the Office of Distance Education and its new programs and; Enrollment Management and the implications of these decisions on the future character of the institution. The committee suggested, furthermore, that these initiatives be communicated with critical constituent groups more through dialog than formal communications. The University is also looking at software systems designed to enhance communications both internally and with external constituents.	
Accountability and Sustainability	2012-2013		Update and implement the Technology Master Plan on an ongoing basis. Leader: Ken Schindler	Analysis of the current state of educational and administrative technology at YSU has begun.	
Accountability and Sustainability	2012-2013		Form an IT steering committee to align IT priorities with strategic priorities. Leader: Ken Schindler	Duplication between two committees has been resolved. ITS will begin to work with the Information Technology Advisory Committee (ITAC) once the Fall semester is in session. The ITAC has met twice and created a sub-committee to evaluate and recommend which system should be YSU's long term Learning Management System.	

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Regional Engagement	2011-2012	Ongoing	Develop strong relationships with regional economic development agencies. Leader: Ron Chordas	The Dean of FPA continues to serve as a Co-Chair with the Vice President of the Regional Chamber of Commerce of a regional arts initiative (Power of the Arts) to explore means through which arts and culture may be supported to, in part, serve as a business/industry attractant and driver in the regional economy. The College of Fine and Performing Arts continues to work with the Youngstown Business Incubator to bring arts programming to the YBI, and the University now has a satellite art gallery in the Semple Building downtown, with the goal of enhancing the "live, work, play" component of economic development. University Outreach/Metro continues to participate on the Competitiveness Council of the Ohio Pennsylvania Region Network. We partner with the Council participating in the Business Resource Network that has been expanded into Western Pennsylvania through a six million dollar Ohio Workforce Innovation fund grant. Metro Outreach also partners with the OPEN region in the above Pathways to Competitiveness grant in the further development of career pathway "road maps," the promotion of assessments and credentials to employers, and offers and facilitates professional development opportunities. Recently, the YSU Research Foundation, in conjunction with the Regional Chamber of Commerce, signed a Memorandum of Understanding with Power Plaza, LLC (Korea) to help facilitate future applied research collaborations between this company and the YSU College of STEM.	
Regional Engagement	2011-2012	Ongoing	Offer diverse arts and cultural programming to broaden audience demographics. Leader: Bryan DePoy	A primary goal is to ensure connectivity to the Community Diversity Programming Series and the academic colleges, especially the College of Fine and Performing Arts and the College of Liberal Arts and Social Sciences. In addition, the Department of Theater and Dance is in the very early stages of a youth theater project titled, "Penguin Playhouse." In addition, our cultural programming at the Jewish Community Center in Youngstown's north side is moving along very successfully. While most of the programming is music, we have had some preliminary discussions about taking an art exhibition into their space. For the Spring 2013 semester, we are very pleased to announce collaboration between the Department of Theater and Dance and the Community Diversity Programming series to bring in a professional minority actor to feature in a University Theater production of "Brokology." Discussions are under way as to how to best engage the region to broaden the cultural demographic, but as of now, Chaney High School students will be involved in some capacity. In addition, WYSU-FM reaches thousands of listeners everyday in the region, providing them with lifelong learning opportunities through the station's fine arts and news and information programming. This includes the on-going classical and jazz music programming, increased local public affairs programming, as well as network programming that explores important national and international issues.	
Regional Engagement	2011-2012	2014	Establish policies to reduce barriers to partnerships. Leader: Task Force to be identified by Chet Cooper and Bryan DePoy	This initiative will be important to opening up the "front door" of the University to greater community involvement in academics, research, the arts, business, and other activities both on and off campus. The creation of the Youngstown State University Research Foundation (YSURF) is one small step towards resolving a small portion of this problem. Recently, the YSU Board of Trustees and the YSURF Board of Directors approved a cooperative agreement that will encourage businesses to work more closely with YSU faculty. Moreover, YSURF has finalized its first agreement with a Pennsylvania firm to sponsor student and faculty research on an environmental issue of interest to the company. However, more proactive solutions to make interactions with business need to be created. Therefore, a task force focused on this issue is in the process of being formed from individuals representing both the University and community. At present, a specific charge for the task force is being written and one individual has agreed to co-chair this group. Once firmly established, this task group will assess the nature of the barriers to partnerships and propose a list of remedies to lowering them. In addition, YSURF will be partnering with the Regional Chamber of Commerce to find pathways for greater cooperation in the area of economic development. Also, as an outreach arm of YSU, WYSU has initiated numerous community partnerships in a high profile manner. WYSU-FM has developed partnerships with both for profit and non-profit entities to provide more programming services to the region. Partnerships with The Vindicator and The Business Journal have allowed WYSU to add local news programming to our schedule. Partnerships with non-profit organizations such as Mill Creek Metro Parks and the Second Harvest Food Bank have also expanded WYSU community services.	

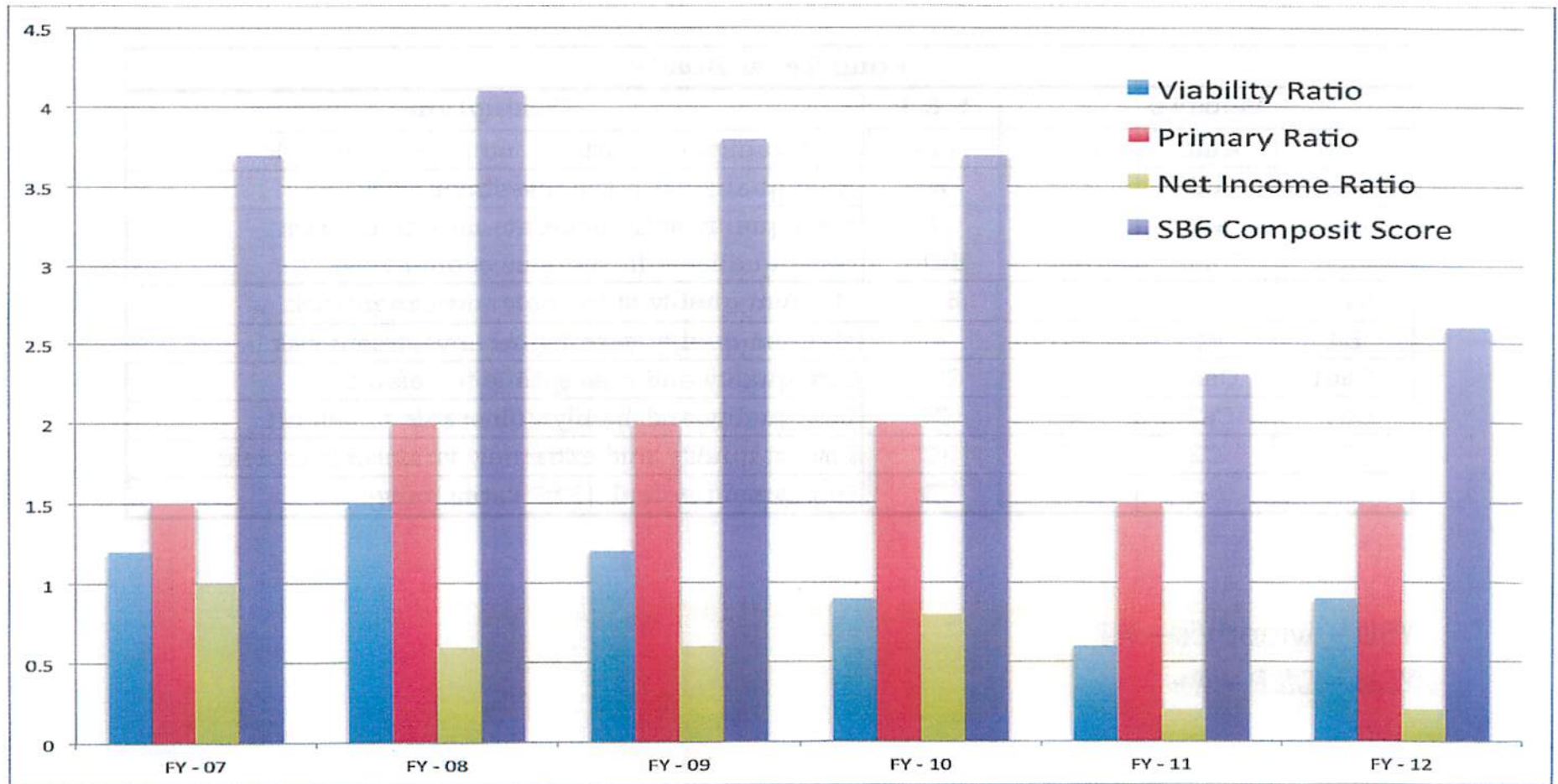| Cornerstone	Start Date	Est. Date of Completion	Summary of Initiative	Current Status	Status
Regional Engagement	2011-2012	Ongoing	Increase coordination/ communication among academic units related to economic development and community engagement. Leader: Ron Chordas	The primary goals of this initiative will involve individual as well as coordinated efforts among the various academic units within the University. There are several projects underway to help engage the community and the University in economic development. Others are in different stages of planning. Current projects that are making progress towards the goals of this initiative include the following: • 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; HHS) 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 Science, Technology, Engineering and Mathematics (STEM). • The Center for Nonprofit Leadership/Engagement Team will soon distribute a Regional Engagement Survey to YSU faculty and staff to assess the University's involvement in the community as well as in service learning experiences. • The Dean of the Williamson College of Business Administration, Director of the Small Business Development Center, Executive Director of Urban and Regional Studies, and the Chair of Geology met to discuss coordination of program offerings related to the shale industry. • The Engagement Task Force recently (November 2, 2012) sponsored a Faculty Summit on Engagement in Kilcawley Center for YSU faculty and staff. The workshop focused on global engagement activities; best practices in setting objectives, evaluation of outcomes, and assessment for student internship placements; development of service learning courses and activities.	
Regional Engagement	2011-2012	Ongoing	Improve communication between community outreach units and academic departments. Leader: Ron Chordas	The strategy for this initiative is to identify areas of expertise and interest within which the outreach units and academic departments may cooperate. To this end, one-on-one meetings were held with the Deans to begin to identify their college's interest and future role in community engagement and economic development. The results of the one-on-one meetings produced the following outcomes and ideas to move forward in this area: 1. Meetings were conducted with the Chairs of CLASS and Bitonte College regarding opportunities for student engagement relating to community projects. These meetings will continue as needed throughout the academic year as opportunities arise. 2. Deans agreed to develop on an ongoing basis a community outreach/economic development agenda item for reporting at Deans' Council. 3. The suggestion of an internal engagement summit with departments involved in economic development and community engagement to more clearly identify and define the University's role will be an upcoming agenda item for discussion in Deans' Council. There has been no progress on the above two items. These will be agenda items for the fall Dean's council meetings. 4. The Beeghly College of Education submitted the Promise Neighborhoods Grant, a collaborative effort between Beeghly College, Bitonte, 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. 5. A meeting was held with the new Dean of the Beeghly College of Education to discuss possible outreach efforts for the College. 6. Encourage YSU personnel, faculty and staff to become more involved on community boards. 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 dollar 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.	

Cornerstone	Start Date	Est. Date of Completion	Summary of Initiative	Current Status	Status
Regional Engagement	2012-2013		Identify and secure sources of external funding to support student athletes and enhance their competitiveness. Leader:	The cornerstone co-chairs will be in discussions with athletic department staff to develop an action plan to address the goals of this initiative.	

	Legend:	Critical Delay		Behind But Manageable		On Schedule		Completed	

11/9/12

STRATEGIC PLAN MATRIX
YSU 2020 COMPLETED INITIATIVES

Cornerstone	Start Date	Date of Completion	Summary of Initiative	Current Status
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.
Student Success	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.
Student Success	2011-2012		Create early-warning processes to improve student success. Leader: Jeanne Herman	The committee is in the process of implementing 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 will permit 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. The spring 2012 pilot test was very successful. This summer 2012 all 1500 level courses will use Starfish. In the fall the program will expand to ALL freshman level classes. A formal training session was held for academic advisors on March 29, and demonstrations of the product were held for the EASC, the University Diversity Council and Academic Senate. Faculty training sessions and online resources are being developed and will be presented to faculty during summer and fall 2012. All parties that review the software react positively both to the concept and to this particular software. We anticipate that implementation will immediately improve retention.
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.
Urban Research	2011-2012		Examine admission standards and policies for graduate students. Leader: Jack Fahey	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.
Regional Engagement	2011-2012		Develop a task group for nonviolent behavior and community safety. Leaders: Tammy King and Yulanda McCarty-Harris	A task group chair and co-chair were identified to explore issues surrounding "non-violent behavior and community safety." They assembled several community and university leaders to assist with the direction of this initiative. The group met several times in the spring and summer 2012. While community safety is an extremely broad and complex topic, it is critical that the University lead by example; therefore, this group may serve as a conduit through which to share the draft Workplace Violence Policy and propose means of implementation. The draft policy states that the University is "committed to providing an environment that is safe, secure and free from threats, intimidation, and violence. Our goal as an institution is to maintain a supportive work environment where violence of any nature is neither tolerated nor excused." The group is also in the process of finalizing the agenda for a fall 2012 Summit for Community Safety and Nonviolence, which will feature a guest speaker and bring in numerous community organizational groups, community safety activists, and members of the university community to explore the issues impacting community safety, and seek means to address those issues.

The Strategic Plan of
Youngstown State University
2011-2020
YSU 2020

Accountability and Sustainability
Meet strategic goals and maintain institutional vitality.

THEME 1: *Fiscal Health – SB-6 Ratios*

Maximum score is 5.0; Fiscal Watch begins at 1.7

The Strategic Plan of
Youngstown State University
2011-2020

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Accountability and Sustainability
Meet strategic goals and maintain institutional vitality.

THEME 1: *Fiscal Health – S&P; Moody's*

| Long-Term Bonds				
Moody's			S & P	Description
Aaa1	Aaa2	Aaa3	AAA	Best quality with little or no investment risk.
Aa1	Aa2	Aa3	AA	High quality with low investment risk.
A1	A2	A3	A	High quality with moderate investment risk.
Baa1	Baa2	Baa3	BBB	Good quality with some investment risk.
Ba1	Ba2	Ba3	BB	Medium quality with some investment risk.
B1	B2	B3	B	Medium quality with higher investment risk.
Caa1	Caa2	Caa3	CCC	Low quality and susceptible to default
Ca1	Ca2	Ca3	CC	Low quality and highly vulnerable to default.
C1	C2	C3	C	Lowest quality and extremely vulnerable to default.
-	-	-	D	In payment default (S&P rating only).

YSU – Moody's – A2
YSU – S&P – A+

THEME 1: *Fiscal Health – Auxiliaries*
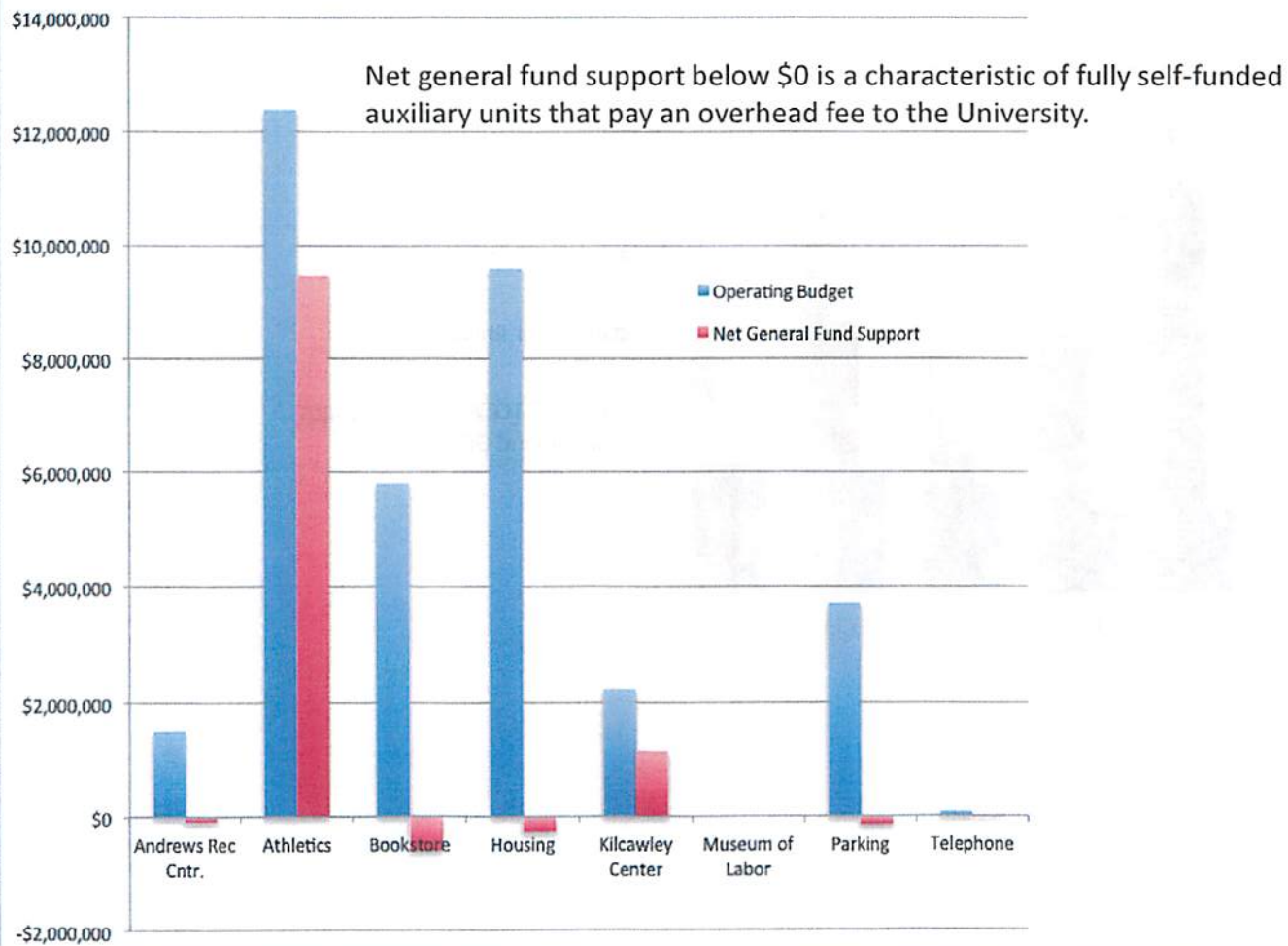
Net general fund support below $0 is a characteristic of fully self-funded auxiliary units that pay an overhead fee to the University.

- Operating Budget
- Net General Fund Support

Chart axis values: $14,000,000 / $12,000,000 / $10,000,000 / $8,000,000 / $6,000,000 / $4,000,000 / $2,000,000 / $0 / -$2,000,000

Categories: Andrews Rec Cntr. | Athletics | Bookstore | Housing | Kilcawley Center | Museum of Labor | Parking | Telephone

The Strategic Plan of
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Accountability and Sustainability
Meet strategic goals and maintain institutional vitality.

THEME 1: *Fiscal Health – Development Goals*

Legend:
- Annual Fund
- All Other Philanthropy
- FY GIFT TOTAL Cash, Pledges and Inkind Gifts
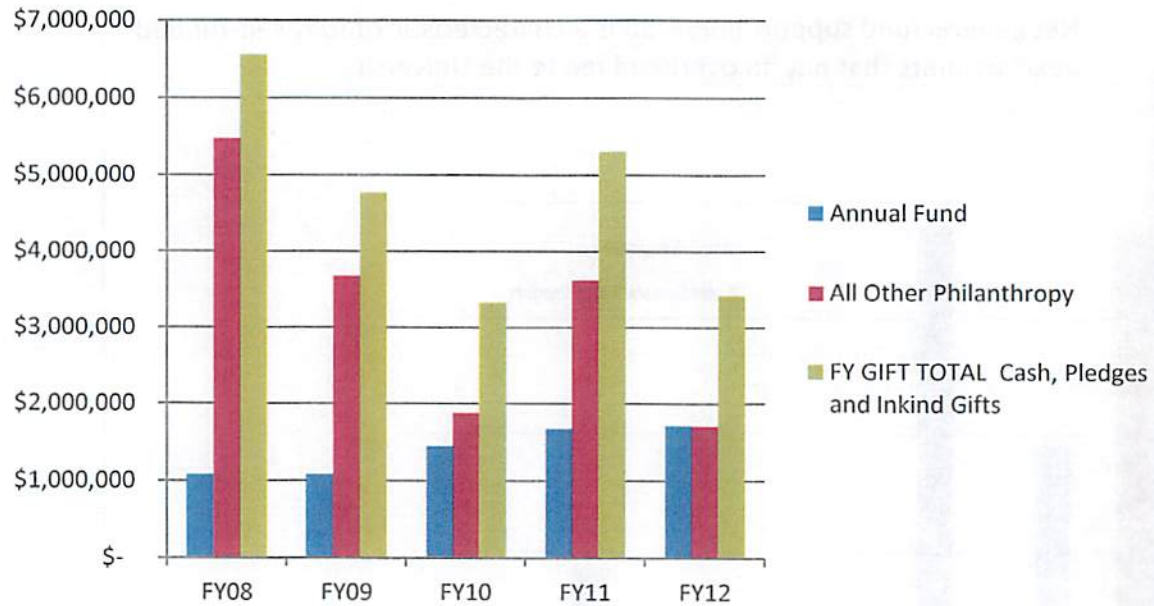
THEME 2: *HR Health – Employee Training*

Technology Training By Fiscal Year

Year	Sessions	Participants	Benefits Eligible Employees	% Employee Participation
2009-2010	n/a	n/a	n/a	n/a
2010-2011	n/a	n/a	n/a	n/a
2011-2012	122	670	1201	56%
2011-2012*	152	1022	1201	85%

Wellness Training By Fiscal Year

Year	Sessions	Participants	Benefits Eligible Employees	% Employee Participation
2009-2010	14	301	1255	24%
2010-2011	20	296	1269	23%
2011-2012	19	288	1201	24%

HR Training By Fiscal Year

Year	Sessions	Participants	Benefits Eligible Employees	% Employee Participation
2009-2010	14	301	1255	24%
2010-2011	20	296	1269	23%
2011-2012	141	958	1201	80%
2011-2012*	171	1310	1201	109%

*Based on the total number of participants / benefits eligible employees.

Percentage reflects a total head count per session rather than unique individual participation.

THEME 2: *HR Health* —*Diverse Learning Environment Survey*

Survey to be coordinated with Employee Satisfaction Survey and to be administered every three years beginning in 2012-2013.

THEME 2: *HR Health –Employee Satisfaction*

Survey to be coordinated with Employee Satisfaction Survey and to be administered every three years beginning in 2012-2013.
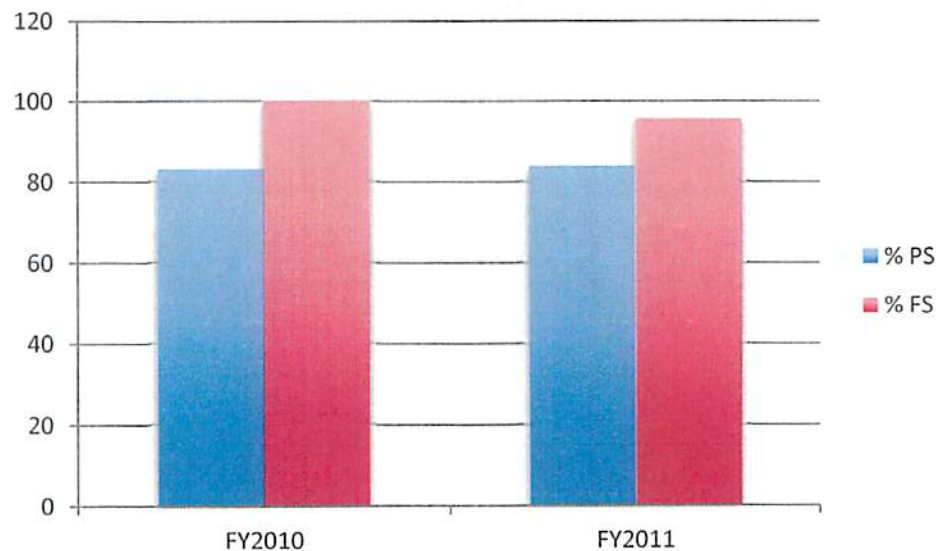
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Youngstown State University
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YSU 2020

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THEME 2: *HR Health – Student FTE per Full Time Faculty FTE*

Fall Terms 2006 - 2011*
Student and Faculty FTE
(with Student | Faculty Ratios)

	Student FTE	Faculty FTE
Fall 2006 (16 : 1)	9,676.33	602.9
Fall 2007 (15.9 : 1)	9,884.00	619.04
Fall 2008 (16.3 : 1)	10,059.53	616.26
Fall 2009 (16.5 : 1)	10,266.53	621.38
Fall 2010 (16.8 : 1)	10,856.07	646.1
Fall 2011* (17.2 : 1)	11,182.67	649.79

*Fall 2011 Faculty FTE not finalized

■ Student FTE   ■ Faculty FTE

The Strategic Plan of
Youngstown State University
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THEME 3: *Facilities Health* — *Percentage of Buildings in Satisfactory Condition*

- Blue is the percentage of buildings in **physically satisfactory** condition
- Red is the percentage of buildings in **functionally satisfactory** condition

Data are as reported to OBOR. Not included in reporting are buildings which are not currently in use, or are under construction.

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THEME 3: *Facilities Health* – Percentage of Buildings over 25 years old

- Currently, 73% of the University's space is over 25 years old
- Average of peer institutions is 64%
- Prior to the recent construction of WATTS and Williamson Hall, we had 85% of space over 25 years old

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THEME 3: *Facilities Health —Utilities cost per gross sq.ft.*

Per GSF

Per FTE

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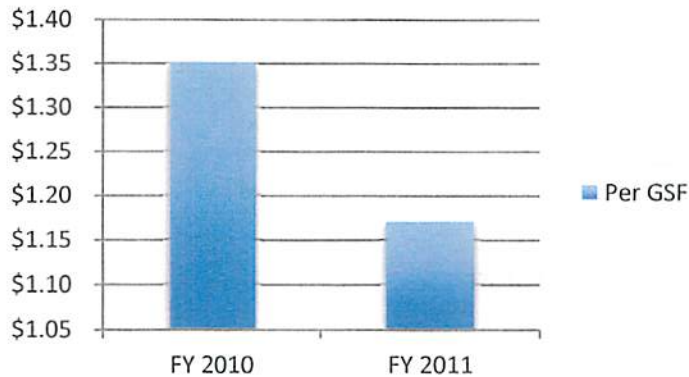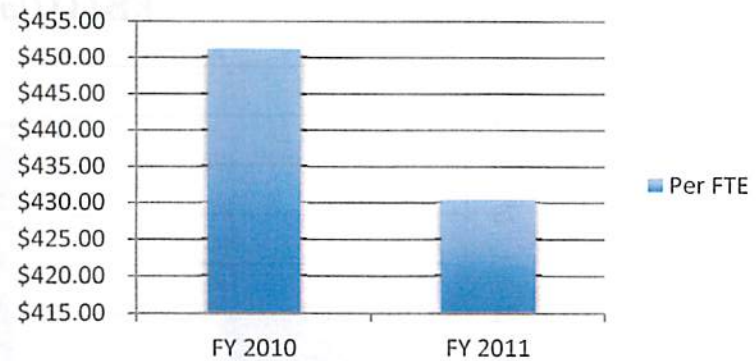
THEME 3: *Facilities Health – Energy Consumption*

Expressed as Kilo-BTUs per Gross Square Feet of space

kBTU/GSF

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Youngstown State University
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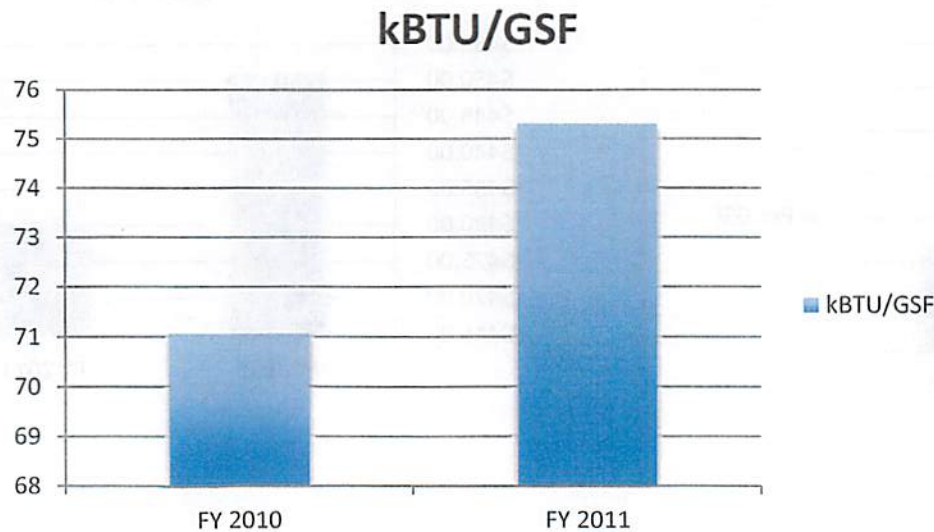
THEME 3: *Facilities Health* — Percentage of General Fund used for Maintenance

Percentage of General Fund used for Maintenance

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Meet strategic goals and maintain institutional vitality.
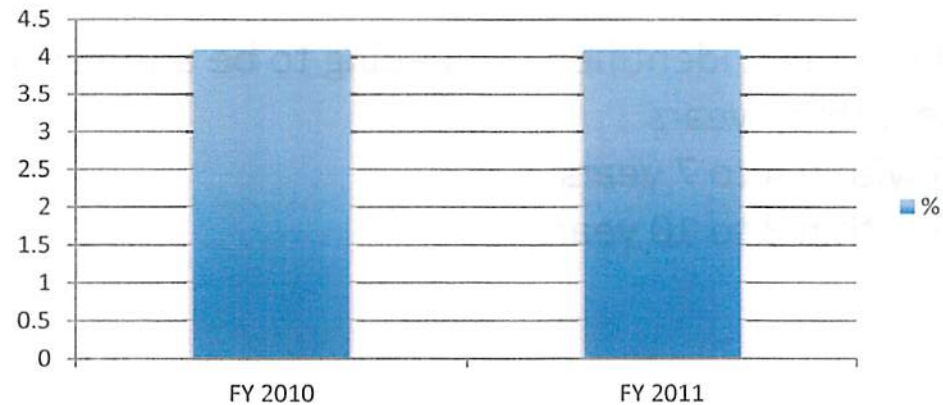
THEME 3: *Facilities Health – Deferred Maintenance*

- We have established a deferred maintenance backlog of $201.5 million
- $79.4 has been identified as needing to be addressed within the next three years
- $48.6 within 4 to 7 years
- $73.5 within 8 to 10 years

The Strategic Plan of
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Accountability and Sustainability
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THEME 3: *Facilities Health – Environmental Footprint Index*

Measured in Metric Tons of CO2 (MT CO2)
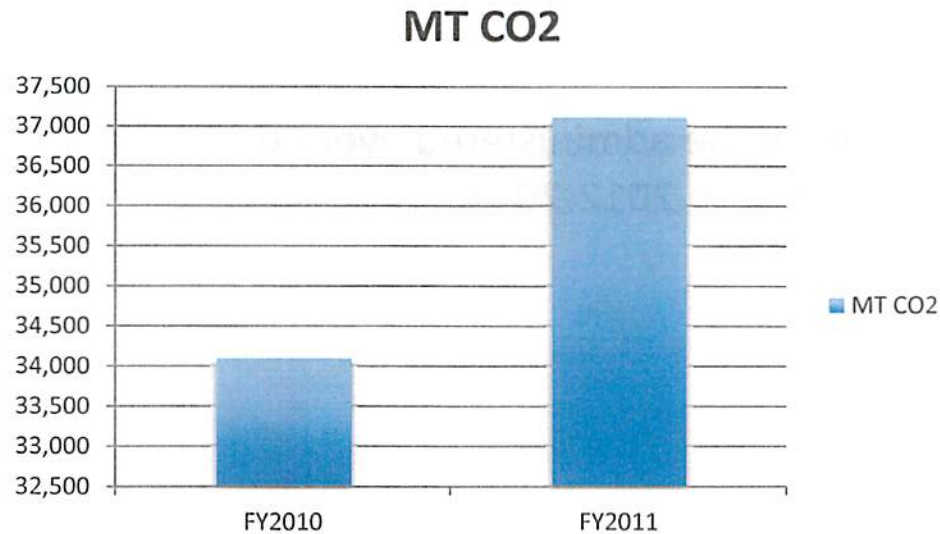
The Strategic Plan of
Youngstown State University
2011-2020
YSU 2020

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THEME 4: *Shared Responsibility – Employee Satisfaction*

Survey to be administered every three years beginning in 2012-2013.

THEME 4: *Shared Responsibility* – Savings from Efficiencies

This metric is being re-evaluated to look at the use of an annual ratio of non-instructional costs per FTE student with footnotes to identify reasons for changes in that ratio and/or significant savings. It will appear next year.

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THEME 4: *Shared Responsibility– Assessment Success*

Academic Plan & Report Quality[2], 2009-2011
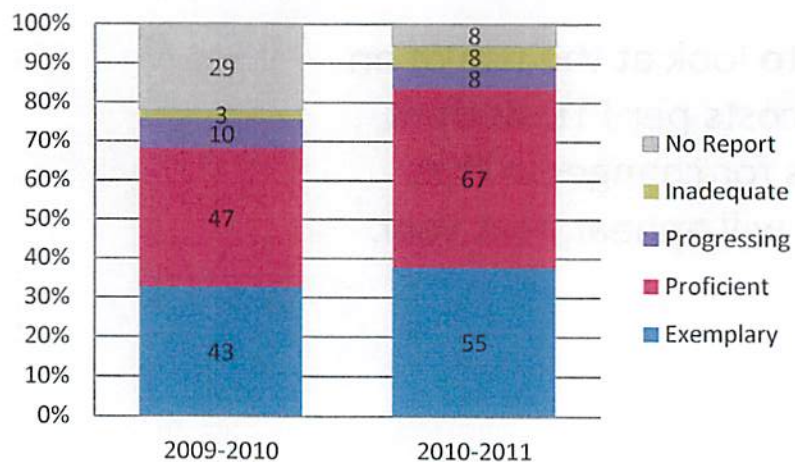
Non-Academic Plan & Report Quality[3], 2009-2011
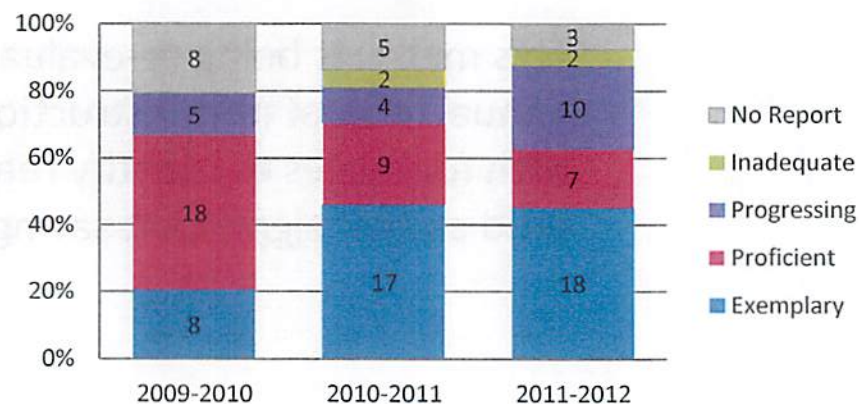
Status as of:	Added	Deleted	Open
May 13, 2005	75	0	75
September 9, 2005	9	0	84
November 10, 2005	11	34	61
February 10, 2006	20	16	65
May 19, 2006	7	8	64
August 25, 2006	23	15	72
November 13, 2006	0	8	64
February 9, 2007	4	15	53
June 6, 2007	30	6	77
August 31, 2007	0	11	66
November 8, 2007	20	16	70
February 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
Totals	**419**	**392**	**27**

Audits Matrix
Additions & Deletions
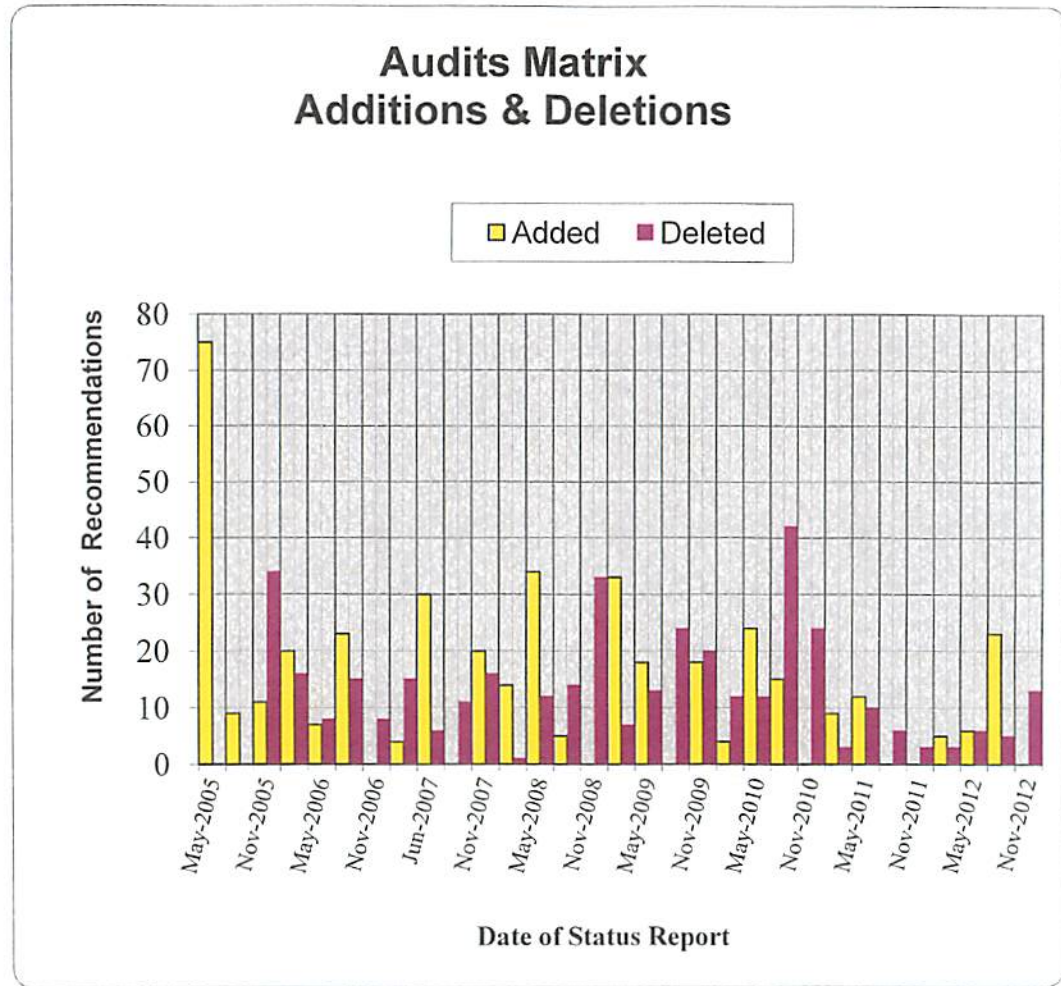
Audits Timeline Matrix Summary
As of November 2, 2012

The 27 recommendations at November 2, 2012 are from 2 external auditor management letters
and 7 Packer Thomas (PT) internal audits. This compares to 40 recommendations at August 10, 2012.

Audit Name	Number of Recommendations									
	Total		Critical		Behind		On Schedule		Complete	
	8/10/2012	11/2/2012	8/10/2012	11/2/2012	8/10/2012	11/2/2012	8/10/2012	11/2/2012	8/10/2012	11/2/2012
E&Y FY2007 Management Letter	1	1			1	0	0	1	0	0
Crowe FY2011 Management Letter	1	1			0	1	1	0	0	0
PT Athletic Department (Oct 2011)	1	0			0	0	0	0	1	0
PT Budgeting Process (Dec 2010)	2	0			0	0	0	0	2	0
PT Chargeback Process (Sept 2010)	1	0			0	0	0	0	1	0
PT Facilities Department (Jan 2012)	5	4			2	1	2	3	1	0
PT Financial Aid (Jan 2011)	1	0			0	0	0	0	1	0
PT HR/Payroll (June 2005)	1	1			1	0	0	1	0	0
PT Human Resources (July 2005)	1	1			1	0	0	0	0	1
PT Human Resources (Oct 2009)	1	1			0	0	1	0	0	1
PT Human Resources (Feb 2012)	23	16			0	2	16	9	7	5
PT IT Governance (Nov 2009)	1	1			1	0	0	1	0	0
PT Payroll (Aug 2009)	1	1			1	0	0	1	0	0
Totals	40	27	0	0	7	4	20	16	13	7

Audits Timeline Matrix

13 deleted, 0 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 8/10/2012	Status 11/2/2012	Comments
PT Human Resources (Oct 2009)	09/30/12	Additional training should be offered to those charged with completing Forms I-9. Also, consideration should be given to utilizing the US E-Verify program.	Not currently feasible but this, and other options to improve the process, will be explored.			The University has engaged the services of Corporate Screenings to provide on lin and e-verify services. Effective November 1, 2012, this service is being utilized.
PT Human Resources (Feb 2012)	09/30/12	Human Resources should prioritize the task of Hiring a Manager of Human Resource Information Systems (HRIS) who should work to address any problems in the use of Banner and develop custom reports and workflows, if necessary to provide Human Resources with needed information.	The new Manager, HRIS began employment April 30, 2012 and is charged with the responsibility of more effectively utilizing the Banner system. The need to utilize databases is not always due to Banner not working correctly, it is necessary because the Banner System is not able to generate certain contracts.			The Manager, HRIS is engaged in the Banner utilization review process for the HR/Payroll module.
PT Human Resources (Feb 2012)	09/30/12	Monitoring procedures should be implemented to ensure that all required documentation for new hires is properly completed and included in the personnel files. Additional training should be offered to those staff charged with obtaining and completing hiring forms. Consideration should be given to supplementing the University's I-9 procedures by utilizing the United States Citizenship and Immigration Services' E- Verify program.	The Manager of HRIS will be charged with the responsibility of a more efficient use of the Banner system to track the completeness of required documentation. The University will be changing the background check vendor to a provider that has the ability to provide electronic I-9 and employment verification services.			The Manager, HRIS is engaged in the Banner utilization review process for the HR/Payroll module.

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 8/10/2012	Status 11/2/2012	Comments
PT Human Resources (Feb 2012)	09/30/12	The University should update and/or complete all position descriptions in a timely manner, including temporary hires.	Once the PeopleAdmin system is fully implemented, each employee will have an electronic copy of their position description.	■ (green)	□ (completed)	Position descriptions have been finalized and loaded into PeopleAdmin. A system is in place to ensure that modifications to job descriptons are maintained appropriately in PeopleAdmin.
PT Human Resources (Feb 2012)	09/30/12	The list of positions included in the bargaining unit agreement should be updated while ratifying the APAS bargaining unit agreement during 2012. When a new position is added to the bargaining unit, the University must ensure that the salary range of the position is easily identified.	We agree with the recommendations. Appendix A is supposed to match the most recent SERB certification. The University's labor lawyer prepared a petition to amend the bargaining unit and provided it to the OEA representative for the union's signature. It is now three years later and the university is still waiting for the union to sign the petition so it can be submitted to SERB. Human Resources maintains records that contain the proper titles and salary range assignments for APAS employees, including the titles and salary ranges for classifications not found in the current agreement.	■ (green)	■ (yellow)	Through external legal counsel the University is working with OEA to finalize a joint submission to SERB. The revised completion date is **March 31, 2013**.
PT Human Resources (Feb 2012)	10/31/12	Information from manual spreadsheets should not be used to generate employment contracts; only information from the Banner system should be utilized. Contracts should have a final review by the Budget Office prior to issuance.	The Manager of HRIS will be charged with the responsibility of a more efficient use of the Banner system to generate renewal contracts. Additionally the HRIS Manager will collaborate with the Budget Office to ensure renewal contracts are reviewed before issuance.	■ (green)	□ (completed)	The Manager, HRIS is engaged in the Banner utilization review process for the HR/Payroll module. The Senior Budget Analyst has been hired.

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 8/10/2012	Status 11/2/2012	Comments
PT Human Resources (Jul 2005)	12/31/12	Since the Human Resources Department contains highly confidential information, we suggest that the University develop an Ethics of Confidentiality Policy.	Agree.	🟨	⬜	Meetings with employees to discuss the policy and to obtain signatures on an acknowledgement will be concluded in November 2012.
PT Facilities Department (Jan 2012)	12/31/12	We recommend that the individual that is to receive the key also be included on the request form. Additionally, when an employee leaves the University, the policy should be followed that requires keys to be obtained from employee prior to their separation. The Keystone 600 System should then be updated to reflect this information.	Keys are always issued to an individual. This individual is ultimately responsible for safeguarding the key. We agree that the policy regarding recovery of keys prior to employee separation should be strictly adhered to, preferably as a part of an exit interview process.	🟨	🟩	An employee exit checklist will be implemented in December 2012. The supervisor will be required to collect assigned keys and return to Facilities for update in the Keystone 600 System.
PT Facilities Department (Jan 2012)	12/31/12	We recommend that policies be updated to specifically state the rules and regulations regarding the personal use of University vehicles by employees and the use of University vehicles at locations beyond campus boundaries. [This recommendation is a repeat from a prior audit.]	Policy language regarding personal use of University vehicles will be drafted by the end of the current fiscal year.	🟨	🟨	A policy has been drafted and is being reviewed by management. The revised completion date is **June 30, 2013.**
Crowe Mgt Let FY 2011 (Oct 2011)	12/31/12	We recommend management evaluate the ability to store CLM passwords in an encrypted format. In addition, the enhancement of Windows Active Directory password requirements such as enabling password complexity, history and change requirements is recommended.	As an alternative to the unencrypted CLM password, the vendor suggested using a Window Directory Services login which utilizes encrypted passwords. Password change, complexity, and history requirements would then be enforced given this scenario. This alternative login will be investigated with the intent to implement.	🟩	🟨	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. The revised completion date is **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 8/10/2012	Status 11/2/2012	Comments
PT Facilities Department (Jan 2012)	12/31/12	We recommend that all of the information on the different version of the Keystone 600 software be consolidated and transferred to the computer with the most recent version of the software and that the system is backed-up regularly on the University network. A periodic inventory off all outstanding keys should be performed to ensure that an accurate listing off all keys is maintained. We also recommend that another individual in the Facilities department is given access to and trained on the Keystone 600 software.	We have already moved forward with consolidation of the key records. While we concur with recommendation to perform a periodic inventory of outstanding keys, this is not practical given our current staffing levels. We will endeavor to identify another employee to be trained on the Keystone 600 system.	■ (green)	■ (green)	Consolidation of the key records is complete. Utilization of accounting interns to perform key audits is being explored. Two employees have been identified and training scheduled.
PT Human Resources (Feb 2012)	12/31/12	The language in union agreements should be revised when the current agreements are renegotiated in order to better define FMLA's applicability. Policies and procedures addressing FMLA should be revised so that they are clear as to the intent of the University, can be applied in a consistent manner, and allow for proper controls over the procedures. Consideration should be given to tracking FMLA leave hours in Banner just as other leave balances are maintained.	We do not agree that the recently negotiated agreements with faculty and ACE contain language that is either unclear or inconsistent. The guidebook policies that are associated with leaves have been revised to address the changes in the collective bargaining agreements and will be presented to the Board of Trustees for approval at the June meeting. The Manager, HRIS will be charged with researching any available ways to utilize Banner in tracking FMLA utilization.	■ (green)	□ (completed)	Guidebook policies were approved in June 2012. The HRIS Manager has begun review of Banner utilization to track FMLA.

Audits_Timeline_Matrix_2012-11-2.xlsx Detail

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 8/10/2012	Status 11/2/2012	Comments
PT Human Resources (Feb 2012)	12/31/12	University policy and procedures requires that upon termination of employment that University property be collected, access to computer systems be removed, the employee be offered an exit interview and the completion of an employee termination checklist. Checklists are currently not being used and exit interviews are not always being done. University policy and procedure should be followed.	The University is in the process of establishing an exit checklist and process similar to the one used at the University of Akron. Human Resources will explore the feasibility of utilizing an online survey to secure candid responses from terminating employees to gain from their experiences.	On schedule	On schedule	An employee checklist will be implemented in December 2012.
PT Human Resources (Feb 2012)	12/31/12	The University should ensure that the appropriate staff understand the University's worker classification procedures. Check requests and Department Charge Forms should be reviewed prior to payment to ensure that they are not for payment of services. No payments should be made until all required documentation is complete.	The approval process will be scrutinized to identify deficiencies in the review and approval processes currently in place for independent contractors. The Independent Contracts for the after school programs are under review. The Office of Human Resources will develop and provide regular training in collaboration with the Office of Procurement to supervisors to ensure that payments are within University guidelines and the appropriate payment type is utilized.	On schedule	Behind but manageable	After school program independent contractors have been reviewed and a determination has been made that they meet the criteria to be Independent Contractors; Training programs to be prepared and presented and will be ongoing. The revised completion date is **March 31, 2013**.

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 8/10/2012	Status 11/2/2012	Comments
PT HR/Payroll (Jun 2005)	03/31/13	We suggest that the University implement procedures to minimize the number of payroll adjustments. Adherence to the current time sheet deadline policy will help minimize payroll adjustments. In order to maximize efficiencies, the Web Time Entry module of the Banner system should be implemented as soon as possible.	Actions taken: Reports were run and HR staff audited the reports and forwarded memos to correct errors. The likelihood of occurrence for these types of errors has been greatly reduced. Processing and review procedures have been developed, documented, and communicated. Actions planned: Automation of the entry and routing of time sheets will improve timeliness and accuracy of time recording and payment processes. A revised implementation schedule for Web Time Entry will be determined. In the interim, we are evaluating changes in routing of support documentation for leaves to promote greater accuracy of time sheets prior to submission.	(yellow)	(green)	Web Time Entry for bi-weekly employees (including student employees) has been implemented for all employees paid on a bi-weekly basis with the exception of the police department personnel. The expectation is that all bi-weekly employees will be on Web Time Entry by the end of December, 2012. Work is progressing to pilot the Web Exception Time Entry for salaried (semi-monthly) employees during the October to December, 2012 period. A small modification to Banner is being tested to streamline the process. If the pilot is successful, the anticipated implementation is first quarter of 2013.
PT Human Resources (Feb 2012)	03/31/13	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.	(green)	(green)	Manager, HRIS is engaged in the development of the hiring procedure in collaboration with Payroll, Processing and Student Life

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 8/10/2012	Status 11/2/2012	Comments
PT Human Resources (Feb 2012)	03/31/13	Human Resources should develop a procedure to inform the Benefits department of new hires or rehired retirees. Proper forms should then be completed so that retirement systems are timely notified of these hires.	The problem is limited to those employees paid on Occasional Service payment and faculty who are on Extended Teaching Service (ETS). New procedures and training are being developed for supervisors who regularly use Occasional Service employees. The Manager, Employment will develop a process to ensure that the appropriate pension system documentation is obtained at the time the Extended Teaching Service (ETS) contract is issued.			Development of new procedures and training for Occasional Service employee still in process; whereas new procedures with ETS have been implemented.
PT Human Resources (Feb 2012)	03/31/13	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.			Revision of the Supplemental pay policy is in process. Supplemental pay process and forms will be revised by March 2013.
PT Human Resources (Feb 2012)	06/30/13	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.			Research continues.

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 8/10/2012	Status 11/2/2012	Comments
PT Human Resources (Feb 2012)	06/30/13	The University should expand the use of the Applicant Tracking Module of the PeopleAdmin software, which is currently used to collect and review employment applications.	The Manager, HRIS will be charged with the responsibility of expanding the applicant tracking module of PeopleAdmin. Additionally, the Manager, HRIS and the Technology and Training Coordinator will collaborate on the development of training programs to be presented on a regular basis to ensure that hiring managers are able to effectively utilize the system.	🟩	🟩	The changes will coincide with the initiation of the PeopleAdmin upgrade which will be implemented by June 2013.
PT Facilities Department (Jan 2012)	08/31/13	Implementing a more disciplined approach to prioritizing work order is essential to making the maintenance process a more planned, organized and controlled process. Included in the prioritization guidelines should be targeted response times for each level of risk.	We agree with the recommendation. Current staffing precludes immediate implementation.	🟩	🟩	Prioritization of current resources is being reviewed for possible implementation of this recommendation.
PT IT Governance (Nov 2009)	12/31/13	Develop formal IT governance standards.		🟨	🟩	The Packer Thomas 2009 audit findings dealing with IT governance and governance standards will be reviewed by the Associate Vice President for ITS. Prior responses on related issues were contingent upon the establishment of the Information Technology Advisory Committee (ITAC) and Information Technology Services (ITS) governance responsibilities being incorporated into the committee charge. Given the role of the ITAC currently being defined as one of advisory to ITS, an alternative approach to addressing the audit findings and recommendations will need to be investigated.

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 8/10/2012	Status 11/2/2012	Comments
E&Y Mgt Let FY 2007 (Oct 2007)	12/31/13	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.	(yellow)	(green)	Off-site data centers are located at Lebanon and Hamilton (CyrusOne/CBTS), Worthington (DataCenter.bz), and Cleveland and Columbus (Expedient). The agreements have 10-year terms with a 180-day exit clause; institutions may join at any time. Virtualized services are available at all sites and are supported by a five-year agreement with a five-year renewal option. Institutions are to work directly with vendors to address individual space needs. Locally, a backup solution is in the design phase that, once implemented, will provide enhanced data recovery and failover opportunities at the Enterprise level. This solution will be supported through a Storage Area Network (SAN) remote to the Meshel Hall facility.

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 8/10/2012	Status 11/2/2012	Comments
PT Payroll (Aug 2009)	12/31/13	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.	(yellow)	(green)	Off-site data centers are located at Lebanon and Hamilton (CyrusOne/CBTS), Worthington (DataCenter.bz), and Cleveland and Columbus (Expedient). The agreements have 10-year terms with a 180-day exit clause; institutions may join at any time. Virtualized services are available at all sites and are supported by a five-year agreement with a five-year renewal option. Institutions are to work directly with vendors to address individual space needs. Locally, a backup solution is in the design phase that, once implemented, will provide enhanced data recovery and failover opportunities at the Enterprise level. This solution will be supported through a Storage Area Network (SAN) remote to the Meshel Hall facility.
PT Human Resources (Feb 2012)	12/31/13	Top priority should be made to completing the implementation of Web Time Entry.	Payroll and HR staff members are currently engaged in the process of rolling out conversion to Web Time Entry for bi-weekly employees. Following the implementation of web time entry for classified employees, leave exception reporting will be implemented for Faculty and P/A staff.	(green)	(green)	Hourly employees complete with the exception of the police department personnel currently in progress anticipated completion by December 2012; second phase will be PA and APAS anticipated completion June 2013; third phase anticipated completion December 2013.

Audits_Timeline_Matrix_2012-11-2.xlsx Detail

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 8/10/2012	Status 11/2/2012	Comments
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.			On track to complete this by the anticipated deadline date of June 2014. Currently in the process of reviewing the Classified Employee Files. Develped an outline for documents to be placed in the personnel file and reviewed each of the files to ensure they are organized in this order. The processing staff is also making note of missing or outdated paperwork (such as position descriptions) to ensure the materials are updated and placed in the file. Completion of the inital audit of the Classified Employees Files by the end of January. This process however will continue to be ongoing to ensure the files remain in the same condition. Will then move to the Professional Administrative Employee Files and then continue the process with the Faculty Employee Files.
PT Human Resources (Feb 2012)	12/31/14	The University should establish a timeline for the implementation of the Position and Performance Management Module of PeopleAdmin.	The Manager, HRIS will be charged with the responsibility of ensuring that the interface between Banner and PeopleAdmin is updated so that the uploading of job descriptions to People Admin can be complete. Once position descriptions are uploaded to PeopleAdmin, the focus will turn to performance reviews.			All job descriptions have been loaded into PeopleAdmin. The Performance Management component will be piloted during 2013 with full implementation for 2014.

YOUNGSTOWN STATE UNIVERSITY
Accounting Timeline Status for Key Activities
FY 2012 Cycle

Legend:	☐ Critical delay	☐ Behind but manageable	☐ On schedule	☐ Completed

Topic	Deadline	Critical Task	11/2/2012	Comments
External Audit	04/02/12	Planning Meeting (Crowe Horwath)		
Internal Audit	04/30/12	Planning Meeting (Packer Thomas)		
General	04/30/12	July 1, 2011 through March 31, 2012 monthly processing, reconciling and reporting		
General	05/31/12	April monthly processing, reconciling and reporting		
General	06/30/12	May monthly processing, reconciling and reporting		
External Audit	07/15/12	Interim external audit activities (YSU, A-133)		
General	08/31/12	June monthly processing, reconciling and reporting		
General	08/31/12	July monthly processing, reconciling and reporting		
General	09/30/12	August monthly processing, reconciling and reporting		
External Audit	10/15/12	Ohio Revised Code (ORC) Compliance		
External Audit	10/15/12	Year-end external audit activities (YSU)		
External Audit	10/15/12	YSU Filing - Comprehensive Annual Financial Report (CAFR) to OBM and State Auditor		
External Audit	10/22/12	WYSU and NCAA ready for auditors		
External Audit	10/31/12	YSU Filing - Auditor of State (Unaudited Financial Report)		
General	10/31/12	YSU Filing - OBOR (Unaudited Financial Report)		
General	10/31/12	September monthly processing, reconciling and reporting		
External Audit	11/16/12	Management response to FY12 management letter		
External Audit	11/30/12	YSU Filing - Bond Trustee - Audited Financial Report		Bond Series 2009, Bond Series 2010, and Bond Series 2011
External Audit	11/30/12	YSU Filing - Moodys - Audited Financial Report		Bond Series 2009, Bond Series 2010, and Bond Series 2011
External Audit	11/30/12	YSU Filing - Standard & Poors - Audited Financial Report		Bond Series 2009, Bond Series 2010, and Bond Series 2011
General	11/30/12	October monthly processing, reconciling and reporting		

YOUNGSTOWN STATE UNIVERSITY
Accounting Timeline Status for Key Activities
FY 2012 Cycle

Legend:	🟥 Critical delay	🟨 Behind but manageable	🟩 On schedule	⬜ Completed

Topic	Deadline	Critical Task	11/2/2012	Comments
External Audit	12/31/12	YSU Filing - WYSU (reflects one month extension)		
External Audit	12/31/12	YSU Filing - Auditor of State - Audited Financial Report		
External Audit	12/31/12	YSU Filing - OBOR-Financial Report		
General	12/31/12	November monthly processing, reconciling and reporting		
External Audit	01/15/13	NCAA Agreed Upon Procedures		
General	01/31/13	December monthly processing, reconciling and reporting		
External Audit	03/01/13	YSU Filing - Bond Trustee for filing to Municipal Securities Rulemaking Board (MSRB) (Annual Financial Information and Operating Data and Audited Financial Report)		Bond Series 2009, Bond Series 2010, and Bond Series 2011
External Audit	03/31/13	YSU Filing - Federal Audit Clearing - Single Audit Report		
External Audit	03/31/13	YSU Filing - Dept. of Ed. E-Z Audit A-133		

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____

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____

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.

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 conducting their assessments, Internal Audit will:
  - ➤ Develop a flexible annual audit plan using an appropriate risk-based methodology, including any risks or concerns identified by management, and submit that plan to the Audit Subcommittee of the Board of Trustees for review and approval.
  - ➤ Implement the approved annual audit plan and provide quarterly status reports.
  - ➤ 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.
  - ➤ Issue periodic reports to management, and Audit Subcommittee as appropriate, summarizing results of audit activities.