

**BOARD OF TRUSTEES
AUDIT SUBCOMMITTEE
Leonard D. Schiavone, Chair
David C. Deibel, Vice Chair
James B. Greene
John R. Jakubek
Sudershan K. Garg, *Ex-Officio*
Randy J. Dunn, *Ex-Officio***

**Thursday, September 12, 2013
2:00 p.m. or immediately following
previous meeting**

**Tod Hall
Board Meeting Room**

AGENDA

- A. Disposition of Minutes for Meeting Held June 4, 2013**
- B. Old Business**
- C. Subcommittee Item**
 - 1. Action Item**
 - a. Amendment to Internal Audit Charter** **Tab 1**
Gene Grilli, Vice President for Finance and Administration will report.
 - 2. Discussion Items**
 - a. Executive Summaries for Strategic Plan Cornerstones** **Tab 2**
Cornerstone Chairs: Grilli, Evans, Fahey and Khawaja will report.
 - b. Presentation on Student Related Social Media Internal Audit Report** **Tab 3**
Packer Thomas will report.
- D. New Business**
- E. Adjournment**

AGENDA ITEM: C.1.a.

AGENDA TOPIC: Amendment to Internal Audit Charter

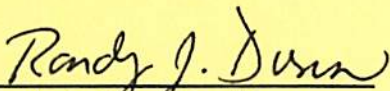
STAFF CONTACT(S): Gene Grilli, Vice President for Finance & Administration and Holly Jacobs, The University's General Counsel

BACKGROUND: In reviewing the Internal Audit Charter, the University recommends that the charter be amended to reflect a change in the process for developing the annual audit plan. The process will be more inclusive of Board and Administrative personnel and will more clearly set forth the process for developing the Plan.

SUMMARY AND ANALYSIS: The Internal Audit Charter as amended contains a new process for developing the Internal Audit Plan. The process will reflect the following changes: Internal Audit will meet with the Subcommittee during the March Subcommittee meeting to discuss and review its risk-based methodology and to alert the Board that it is developing its annual audit plan. Board members should provide any concerns to the Chair and Vice Chair. Internal Audit will meet with the President and VP of Finance and Administration to discuss recommendations from Internal Audit and specific concerns of the administration. Internal Audit will also meet with the Chair and Vice Chair to discuss its draft plan and any specific concerns of the Board. A final plan will be submitted to the President for sign-off, and copies of the final plan will be shared with Subcommittee members. Internal Audit will implement the annual plan.

MOTION TO RECOMMEND ADOPTION OF AMENDMENT TO INTERNAL AUDIT CHARTER TO FINANCE AND FACILITIES COMMITTEE.

Recommend Approval:


Randy J. Dann, President

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~~ developing the annual audit plan:

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

YOUNGSTOWN STATE UNIVERSITY INTERNAL AUDIT CHARTER

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

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- Employees' actions are in compliance with policies, standards, procedures, and applicable laws and regulations.
- Resources are acquired economically, used efficiently, and adequately protected.
- Programs, plans, and objectives are achieved.
- Quality and continuous improvement are fostered in the University.

In developing the annual audit plan:

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

YOUNGSTOWN STATE UNIVERSITY INTERNAL AUDIT CHARTER

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

AGENDA ITEM: C.2.a.

AGENDA TOPIC: Executive Summaries for Strategic Plan Cornerstone

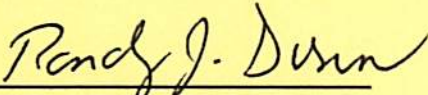
STAFF CONTACT(S): Gene Grilli, Vice President for Finance & Administration; Scott Evans, Vice President for University Advancement; Jack Fahey, Vice President for Student Affairs and Ombudsperson; and Ikram Khawaja, Provost and Vice President for Academic Affairs

BACKGROUND: The chairpersons of each of the four Strategic Plan Cornerstones report in summary form to the Board of Trustees at each quarterly meeting. (A comprehensive report of one cornerstone is reported in the appropriate committee.) The background material in the Audit Subcommittee includes the matrix of progress for all of the initiatives of the Strategic Plan.

SUMMARY AND ANALYSIS: Executive Summaries for Strategic Plan Cornerstones are attached.

RESOLUTION: N/A – DISCUSSION ITEM ONLY

REVIEWED AS TO FORM AND CONTENT:



Randy J. Dunn, President

YSU 2020

Cornerstone on Accountability and Sustainability
Executive Summary
September 2013

Two initiatives under Accountability and Sustainability are getting the greatest share of our attention, the budget process and our central database in support of business intelligence.

The Budget Development Council (BDC) has implemented the rules and procedures for distributing salaries and associated fringe benefits to units, has implemented the rules and procedures for fiscal-year carry-forward and has modified the fringe benefit calculations. The University, through its divisions, is implementing strategic cuts to expenses to not only meet expected revenue shortfalls but to more strategically align expenses with the University's evolving programs and new strategic thrusts. The purpose of the "New Budget Model" is precisely to align budget priorities with strategic priorities. We are now using the budget model to do just that.

The data warehouse is nearing operational status. Adhering to the data freeze schedule published on May 29, three extracts have been successfully executed in support of Summer Term 2013. Student data has been captured and stored in the Banner warehouse for the first day of the full and first six-week term, first day of the middle six-week term, and first day of the second six-week term. Referencing available historical data, extracts were executed in support of financial, payroll, and student post-term snapshots dating back to Fall Term 2008.

In preparation for the implementation of the newly acquired WebFOCUS Active Technologies and Visual Discovery products, the enterprise reporting solution was successfully upgraded and migrated to a new hardware/software platform. The installation of Visual Discovery is in progress with a projected availability of mid-July for initial testing and subsequent training.

Priority attention of the Business Intelligence technical team is currently being directed to the Spring and Fall Term HEI reporting mandates. Given this and the aforementioned training requirements, solution deployment is scheduled for late August.

YSU 2020

Cornerstone on Regional Engagement Executive Summary August 2013

The Regional Engagement Cornerstone team of YSU's 2020 Strategic Planning Initiative is pleased to provide the following updates since the last report in May 2013.

As the new Cornerstone Chair, Scott Evans, Vice President for University Advancement, has recruited the following individuals across the campus to the team in order to garner new and broader perspectives on what may be done to bolster YSU's efforts to engage the region:

Mr. Michael Hripko, Director, STEM College
Dr. Sylvia Imler, Interim Director of Diversity and Multicultural Affairs
Dr. Tammy King, Associate Dean, Bitonte College of Health and Human Services
Jackie LeVisuer, Director of Alumni and Events Management
Mark Van Tilburg, Executive Director of Marketing and Communications

The expanded cornerstone team will conduct its first meeting for the fiscal year on August 12, 2013. The purpose of the meeting is to review the initiatives that are underway and planned, discuss new ideas for the future and determine next steps for the team. President Randy Dunn will be present to share his insights. A report of this meeting will be shared with the members of the Board of Trustees of Youngstown State University in September 2013.

The Northeast Ohio Sustainable Communities Consortium (NEOSCC) conducted an open house on Tuesday, August 6, 2013, at OH WOW! Children's Center in Youngstown. Youngstown State University is a member of the Consortium, and Dr. Ron Chordas, Associate Provost for University Outreach, serves as a member on the board of the Consortium. NEOSCC consists of 12 Ohio counties, and its mission is to create a more vibrant, resilient and sustainable region. The purpose of the meeting was to gather public feedback on various scenarios that were presented that will impact the future of Northeast Ohio. Roughly 75-100 people attended the workshop.

YSU 2020

Cornerstone on Student Success Executive Summary September 2013

The Student Success Cornerstone is divided into three themes. Each theme has a host of initiatives and metrics. The themes are:

- Academic Achievement (fourteen initiatives, thirteen metrics)
- Student Satisfaction with Academic and Non-Academic Experiences (eight initiatives, four metrics)
- Readiness for Post-College Success (four initiatives, four metrics)

Progress on Initiatives

Significant progress has been made on twenty-four of twenty-eight initiatives. Highlights this quarter include:

- Ongoing work in the enrollment, recruitment, and marketing initiatives have resulted in gains in new student and graduate recruitment, as well as increasing success recruiting students from outside our geographic area.
- In the first two semesters of implementation, approximately 2/3 of our conditional admits successfully completed the semester and were allowed to continue.
- Significant developments have been made to improve our internship, cooperative, service-learning, and study abroad opportunities for students.
- Implementation of the Starfish Early warning system. Faculty participation in the program has increased to above 40%. The Office of Institutional Research reports that course completion has improved.
- Raising more money for scholarships, including working with YSUF to increase their annual distribution and partner with YSU to strategically package awards, increase graduate assistantships, increase scholarship philanthropy, and institute the Provost's Scholarship for out-of-state students.
- The freshman year experience course piloted in the College of Health and Human Services had poor course completion rates. Improvement and study is needed before we expand the initiative to other colleges.
- Our Distance Education program launched successfully offering four Graduate and two Undergraduate degrees starting this semester.

Measurement/Metrics

- The Student Success Cornerstone dashboards were shared with the Board of Trustees in May. These metrics as well as the metrics and data that feed into them are being updated regularly.

YSU 2020

Cornerstone on Urban Research University Transition Executive Summary September 2013

Progress continues on a number of initiatives within the Urban Research University Transition Cornerstone. These initiatives impact undergraduate and graduate education as well as international students.

Expanding online options for students is an institutional priority for YSU, and distance learning is included in the university's strategic plan as a way to improve student satisfaction with academic and non-academic experiences. Five YSU graduate programs are now available online: Master of Business Administration, Master of Science in Criminal Justice—Criminal Justice Management and Program Planning, Master of Science in Education—Early Childhood Education, Master of Science in Engineering—Management Option, and Master of Respiratory Care. Four additional master's-level degrees and one additional bachelor's degree are under consideration for an online start in fall 2013. With the addition of these new programs, the University has also invested in the distance education infrastructure through its Office of Distance Education. The office serves as a one-stop service location, providing student support from point of inquiry through graduation for YSU's distance learners. Additionally, the office houses an instructional designer who provides course design and development support to ensure that online courses are media-rich, unique, and pedagogically strong.

Emphasis has been placed on the initiative to develop marketing and recruitment strategies targeting highly-able undergraduate students. As part of this initiative, the Provost Scholarship will be offered for the first time in fall 2013. This renewable scholarship provides up to \$4,000 toward YSU's out-of-state tuition surcharge for high-achieving out-of-state first-year high school students. Students applying for the scholarship must demonstrate high academic achievement in high school. The Provost Scholarship, which can be combined with YSU's other merit scholarships, was established to attract high-achieving students from outside Ohio and YSU's traditional recruiting areas. With limited publicity for the 2013-2014 academic year, YSU was able to award \$44,000 to qualifying students. Message and marketing information is currently being prepared for the 2014-2015 recruitment cycle. For that cycle, YSU will target Chicago, Philadelphia, New Jersey, and Buffalo/Rochester. A web page has been constructed at: <http://info.ysu.edu/ysu-provost-scholarship>. Using Facebook and Google Adwords, YSU's marketing department will target students who are juniors and seniors in high schools in the target areas. Marketing will also work with the admissions staff to purchase lists of students' names for direct mailings. Provost Scholarship information will be included in the printed admissions marketing booklet for 2014-2015.

The University's strategic plan calls for increasing international student enrollment. From 2011 to 2012, the number of international undergraduate students increased by 15.5%, from 97 to 112 students. YSU was ranked second among Ohio's public universities in the number of students who were awarded prestigious Gilman Foundation scholarships for study abroad in 2011-2012, with four students receiving the award. Despite the fact that International

Student enrollment at YSU has roughly doubled in the past six years, it still lags behind most Ohio institutions, and the current rate of increase is insufficient to meet the target international student enrollment. At Provost Khawaja's request, Jef Davis, Director of the Center for International Studies and Programs, submitted a Proposal for Recruitment of International Students on July 24, 2013. Davis' proposal calls for increased recruitment and advertising materials and efforts as well as the intent to begin offering merit-based scholarships for international undergraduate students.

Two positions have been filled recently to support faculty research at YSU. Dr. Sal Sanders was selected from a pool of highly-qualified candidates to serve as YSU's new Associate Dean of Graduate Studies. This associate dean position is a new position created to support the research agenda of an Urban Research institution. Dr. Sanders' responsibilities will include coordination, management, and oversight of the daily operational processes of the School of Graduate Studies and Research. The overall leadership position, Associate Provost for Research and Dean of Graduate Studies, will be filled through a national search conducted during the 2013-2014 academic year. Until this position is filled, the responsibilities associated with research enhancement and sponsored programs will be overseen by Dr. Scott Martin as Interim Associate Dean for Research. This associate dean position will be eliminated once the overall leadership position is filled.

AGENDA ITEM: C.2.b.

AGENDA TOPIC: Presentation on Student Related Social Media Internal Audit Report

CONTACT(S): Nicole Ferraro and Phil Dennison from Packer Thomas

BACKGROUND: An audit of the University's use of social media, as it relates primarily to students, was recently completed by Packer Thomas. Our procedures were performed as a result of the internal audit risk assessment which was approved by the Audit Subcommittee.

SUMMARY AND ANALYSIS: As evidenced in study after study, social media has become not just an additional form of communication used by today's youth, but in many instances, it is the preferred form of communication. As such, we would also like to commend the University for taking this form of communication seriously over the past couple of years. This is evidenced through the creation of an "Assistant Editor - Social Media" position within the Marketing and Communications Office and the subsequent creation of social media guidelines that have been posted on YSU's website.

The University has also completed a few studies on how to best use social media to attract and interact with prospective students and are proactively looking for new ways to use this form of communication to enhance the experience of students attending the University. There was an issue in which an unofficial social media site had used the University's logo. This site was controversial and not a favorable site for the University. Upon its discovery, legal counsel became involved and was able to get the site shut down due to copyright infringement laws.

We included two Appendices, A and B. Appendix A will provide a snapshot of how some departments are using social media and its effectiveness. Appendix B will provide you with a list of departments that we were able to find on-line and the various forms of social media that they are using.

Although the University is making strides in the social media area, there needs to be continued work in order to get more departments/colleges on board with its use as well as a continued focus on getting faculty and students actively involved in using the University's social media sites.

Our audit did reveal a few key issues one of which relates to the lack of a social media policy. Without a policy in place, it makes it difficult for the University to enforce accountability for instances of inappropriate use of the medium, whether the infraction is committed by administrators, faculty, staff, or students. We recommend the University create a social media policy to include such aspects as:

- what constitutes social media
- how it will be monitored
- who owns the rights to the information
- determine who is responsible for managing and participating in the various social media platforms

- establish ground rules for students and employee participation

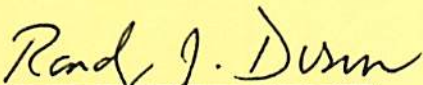
In creating an effective policy, management should be sure to include legal counsel and other risk managers throughout the University.

The other key area is that currently it is unclear as to who has overall responsibility of social media for the University. Currently, the Office of Marketing and Communications is the most active in monitoring and providing guidelines and training for social media. The focus; however, of the Office of Marketing and Communications may be different than what is needed to properly monitor social media.

Since this is a constant changing environment, be sure to be proactive in this area and be sure to include legal counsel in your decisions processes for this topic to make sure any new court cases and legal rulings are considered.

RESOLUTION: N/A – DISCUSSION ITEM ONLY

REVIEWED AS TO FORM AND CONTENT:



Randy J. Dunn, President



**STUDENT RELATED
SOCIAL MEDIA
INTERNAL AUDIT REPORT**

July 23, 2013

DISTRIBUTION

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

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

Management: Dr. Randy J. Dunn
Mr. Eugene Grilli
Mr. Jack Fahey



YOUNGSTOWN STATE UNIVERSITY

STUDENT RELATED SOCIAL MEDIA INTERNAL AUDIT REPORT

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Youngstown State University
One University Plaza
Youngstown, Ohio 44555

This report summarizes the results of our internal audit of student related social media use of the University. Please review this report. If you have any questions, please call us at (330) 533-9777.

Management has provided their responses to our findings and those responses are included within this report.



PACKER THOMAS
July 23, 2013

6601 Westford Place
Suite 101
Canfield, Ohio
44406

330-533-9777
1-800-943-4278
Fax: 330-533-1734
www.packerthomas.com



OVERVIEW

An audit of the University’s use of social media, as it relates primarily to students, was recently completed by Packer Thomas. Our procedures were performed as a result of the internal audit risk assessment which was approved by the Audit Subcommittee.

We included, in the scope of our audit, areas that we believe based on our risk assessment, should be included in our audit. The scope of our audit focused on examining adherence to the University’s policies and procedures in relation to social media.

The objectives of our audit were as follows:

- Review current procedures to determine the adequacy of the internal controls
- Determine the effectiveness and efficiency of operations
- Determine compliance with applicable laws, regulations, policies, procedures and other established guidelines

Our consideration of internal controls involved assessing the effectiveness and existence of proper internal controls for the following:

- Management oversight
- Safeguarding of assets
- Authorizations

The importance of the proper use of social media cannot be overstressed. It is used by Universities for a variety of different reasons; such as, to increase student enrollment, build and improve student relationships, increase brand awareness and perception, and employee recruiting to name a few. Since our focus was on student affairs, we concentrated our audit steps on social media as it pertains to the University’s students. Some of our findings and best practices; however, are general enough that they can apply to all facets of social media use.

The procedures performed during our internal audit included interviews with students and several departments throughout the University and specific testing conducted by visiting and reviewing social media website content. Therefore, our consideration of internal control would not necessarily identify all deficiencies in internal control. However, we have listed below the summary of our findings in three separate categories: those that we consider to be issues that require immediate action by management, those that need a timely remedy and those items for consideration by management based on best practices.

Social media is constantly changing. As a result, there are little to no laws regulating its use and there is much debate over its overall usage and the guidelines that should be put in place to try and monitor and control its use. Therefore, this report will offer best practices in an effort to get the conversation started on how to best proceed with this topic.



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

As evidenced in study after study, social media has become not just an additional form of communication used by today's youth, but in many instances, it is the preferred form of communication. As such, we would also like to commend the University for taking this form of communication seriously over the past couple of years. This is evidenced through the creation of an "Assistant Editor - Social Media" position within the Marketing and Communications Office and the subsequent creation of social media guidelines that have been posted on YSU's website. The University has also completed a few studies on how to best use social media to attract and interact with prospective students and are proactively looking for new ways to use this form of communication to enhance the experience of students attending the University. There was an issue in which an unofficial social media site had used the University's logo. This site was controversial and not a favorable site for the University. Upon its discovery, legal counsel became involved and was able to get the site shut down due to copyright infringement laws.

Included herein are two Appendices, A and B. Appendix A will provide a snapshot of how some departments are using social media and its effectiveness. We have chosen the specific departments listed because of their considerable interaction with students or their input with social media. Appendix B will provide you with a list of departments that we were able to find on-line and the various forms of social media that they are using.

Many students are unable to afford to visit campuses so they depend on social media to provide answers. So it is imperative that these tools are taken seriously and used effectively. It is not enough to have a good looking social media page with nice pictures. Students want real engagement. We are pleased to note on Appendix A that the departments we spoke with do post to their sites on a frequent basis.

AUDIT FINDINGS & RECOMMENDATIONS - REQUIRING IMMEDIATE ACTION

1. The University does not currently have a social media policy. Without a policy in place, it makes it difficult for the University to enforce accountability for instances of inappropriate use of the medium, whether the infraction is committed by administrators, faculty, staff, or students.

We recommend the University create a social media policy. There are several articles that address the proper content of social media policies one of which is "The Need for Student Social Media Policies", Junco, Reynol, Educause Review, January/February 2011. The policy should include a definition of what constitutes social media, how it will be monitored, will it be proactive or reactive, who owns the rights to the information that is printed on it, determine who is responsible for managing and participating in the various social media platforms, establish ground rules for employee participation, list a few taboo topics and create a system for monitoring the social media sites in general. In creating an effective policy, management should be sure to include legal counsel and other risk managers throughout the University. Management should also take into consideration any recent or pending legislation and other public hearings regarding



issues that might need to be addressed in the newly formed policy. The policy must be considered a living document that should be revisited periodically to ensure relevance. Once the policy is created it should be clearly communicated. Consideration should be given to posting the section of the policy that discusses proper student posting directly on the various social media sites.

MANAGEMENT RESPONSE

We agree and will implement the recommendation.

2. The University's active social media websites are not consistent in their use of the official YSU logos and trademarks. The official YSU trademark use policy states that the "YSU wordmark is the official identifier and be used only for purposes that will promote the goals of the University. It must appear on all University visual communications." By not following the trademark policy, it is difficult to know whether the social media site is "official" or not. Additionally, if all official sites use the trademark, then any unofficial site caught using the trademark may be able to be shut-down due to copyright infringement laws. This will help the University better monitor and limit its official sites.

The University should actively enforce its policies regarding its trademarks and then take appropriate action in dealing with sites that are not affiliated with the University

MANAGEMENT RESPONSE

The University policy regarding the wordmark was written with publications in mind. It will be updated to incorporate broader communication media.

3. It is unclear as to who has overall responsibility of social media for the University. Upon the implementation of a formal policy as discussed in finding no. 1 above, a decision will need to be made as to who will be ultimately responsible for enforcing the policy. Currently, the Office of Marketing and Communications is the most active in monitoring and providing guidelines and training for social media. The focus; however, of the Office of Marketing and Communications may be different than what is needed to properly monitor social media.

Since each department has a different message and priority it is reasonable to identify individuals within each department as the persons responsible for their social media site. With this approach; however, cross-campus collaboration is critical in order to ensure consistent enforcement of the University's social media policy as well as to effectively share best practices. Additionally, we recommend the University designate an individual(s) to periodically check for unauthorized websites and to notify legal counsel so that appropriate action can be taken to shut down the websites, when able to, as soon as possible. The existence of these sites can damage the University's



"In the long run, if you don't put ethics before profits, there won't be a long-run."

public image and could potentially lead to unseen risks for comments posted on these sites. It is also prudent to have cross-training for the identified site managers. In doing this, precautionary measures should also be taken to ensure that the administrator's passwords are protected at all times.

MANAGEMENT RESPONSE

We will address this concern as we write the policy.

AUDIT FINDINGS & RECOMMENDATIONS - REQUIRING A TIMELY REMEDY

1. Some departments/organizations are creating sites without notifying the Office of Marketing and Communications. This results in the site not being listed on the University maintained social media directory. Upon reviewing this directory and comparing it to the sites we were able to find during our search for active social media sites on the internet, we noted several websites that are not included in the official social media directory (see Appendix B).

The University should have a procedure in place that requires the departments/organizations to inform the social media site managers when they want to create a new platform in which to interact with students. That way the social media directory will properly include all official sites. The sites we have listed on Appendix B that are not included on the social media site directory appear to be official YSU sites; however, further investigation should be conducted as to whether or not they are official sites.

MANAGEMENT RESPONSE

We will address this concern as we write the policy.

BEST PRACTICES

1. The University currently has overall social media goals; however, each department should develop a strategy and set specific departmental goals that it would like to achieve through use of social media. Defined goals are important in order to be able to measure your success over time.
2. Consideration should be given to including social media education as part of student affairs programming. Cyberbullying is when someone purposely embarrasses, harasses or torments another using digital media. An extreme example is the high profile tragedy of a Rutgers University student that committed suicide as a result of cyberbullying. Although it is unrealistic to believe that the mere existence of a student social media policy and education will prevent a similar tragedy from occurring in the future, it



definitely demonstrates that the University is being responsive and proactive in protecting its students.

3. Currently the University has two sites that are student managed. The use of student managed sites has been proven to be very effective in recruiting students. Consideration should be given to incorporating more student managed sites, which are monitored by administrators, in the Universities overall social media goals. This would encourage students to get involved and it would legitimize the information that is posted to the site. Student run blogs or student run sites can be a powerful tool and are more likely to get the student body involved than relying on the faculty or staff in charge of the activity.
4. We understand that the University's distance learning program is in its infancy; however, we feel it is necessary to state that the use of social media cannot be overlooked with this initiative. Per our conversations with management, social media is currently being used to assist with enrollment efforts for distance learning. The future plans of the distance learning program do include incorporating social media as a powerful tool for not only the educational aspect of the courses but also for the students to feel part of the educational community. We applaud the future goals and want to make sure that they stay on focus and are indeed incorporated into the future plans of the distance learning initiative.
5. As mentioned earlier, cross-campus communication relating to social media is important. Understandably, the University will not be able to prevent or stop all negative posts from students. The key; however, is to properly communicate those posts that indicate a potential systemic issue or safety risk to the appropriate individuals. The more information is shared throughout the University the greater the likelihood that social media will provide more value to the University as a whole.
6. For risks related to propagation of viruses and malware as a result of social media usage, it is recommended that YSU consider implementing the following best practices: a) campus wide awareness campaign concerning the risks associated with using social media as well as phishing campaigns, b) anti-virus and anti-malware software be configured to update daily for all university-owned devices.



DEPARTMENT

	Marketing & Communications	Financial Aid	Athletics	Admissions	Police	Student Activities	Center for Student Progress	Student One Stop	Williamson College of Business Administration	Beeghly College of Education
Goal	Promote University and protect brand	Manage phone traffic	Disperse information on sports	Customer service; also recruiting but not brand image	Monitoring threats against University and students	Promote activities planned by their dept and by student organizations	Engage first year students	Assist current students with their overall campus experience	To get students engaged in the College	Assist current students and job info for alumni
ACTION	A formal social media initiative has been established and contains future plans.	YES	NO	NO	NO	NO	YES	NO	NO	YES
	The social media initiative is proactive (rather than reactive).	YES	YES	NO	YES	YES	YES	NO	YES	YES
	The social media initiative is consistent with/supports the University's strategic plan.	YES	YES	YES	YES	YES	YES	Not Yet-Social media account is new	YES	YES
	A target audience has been identified.	Current students, prospective students, parents, community, alumni	Current students, prospective students, parents	Any sports fan	High school juniors and seniors	Students and surrounding residents	Current students; future plans to target prospective students and alumni	First year and transfer students	Current students	Current students, prospective students, parents, community, alumni

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	Marketing & Communications	Financial Aid	Athletics	Admissions	Police	Student Activities	Center for Student Progress	Student One Stop	Williamson College of Business Administration	Beeghly College of Education
Efforts have been made to reach the target audience (so audience knows the site exists; to try to get more followers).	YES	NO	NO	YES	YES	YES	YES	YES	YES	YES
A content plan has been established.	YES	YES	YES	NO	YES	YES	YES	YES	YES	YES
All members of the department contribute content for the site.	YES	YES	NO	NO	NO	YES	YES	YES	NO	YES
Posts are made on a regular basis.	DAILY	WEEKLY	DAILY	DAILY	DAILY	WEEKLY	WEEKLY	WEEKLY	DAILY	WEEKLY
Personal pages are not used in conjunction with official YSU pages.	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES
The department starts discussions on social media sites.	YES	NO	NO	NO	NO	NO	YES	YES	YES	YES
The department monitors comments on posts for inappropriate content.	YES	NO	YES	YES	YES	YES	YES	YES	YES	YES

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	Marketing & Communications	Financial Aid	Athletics	Admissions	Police	Student Activities	Center for Student Progress	Student One Stop	Williamson College of Business Administration	Beeghly College of Education
Posts are not deleted unless they contain derogatory or discriminatory material.	YES	NO	YES	YES	YES	YES	YES	YES	YES	YES
The department responds to questions/inquiries posted on their social media site.	YES	NO	YES	YES	YES	YES	YES	YES	YES	YES
Posts containing errors are corrected.	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES
Collaborates with other departments.	YES	NO	YES	YES	NO	YES	YES	YES	NO	YES

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	Marketing & Communications	Financial Aid	Athletics	Admissions	Police	Student Activities	Center for Student Progress	Student One Stop	Williamson College of Business Administration	Beeghly College of Education
Sites are official YSU sites (i.e. Marketing is aware it exists and has essentially "approved" its existence).	YES	NO	YES	YES	NO	YES	YES	YES	YES	YES
Effectiveness is measured	YES	NO	YES	YES	YES	YES	NO	NO	YES	NO
There is cross training for those who manage the sites.	YES	NO	YES	YES	NO	YES	YES	YES	YES	YES
For academic departments...are Faculty actively participating in the social media site?	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	NO	SOME ARE

YSU - Student Related Social Media Internal Audit
 July 23, 2013
 Appendix B
 Active Social Media Sites

Below is a list of active YSU social media sites, by department or organization, that Packer Thomas has identified in internet searches as of June 12, 2013; therefore, there could be more current social media sites not included herein.

Department/Organization	Facebook	Twitter	YouTube	Instagram	Pinterest	Google+	LinkedIn
* Admissions	X	X	X				
* Alumni Group							X
* Armed Forces Student Association	X						
* Athletics	X	X	X	X	X		
* Beeghly College of Education	X	X					
* Black Alumni Chapter Group							X
* Bookstore	X						
* Cafaro House	X	X					
* Campus Rec	X	X	X				
* Center for Transportation and Materials Eng.	X						
* College of Creative Arts and Communication Communications (academic)	X	X	X		X		
* Coach Eric Wolford		X					
* Dean Charles Howell		X					
* Dean Martin Abraham		X					
* Emerging Leaders Program	X						
Enactus (formerly Students in free enterprise)		X					
* English Department & English Festival	X	X					
* Financial Aid		X					
* Jambar	X	X	X				
* Jazz Alumni Group							X
* Jenny magazine	X						
Marketing	X	X	X	X	X	X	X
* McDonough Museum of Art	X						
* News Center		X					
Penguin Productions	X						
* Professional Writing and Editing Society Group							X
* Police	X	X					
* Rookery Radio		X					
* Scholars and Honors Program	X						
* School of Graduate Studies and Research	X						
* Student Government Association	X	X					
* Student Literary Arts Association	X						
* Student One Stop		X					
* SMARTS	X						
* STEM	X	X	X				X
* Student Activities	X	X					
* Sustainable Energy Forum Group							X
* University Courtyard Apartments	X	X					
* Williamson College of Business Administration	X	X					X
* Writing Center	X	X					
* WYSU 88.5 FM	X	X					
Youngstown State University	X	X					
YSU Alumni and Events	X						
YSU Marching Pride		X					
* YSU News		X					
* YSU Panhellenic		X					

* = Listed on YSU Social Media Directory

Official Twitter hashtags as managed by Marketing include:

#YSU, #YoungstownState, #PenguinNation, and #GoGuins