

## STRATEGIC PLAN MATRIX

**Legend:** Critical Delay  Behind But Manageable  On Schedule  Completed (will be deleted from next report)

Cornerstone	Start Date	Summary of Initiative	Current Status	Status	Comments
<b>Student Success</b>		Enrollment Management Team to examine and revise admission/retention requirements. Leader: Jack Fahey	The committee has had several meetings and will continue to meet. Three subcommittees focused on admission requirements, recruitment, and resource allocation have been created. The committee's plans over the next month are to create consistent, undergraduate standards, phasing those standards in over the next several years. Deans' Council recently held a retreat and is preparing a white paper for consideration by the committee. In addition, institutional research has provided a wealth of data to inform the committee. This committee will also have the task of monitoring the overall impact (as a whole) of the retention/enrollment/marketing individual initiatives on the University's enrollment management goals.		
<b>Student Success</b>		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.		
<b>Student Success</b>		Develop Freshman-Year experience. Leader: Shearle Furnish	The committee has met twice and will continue to meet weekly throughout the semester. The group is working to establish a first-year experience for first-time at-risk freshmen that focuses on retention and mentorship with a primary goal to expand the program to all first-year students in the future. Much discussion has revolved around current services in place (i.e., Reading and Study Skills, Center for Student Progress), past FYE proposals (i.e., University College) as well as current theories and models (i.e., Learning Communities) for successful first-year experiences. The committee is currently working in three sub-committees to research campus services and financial resources, to explore viable FYE models, and to examine the student populations in which the University should consider "at-risk." The committee also wishes to work closely with the Early Warning committee seeing that the Early Alert product of Starfish will be a key component for FYE communication.		
<b>Student Success</b>		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.		
<b>Student Success</b>		Improve course completion rates. Leader: Ikram Khawaja	Starfish was piloted Spring Semester 2012 in Math 1501, Math 1503, Reading and Study Skills 1510B, 1510A, and English 1539 and English 1540. Seven instructors participated, and twenty-one sections were surveyed. Throughout the term instructors identified students with at risk behavior by raising flags. Flags were raised for no attendance, poor attendance, low grades, and congratulations. The Starfish system allowed faculty to easily identify students. Over 35% of the raised flags were resolved. The most number of flags raised was due to poor attendance. Beginning Summer semester, all faculty who teach freshman level courses will have access to use the Starfish software. A presentation was given at the May 2, 2012 Academic Senate Meeting. Faculty training sessions will be offered summer and fall.		

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Student Success		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.		
Student Success		Align advising systems. Leader: Ikram Khawaja	Dr. William Buckler is the coordinator of this initiative. A revision to the Conditional Admission policy was developed and successfully chaperoned through Academic Senate approval. The new policy redefines the “conditional admission” status to encompass a larger at-risk student population while at the same time requiring conditionally admitted students to adhere more stringently to their obligations. A day-long advising conference sponsored by the provost was held featuring Dr. Charlie Nutt, executive director of the National Association of Academic Advising. The four session topics were: (1) “Why General Education Matters;” (2) “Academic Advising Assessment;” (3) “Student Success @ YSU: The Importance of Faculty Advising;” and (4) “Academic Advising at the University of Utopia: Envisioning an Ideal Academic Advising Experience.” The last topic served as a Roundtable Discussion supporting efforts by YSU’s Higher Learning Commission (HLC) Academy Team. Six advisors and the advising coordinator participated in the annual regional meeting of NACADA in Akron where one of the advisors (Sue Miller) presented an hour-long session on “Start Spreading the News: Improving Institutional Communication to Reinvent Advisor Satisfaction and Success in the 21 <sup>st</sup> Century.” The coordinator also initiated involvement in NACADA’s Faculty Advising Commission. Priority initiatives established for next year are: (1) to develop a single, one-click website to display the curriculum sheets of all majors available on campus; and (2) to revise/update the 1999 academic advising handbook and convert it to an effective online manual. Following a grant proposal, a \$2,000 Office of Assessment mini-grant was awarded to the advising coordinator to assist in the accomplishment of item 1. A pending proposal by the coordinator to the National Association of Academic Advising seeks support to attend a NACADA Summer Institute whose theme is centered on student satisfaction, success, retention and persistence. More directly, one Institute goal is to provide an opportunity to develop a customized Action Plan based on needs of the participant’s institution – in this case, to establish “the best practices in creating an online academic advising manual.” A cooperative internship program is being developed by the advising coordinator between the coordinator’s office, the college advising offices and the BCOE Department of Counseling and Special Education. The purpose is to provide an efficient process whereby graduate students in the Student Affairs Program could work in the college advising offices to fulfill their practicum and internship requirements.		
Student Success		Support faculty development in teaching and learning. Leader: Cary Horvath	The committee held an all day conference on “Better Learning Through Technology” in January 2012, and supported workshops on student advisement, annual faculty evaluation, preparing for tenure and promotion, and writing circles throughout 2011 and 2012. Committee members hosted a year-long learning community focused on teaching with social media and distance learning. They are planning an end of the year new faculty debriefing (social) to finalize their adaptation into the University. The group is also looking to implement a program for junior faculty mentorship and support for the 2012-2013 school year.		

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Urban Research		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		Provide training for grant management and development. Leader: Peter Kasvinsky	The Office of Grants and Sponsored Programs (OGSP)—which is responsible for assisting YSU faculty and staff in submitting grant proposals for external funding, and for accepting grant awards for research, service, and academic development—is providing and/or sponsoring the following grant support and training. These activities also apply to benchmarking best practices in grant management. 1. Grant Workshops: The director has initiated a series of presentations on grant development for new and experienced faculty and staff; workshops on focused and specialized topics are being scheduled; and presentations to department chairs, deans, and executive administrators are being planned and delivered. 2. RCR Training: • YSU is implementing processes to provide training and oversight on the responsible conduct of research (RCR) and/or ethics to undergraduates, graduate students, and postdoctoral researchers supported by NSF. • OGSP is assisting in review of policies and best practices in the choice of an RCR training program. In spring 2011, the Academic Senate's Academic Research Committee met to discuss the RCR requirement and training. Under current consideration for purchase is the commercially available CITI (Collaborative Institutional Training Initiative) Training Program, for faculty and staff to be certified. In addition, the College of STEM (with the Dale Ethics Center) offers a related workshop to their faculty and students. 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. • The Institutional Review Board (IRB) Committee through the OGSP recently completed an exhaustive revision of the IRB manual-- "Institutional Review Board for the Protection of Human Subjects." As a result, YSU applied for and received Federal Wide Assurance from the Department of Health and Human Services. This assurance permits YSU to receive federal grant/funding for research involving human subjects.		
Urban Research		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		Expand undergraduate research opportunities. Leader: Jeff Coldren	QUEST 2012, the student research conference, has just been completed. Participation was 11% higher than last year, which is probably attributable to better support and communication by faculty, chairpersons, and deans. If we take QUEST participation as a rough indicator, we may conclude that undergraduate research on campus is growing. Applications for undergraduate research grants are currently being accepted, which will also hopefully reflect an increase from last year. Other items that are currently in progress include (1) identifying faculty members within each department willing to serve as contacts for students seeking research opportunities, and (2) developing a web page to disseminate information about undergraduate research.		

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Urban Research		Create opportunities for interdisciplinary collaboration. Leader: Bryan DePoy	The Faculty Development Committee is currently addressing the following items: <ul style="list-style-type: none"> <li>• Encourage regular meetings with those who are interested in or already engaging in interdisciplinary collaboration.</li> <li>• Create a formal means such as Quest-like venues through which to recognize exemplary examples of interdisciplinary collaboration.</li> <li>• Establish a faculty colloquium lecture series.</li> </ul> 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.		
Urban Research		Add/implement selected graduate programs. Leader: Peter Kasvinsky	This continuing initiative is coordinated by the School of Graduate Studies and Research. Proposed/new programs in development/implementation include: <b>Master of Arts in Interdisciplinary Communication</b> —RACGS review of full proposal in process. <b>Master of Arts in Gerontology</b> – Full proposal is being circulated and will be reviewed by Graduate Curriculum and Graduate Council committees the first two weeks of May. <b>Doctor of Nursing Practice (DNP) – Program Development Plan (PDP)</b> has undergone the campus review process and gone to RACGS for comment. <b>Master's Degrees in Actuarial Science</b> – Preliminary discussions have been initiated with the Department of Mathematics and Statistics prior to developing a new PDP for this degree.		
Urban Research		Develop marketing and recruitment strategies for graduate students and selected undergraduates. Leader: Jack Fahey	The committee has already held three meetings and is scheduling a fourth meeting within the next month. The committee has worked diligently to reinforce marketing plans and to resolve resource issues. Recently, through the committee's hard work, additional financial resources were allocated to disperse 20 commercials into the market for recruitment. The committee is now developing new social media strategies for both Undergraduate and Graduate programs. In fact, the committee is looking for assistance from the Graduate Admission Standards committee to establish specific, graduate program marketing goals. The Vice President of Student Affairs and Director of Admissions have met with graduate program chairs and Deans from each college to begin planning for new marketing and recruitment strategies.		
Urban Research		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.		
Urban Research		Advance Centers of Excellence to prominence. Leader: Ikram Khawaja	The following progress has been made in advancing centers of excellence to prominence: <b>Center of Excellence in International Business</b> <i>State Recognition</i> <ul style="list-style-type: none"> <li>• Ohio Chancellor Jim Petro named YSU's Center of Excellence in International Business an Ohio Center of Excellence on 11/3/11. Activities of the Center include the following:</li> </ul> <i>Global Learning Experiences</i> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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. <i>(Continued on page 5)</i></li> </ul>		

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Urban Research		<p>Advance Centers of Excellence to prominence. Leader: Ikram Khawaja</p>	<p><i>(Continued from page 4)</i> <i>Business Community Outreach</i></p> <ul style="list-style-type: none"> <li>The Small Business Development Center, under the leadership of Ms. Patricia Veisz, was awarded a \$60,000 grant to establish an International Trade Assistance Center (ITAC) to assist businesses in starting or expanding international trade activities. The grant, part of President Obama's National Export Initiative, funds programming and an international trade assistance advisor to work with companies to initiate or expand international trade activity. Mousa Kassis was named ITAC Adviser. Student teams are involved in conducting international trade projects for businesses in our region.</li> </ul> <p><i>The Emerging Markets Initiative</i></p> <ul style="list-style-type: none"> <li>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.</li> </ul> <p><i>Academic Programs</i></p> <ul style="list-style-type: none"> <li>WCBA has created a major in International Business; it is being offered as an ICP.</li> <li>New courses have been developed in Emerging Economies and Global Marketing Communications</li> <li>The MBA-level Global Business course has been completely revised and has incorporated engagement with the business community.</li> </ul> <p><i>Faculty Research and Accomplishments</i></p> <ul style="list-style-type: none"> <li>Several faculty members have published journal articles and/or books in international business.</li> <li>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 <b>sixteen</b> 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>.</li> <li>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.</li> <li>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).</li> <li>Dr. Keillor and MBA student Sarah Stafford are working with a local food manufacturer on exporting to the UK. This work will be continued in the summer while the students are in London.</li> </ul> <p><b>The Rich Center for Autism</b> The Search Committee for the Coordinator of Research position at the Rich Center met throughout the year to consider applicants. Dr. Darlene Unger, Associate Professor at DePaul University, was invited by the Committee to visit YSU on May 9-10. The Committee will make its decision regarding this candidate within the next week.</p> <p><i>(Continued on page 6)</i></p>		





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Urban Research		<p>Advance Centers of Excellence to prominence. Leader: Ikram Khawaja</p>	<p><i>(Continued from page 5)</i></p> <p><b>The YSU Center for Applied Chemical Biology</b> The YSU Center for Applied Chemical Biology has forged a number of collaborations with local companies. These collaborations include: 1) worked with Rust Belt Brewery (Youngstown) to improve the consistency of their brewing processes and products; 2) a focus on stem cell applications with CelVida, LLC (Boardman); 3) assessing a novel sanitizing instrument being developed by NewTech (Salem); and 4) development of diagnostic tools for infectious diseases in collaboration with Nanologix (Hubbard). Through a joint international collaboration with Chiang Mai University (Thailand), Thai Ph.D. students are trained in molecular biology in Dr. Cooper's laboratory within the Center for Applied Chemical Biology.</p> <p><b>Center of Excellence in Materials Science and Engineering</b> CEMSE activities over the past year are summarized in terms of the following general accumulative accomplishments of CEMSE-affiliated faculty and staff:</p> <ul style="list-style-type: none"> <li>• About 13 papers submitted to refereed journals are currently under review.</li> <li>• About 60 papers were published or accepted for publication in refereed journals.</li> <li>• About 10 proposals requesting about \$5,400,000 in funding for research support and instrumentation are pending. Agencies to which the proposals were submitted include the National Science Foundation (NSF), U.S. Dept. of Energy (DOE), the Air Force Office of Sponsored Research (AFOSR), NAVY, and the Petroleum Research Fund.</li> <li>• At least 8 grants were awarded to CEMSE-affiliated faculty and staff this past year with total award amount of about \$675,000. Awards were granted by NSF, the U.S Dept. of Energy, the Ohio Third Frontier Program, the Ohio Space Grant Consortium, and the DoT-CTME.</li> <li>• About 34 external conference presentations were given by CEMSE-affiliated faculty, staff, and students this past year.</li> <li>• Eight MS students completed their thesis work in a Materials Science/Engineering area and graduated from YSU this past year.</li> </ul> <p>YSU highlight (collaboration with Fireline and 5 YSU undergraduate researchers): Extraction and Characterization of Intermetallic Fe-Al particles from Aluminum Alloys, Kristen Hernandez, Nikki Rendziniak, Nick Ragan, Brian Stahl, Hannah Rebraca and Matthias Zeller, <b>First Place poster price</b> at the 4th Annual Success in Math and NSF STEM Research Poster Session, April 14th 2012, Cleveland State University, Cleveland, OH.</p>		

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<b>Accountability and Sustainability</b>		Identify and implement a new approach to University budgeting that includes cost-benefit analysis. Leader: Neal McNally	The Budget Task Force will present a report with short-term and long-term budget mechanism recommendations to the Board at the May-June 2012 committee meetings. The Task Force was aided by: Campus conversations with Andrew Harker, Budget Director for Stanford University; conversations vetting our desired "Characteristics" of a new budget model with the President's Cabinet and with the Deans Council; an analysis of 8 different budget models in relation to our Characteristics; and second meeting with Academic leaders at Kent State University to better understand the practical implications of their implementation of Responsibility Centered Management.		
<b>Accountability and Sustainability</b>		Align budget priorities with strategic priorities. Leader: Neal McNally	Work continues to bring the budget deficits of FY 2012 under control and to plan for FY 2013. The ERIP has been completed, and the costs of implementing the ERIP have been paid. Moving from FY 2012 to FY 2013, YSU will carry forward a relatively large number of vacant staff positions. Assuming stable revenues in FY 2013, the University can begin to judiciously refill vacancies and/or redirect equivalent spending according to critical need but certainly focused on aligning our spending with our strategic priorities.		
<b>Accountability and Sustainability</b>		Create a central database to support all initiatives. Leader: Eugene Grilli	Work on the data mart is progressing, and a demonstration should be ready for the Board Committee meetings in May-June of 2012. The extraction of data continues to be refined, and work is progressing on the storage and access to that data. Meetings were held with the Provost and his staff and with the V.P. for Student Affairs to go over the potential for the data mart and to begin to hand over the data for key staff in those areas to gain familiarity. Plans are being set for the V.P. of Finance and Administration and staff from Computing to conduct introductory training sessions on ways to access and manipulate this beta set of data. It is our plan to incorporate this data in early analyses of program cost and revenue assessments as well as ways to use the data to improve student recruitment.		
<b>Accountability and Sustainability</b>		Systematically review, simplify, and automate business practices. Leader: Paul Kobulnicky	Banner Payroll has been modified to better enable proper use of Web Time Entry. Web Time Entry is in the process of being rolled out to the YSU community. We expect to have it fully implemented for bi-weekly employees by the start of the 2013 Academic Year. We expect to have Leave Time Reporting for employees paid semi-monthly and Leave Requests in Advance via the web for all employees implemented by the end of 2012. The project to streamline student employee hiring and the awarding of Work Study funds continues. We expect that a new IT specialist hired into HR will help us develop improved workflow. We continue to work toward 100% direct deposit status for all employee payments. We have dramatically reduced Payroll Window operational hours to pay day only. We are actively investigating the use of debit cards in lieu of printed checks for employees who have not chosen direct deposit.		
<b>Accountability and Sustainability</b>		Explore and implement shared services as needed. Leader: Paul Kobulnicky	YSU has recently proposed a one-day meeting of the 5 NEO Public Universities and the 4 NEO Community Colleges to explore a new approach to Shared Services among these institutions. This approach focuses on the development of many small projects between two or more institutions that individual institutions were preparing to take on separately but might be willing to work on collaboratively. Such projects might involve the sharing of expertise, outsourcing services to each other, joint development of new or improved services, joint outsourcing to a private vendor or joint purchase of common equipment or supplies. The meeting is under consideration.		
<b>Accountability and Sustainability</b>		Establish a culture of customer service. Leader: Jack Fahey	Through the department of Human Resources, training sessions for YSU Employees have been held on: "Defusing the Angry Customer, Co-worker, Employee;" "Restoring Peace and Passion to the Workplace;" "Making Your Attitude Your Greatest Asset" and "Conflict Resolution." These sessions have utilized the staff and programming of the University's Wellness program. A more systematic approach, focusing specifically on developing a Culture of Customer Service, will be developed.		

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<b>Accountability and Sustainability</b>		Establish effective communication systems. Leader: Joe Mosca	Thus far we have taken several non-coordinated but effective steps to improve communications on campus. The Executive Administrative Staff Council has had a significant increase in the frequency and effectiveness of meetings to improve dialog among and communication between the University's senior administrators. The president has increased the frequency of her "Presidential" communications to the entire University. There has been a greater use of targeted campus "Announcements" using the campus e-mail and Portal systems. There has been a renewed effort to communicate changes to policy and practice on campus as soon as such changes take effect. A more systematic approach is anticipated with the formation of a "Communications" committee.		



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<b>Regional Engagement</b>		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," which may offer programming at the Youngstown Public Library. 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.		
<b>Regional Engagement</b>		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. However, more proactive solutions 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.		
<b>Regional Engagement</b>		Develop strong relationships with regional economic development agencies. Leader: Ron Chordas	The Colleges are actively engaged with organizations that directly impact the economic health of the region. The College of STEM continues to work directly with representatives of the YBI and the Regional Chamber of Commerce to lead economic development of the region, as does the Williamson College of Business Administration. The Dean of FPA is 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. A new initiative, with the goal of improving coordination among economic development organizations, involves the MRCI and the Western Reserve Port Authority finalizing a joint venture agreement to integrate their respective resources to more efficiently and effectively advance economic development. The University Outreach also participates on the Competitiveness Council of the Ohio Pennsylvania Region Network. In addition to some of the initiatives mentioned in the below initiative, the College of Fine and Performing Arts is teaming up 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.		
<b>Regional Engagement</b>		Increase coordination/communication among academic units related to economic development and community engagement. Leader: Ron Chordas	The primary goals of this initiative will involve individual as well as coordinated efforts among the various academic units within the University. There are several projects underway to help engage the community and the University in economic development. Others are in different stages of planning. Current projects that are making progress towards the goals of this initiative include the following: <ul style="list-style-type: none"> <li>• 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.</li> <li>• The Small Business Development Center (WCBA) continuously utilizes the skills of faculty members across campus to address business-related needs and planning.</li> <li>• 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).</li> <li>• 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.</li> </ul>		

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<b>Regional Engagement</b>		Improve communication between community outreach units and academic departments. Leader: Ron Chordas	The initial strategy for this initiative is to identify areas of expertise and interest within which the outreach units and academic departments may cooperate. To this end, one-on-one meetings were held with the Deans to begin to identify their college's interest and future role in community engagement and economic development. The results of the one-on-one meetings produced the following outcomes and ideas to move forward in this area: 1. A meeting was conducted with the Chairs of CLASS, and are pending for other academic departments, 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 involving 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. 4. The Beeghly College of Education is involved in organizing multiple departments in applying for a planning grant, 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. Encourage YSU personnel, faculty and staff to become more involved on community boards.		
<b>Regional Engagement</b>		Develop a task group for nonviolent behavior and community safety. Leaders: Tammy King and Yulanda McCarty-Harris	A task group chair and co-chair have been identified to explore issues surrounding "non-violent behavior and community safety," and we expect the group to be established and addressing relevant issues by spring 2012. At this time, the chair and co-chair are assembling community and university leaders to assist us with the direction of this initiative. 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."		
<b>Legend:</b> Critical Delay  Behind But Manageable  On Schedule  Completed (will be deleted from next report) 					

5/11/12