

YOUNGSTOWN STATE UNIVERSITY

**REPORT OF PROPOSED
IMPLEMENTATION ACTIONS
CONCERNING
THE RECOMMENDATIONS
FROM
THE AUDITOR OF STATE**

**OPERATIONS IMPROVEMENT TASKFORCE
STEERING COMMITTEE
G. L. MEARS, CHAIRPERSON
February 25, 2002**



EXECUTIVE SUMMARY
OPERATIONS IMPROVEMENT TASKFORCE
STEERING COMMITTEE
Status Report, March 2002

The Operations Improvement Project began with the request by the President to the Auditor of State of Ohio to review the operations of Youngstown State University and provide a performance assessment to identify ways to improve operating efficiency and reduce costs. Business leaders in the area were asked to provide funding for the study and responded with gifts in excess of \$300,000 to pay the costs of the assessment. The Auditor of State of Ohio assigned approximately thirty staff members to the task. The Auditor of State staff and YSU staff worked together to identify issues and concerns for assessment. The Auditor of State staff provided approximately 14,000 hours of work with at least an equal number of hours by YSU staff. In May 2001 the Auditor of State issued the *Performance Assessment Summary Recommendations* report that included 168 recommendations for improvements and 22 commendations for good practices that were already in place.

The Operations Improvement Taskforce Review and Implementation Committee was appointed in August 2001 and was charged to review the 168 recommendations included in the *Performance Assessment Summary Recommendations* report provided by the Office of Auditor of State concerning the operation of the University. The Committee's task was to review each recommendation, determine the feasibility of implementation, develop a preliminary estimate of resources needed, determine a timeline for implementation, indicate the department to have lead responsibility for implementation, and propose a priority for implementation.

The Taskforce was broadly representative of the University community and included 81 persons (see Appendix A for a list) from all employees groups and the student body. The Taskforce was divided into five subcommittees to focus on the five groupings of recommendations: Technology, Financial, Customer Service, Human Resources/Labor Relations, and Facilities. A Steering Committee, chaired by the Executive Vice President, and including the subcommittee chairpersons, the Special Assistant to the President, the Chairperson of the Academic Senate, and the OEA Field Representative was appointed to provide general oversight to the review process. Administrative assistance was provided by the Assistant to the Executive Vice President.

The subcommittees met regularly during the October 2001 - January 2002 time period. Each of the subcommittees divided into smaller working groups to focus on a smaller number of the recommendations. Regular progress reports were provided to the Steering Committee during this time frame.

The Taskforce subcommittees designated 51 recommendations as a high priority for implementation; 40 recommendations as medium priority; and 24 as a low priority. Twenty-five other recommendations have been implemented already, and 19 recommendations are in various stages of implementation. In addition, five recommendations were not accepted for implementation. Four recommendations will require changes in labor agreements if they are to be implemented. See Appendix B for a list by priority of all 168 recommendations. It is important to note that the priority designations were assigned *without* consideration of financial or other resources required, but consideration only as to the benefit to the University.

The Steering Committee thoroughly reviewed all of the evaluations and recommendations proposed by each of the subcommittees, and either affirmed or modified the priority status assigned by the subcommittee

The Steering Committee operated on a consensus basis. While many of the proposals for action on the recommendations were favored by all the Committee members, no votes were taken. Also, it should be noted that while there was productive discussion on all proposals, there were some upon which active debate occurred but unanimous agreement did not exist.

The recommendations that were either identified as high priority for implementation or for which implementation is already underway, are distributed as follows:

Technology	15 recommendations
Human Resources	12 recommendations
Customer Service	13 recommendations
Financial Matters	12 recommendations
Facilities	13 recommendations
Steering ¹	5 recommendations

Of the 51 high priority recommendations prioritized by the subcommittees, the Steering Committee selected sixteen to forward to the President as having potential for the greatest positive impact on the University. A list of the sixteen recommendations proposed for early implementation follows. Implementation of these recommendations will also incorporate a number of other recommendations that are subsets of these.

In the next few months, the steps toward implementation of the recommendations will include a review of the proposed priorities by the President and the Board of Trustees, with a report to the Taskforce's volunteer Executive Committee. Following these reviews and reports, the Steering Committee will meet with the President to discuss the

¹ Five of the Auditor's recommendations were universal in nature and therefore assigned to the Steering committee to evaluate.

order of implementation for the recommendations. A more detailed planning process, including estimates of resources required, will subsequently occur. The Executive Vice President will then hold a series of meetings with the persons with direct responsibility for implementation activities to develop detailed plans for implementation of the recommendations, beginning with the highest priorities.

Longer term activities will include monitoring of specific activities that grow out of the detailed planning for implementation. Quarterly reports will be provided to the President and Board of Trustees as progress is made toward implementation. The monitoring and quarterly reporting will continue through at least Fiscal Year 2003.

Included in this report are the following sections:

- Steering Committee's Recommendations Proposed for Priority Implementation
- Appendix A: Roster of Committees' Members
- Appendix B: Recommendations by Order of Priority
- Progress Report Spreadsheet, also used as index to priority recommendations
- Evaluation Summary Records for each of 168 recommendations, grouped in priority order and separated by section

The full *Performance Assessment Summary Recommendations* Report (May 14, 2001) can be found at www.maag.yzu.edu/ysu_performance.pdf.

**Recommendations Proposed
for Priority Implementation**
Revised 4/3/02

Human Resources/Labor Relations:

R-003 Improve labor relations/human resources.

R-004 Develop and implement strategies encouraging diversity on campus.

A-018 The University should continue to offer a choice of [health] plans, but should structure the benefit program so that the least costly plan be made available to employees at no premium cost. The more expensive plans would be available but the employees would pay the difference between the lower and higher cost plan[s].

O-115 To assure consistent application of contract provisions, HR [sic] should manage union communications.

Customer Service:

R-007 Become a customer-driven organization.

O-015 YSU should aggressively expand its outreach programs in the minority communities in the valley.

Facilities:

A-014 The University should invest in a comprehensive all-in-one campus card system.

O-035 The Facilities department should implement a planned preventative maintenance program linked to a comprehensive work order tracking system.

Finance:

R-012 Improve budget development and reporting.

Technology:

R-009 Consolidate technology funding and planning under a chief technology officer. Create an advisory body to the chief technology officer of technology stakeholders.

R-010 Upgrade or replace the administrative computing systems.

A-017 The University should purchase and implement a human resources management (HRMS) system integrated with payroll.

A-034 Youngstown State University should develop a comprehensive technology plan, linked to the University's strategic plan, developed under the leadership of the

Chief Technology Officer, with input and feedback from the Information Technology Steering Committee.

Enrollment:

R-005 Develop and implement a comprehensive enrollment management plan.

R-006 Retain more students who enroll at YSU.

A-001 The student administrative processes are too time consuming and should be drastically simplified. The University should redesign its recruiting, admitting and enrolling processes with the following design goals: focusing on the student-customer; reducing cycle time between service request and fulfillment; increasing use of technology; (and) establishing a single point of contact for each student.

Notes: (1) The order of listing is **not** intended to indicate a priority order for implementation.

(2) The recommendations are verbatim statements from the report of the Auditor of State with the addition of occasional words [in brackets] or punctuation to clarify the statement. Some recommendations will be subject to negotiations with one or more of the collective bargaining units concerning possible implementation.

APPENDIX A
YSU Operations Improvement Task Force
Review and Implementation Committees

Steering Committee

G. L. Mears, Chair
Bill Countryman - Customer Service
Terry Ondreyka - Financial
Hugh Chatman - Labor Relations/Human Resources
John Hyden – Facilities

Donna Esterly - Technology
Jim Morrison
John Habat
Gary Carlile

Customer Service

Bill Countryman, Chair
Cyndy Anderson
Jonelle Beatrice
Karen Becker
Mary Bodnovich
Sue Davis
Shirlene Deal
Joe Edwards
Mike Hrishenko
Ram Kasuganti
Tammy King
Joe Long
Cindy Maldonado
Robin Naples
Elaine Ruse
Chuck Sabatino
Tom Vukovich
Beth Yeatts

**Labor Relations/
Human Resources**

Hugh Chatman, Chair
Brian Brennan
Gary Carlile
Angela Chasebi
Kathylynn Feld
John Habat
Phil Hirsch
Sally Kenney
Ikram Khawaja
Sue Lewis
Tom Maraffa
Barb Orton
Mary Jo Repasky
John Spencer
Roman Swerdan
Dave Porter
Jean Wainio
Tina Weintz

Technology

Donna Esterly, Chair
Darryl Adams
Mary Bodnovich
Katrena Davidson
Tom Doctor
Becky Geltz
Bob Hogue
Floyd Jackson
Tom Kim
Richard Marsico
George McCloud
Doug Price
Sal Sanders
Joe Scarnecchia
Randy Ziobert
Jim Zupanic

Financial

Terry Ondreyka, Chair
Elaine Beatty
Katrena Davidson
Rich Delisio
Jack Fahey
Julia Gergits
Alan Jacobs
Beth Kushner
Kristin Serroka
Raymond Shaffer
Marilyn Ward
Beth Yeatts
John Yemma

Facilities

John Hyden, Chair
Denny Clouse
Rich Delisio
Chris Mastramico
Kenneth Miller
Darryl Mincey
K.J. Satrum
Charles Singler
Mike Skurich
Chuck Stevens
Ron Strollo
Richard Testa
John Yemma

APPENDIX B
RECOMMENDATIONS BY ORDER OF PRIORITY

HIGH PRIORITY							
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R-003	R-012	A-029	O-010	O-035	O-098	O-112	O-121
R-004	R-016	A-031B	O-015	O-039	O-099	O-113	O-129
R-005	A-001	A-033	O-016	O-051	O-103	O-115	
R-006	A-008	A-034	O-017	O-052	O-106	O-117	
R-007	A-014	O-004	O-022	O-075	O-107	O-118	
R-009	A-017	O-007	O-027	O-085	O-109	O-119	
R-010	A-019	O-009	O-028	O-090	O-111	O-120	

MEDIUM PRIORITY							
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R-011	A-024	O-002	O-042	O-069	O-087	O-104	
R-020	A-030	O-003	O-044	O-071	O-089	O-125	
A-009	A-031A	O-008	O-050	O-081	O-091	O-128	
A-010	A-032	O-011	O-065	O-082	O-092	O-132	
A-011	A-037	O-013	O-066	O-083	O-093		
A-016	O-001	O-014	O-068	O-086	O-101		

LOW PRIORITY							
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R-019	O-018	O-043	O-063	O-102			
A-004&012	O-034	O-046	O-064	O-122			
A-015	O-037	O-048	O-067	O-123			
A-022	O-038	O-055	O-088	O-127			
A-038	O-040	O-056	O-100				

IMPLEMENTATION UNDERWAY							
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R-001	R-013	R-018	O-005	O-021	O-076	O-108	
R-002	R-014	A-023	O-006	O-062	O-077		
R-008	R-017	A-025	O-019	O-074	O-078		

IMPLEMENTATION COMPLETE							
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A-002	A-028	O-031	O-054	O-072	O-114	O-133	
A-005	A-035	O-041	O-057	O-073	O-124		
A-026	A-036	O-047	O-058	O-084	O-126		
A-027	O-020	O-053	O-060	O-105	O-131		

LABOR AGREEMENTS							
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R-015	A-018	O-036	O-116				
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IMPLEMENTATION NOT RECOMMENDED							
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A-020	O-012	O-032	O-033	O-130			
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