

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: <ul style="list-style-type: none"> 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. <u>Activities to date, 2012-2013:</u> 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?	

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Student Success	2011-2012	Ongoing	Support faculty development in teaching and learning. Leader: Cary Wecht	<i>(Continued from page 1)</i> 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. <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • 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. <ol style="list-style-type: none"> 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: <ul style="list-style-type: none"> • 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	<p><i>(Continued from page 3)</i></p> <ul style="list-style-type: none"> 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. <p>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.</p>	
Urban Research	2011-2012	Ongoing	Add/implement selected graduate programs. Leader: Peter Kasvinsky	<p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>	
Urban Research	2011-2012		Develop marketing and recruitment strategies for graduate students and selected undergraduates. Leader: Jack Fahey	<p>See Student Success Initiative “<i>Develop a major marketing campaign...</i>” 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.</p> <p>See Student Success Initiative “<i>Develop a major marketing campaign</i>”.</p>	
Urban Research	2011-2012	Ongoing	Advance Centers of Excellence to prominence. Leader: Ikram Khawaja	<p>The following progress has been made in advancing centers of excellence to prominence:</p> <p>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.</p> <p>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.</p> <p>Business Community Outreach</p> <ul style="list-style-type: none"> 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 <u>International Trade Assistance Center (ITAC)</u> 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	<p><i>(Continued from page 4)</i></p> <p>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.</p> <p>Academic Programs</p> <ul style="list-style-type: none"> • 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. <p>Faculty Research and Accomplishments</p> <ul style="list-style-type: none"> • 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 <i>The International Journal of Emerging Markets</i>. • 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, <i>Business Chinese</i>. 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: <i>International Business in the 21st Century</i> and <i>Winning in the Global Marketplace: A Practical Guide to Success in International Business</i> (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. <p>Plans for 2012-2013 include:</p> <ol style="list-style-type: none"> 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. 	

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Urban Research	2011-2012	Ongoing	<p>Advance Centers of Excellence to prominence. Leader: Ikram Khawaja</p>	<p><i>(Continued from page 5)</i></p> <p>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.</p> <p>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):</p> <ul style="list-style-type: none"> • 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. <i>Parental Perceptions of Clinical, Social, and Ethical Dimensions of Autism: A Mixed-Methods Study.</i> • Ge, W. <i>Using Tablet Computer to Improve Symptoms in Children with Autism Spectrum Disorders.</i> • Rosales, R. <i>An Evaluation of Video Modeling with Embedded Instructions to Teach Implementation of Stimulus Preference Assessments.</i> • Rosales, R. <i>Effects of Verbal and Video Feedback on the Treatment Integrity of Behavior Support Plans.</i> <p>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.</p> <ul style="list-style-type: none"> • 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. <p>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.</p> <p>Center of Excellence in Materials Science and Engineering CEMSE activities for FY 2011-12 include:</p> <ul style="list-style-type: none"> • 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	<i>(Continued from page 6)</i> <ul style="list-style-type: none"> 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	<i>(Continued from page 7)</i> 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.	

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Regional Engagement	2011-2012	Ongoing	Increase coordination/communication among academic units related to economic development and community engagement. Leader: Ron Chordas	<p>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:</p> <ul style="list-style-type: none"> • Within the Williamson College of Business Administration (WCBA), the Monus Entrepreneurship Center is collaborating with the Gerontology Program (Bitonte College of Health and Human Services; 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 Kilcauley 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	<p>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:</p> <ol style="list-style-type: none"> 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. <p>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.</p>	

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.