

## **Institutional Annual Plan FY05 Report of Progress**

### **Critical Issue 1: YSU will build enrollment strategically and manage it effectively.**

- A. Undertake a range of initiatives in recruitment and retention to continue enrollment growth and progress toward the Fall 2008 enrollment target of 14,000 students.
- *The following initiatives related to the Fall 2008 enrollment target were undertaken*
    - *The Conditional Admissions Policy was passed and is being implemented*
    - *A three year rolling scholarship plan through FY09 was developed*
    - *Graduation rate data was collected and compared to peer institutions for further analysis*
    - *Marketing initiatives were implemented for Cleveland and Western Pennsylvania*
    - *Enrollment targets from high schools in the primary service area were developed*
- B. Finalize a multi-year scholarship/financial aid plan with special emphasis given to increasing need-based scholarships.
- *The FY07-FY09 Scholarship Plan was finalized and presented to the Academic and Student Affairs Committee of the Board of Trustees on June 2, 2005.*
- C. Pursue a Pennsylvania tuition reciprocity agreement in partnership with Slippery Rock University.
- *A draft pilot tuition reciprocity project was developed with Slippery Rock University. The proposal was submitted to the Pennsylvania Higher Education Commission who declined to participate. YSU will undertake independent initiatives to increase enrollment from Western Pennsylvania.*
- D. Assess effectiveness of marketing and recruitment activities in the Cleveland, Akron, and Canton areas and implement any necessary changes.
- *Statistics regarding applications and enrollments from Cuyahoga, Summit, Stark, and Portage Counties show that we have experienced an overall 19% increase in enrollments from these target areas during 2004/05. A survey was designed and sent to 2700 prospective students and parents in Cuyahoga, Summit, Stark, and Portage Counties to refine our understanding of perceptions of YSU in preparation for the next cycle of marketing efforts in those target areas with results expected by the end of June, 2005.*

**Critical Issue 2: YSU will promote excellence in teaching, learning, service, and research—and prepare students to undertake civic and leadership responsibilities—through programs and educational experiences that meet student and workforce needs.**

- A. Begin preparation and planning for the North Central Accreditation (2007).
  - *A report on the Higher Learning Commission (North Central Association) accreditation process was presented to the Board of Trustees, and initial planning is underway. The site visit will take place in February 2008.*
- B. Develop a five-year strategic plan for the Academic Division and the colleges.
  - *The Academic Division prepared a draft strategic plan in Spring 2005 for refinement after the arrival of the new Provost in July 2005. The planning process will continue during the 05-06 academic year.*
- C. Gain OBOR approval for the Bachelor of General Studies degree program to facilitate program implementation during the 2005-2006 academic year.
  - *The Ohio Board of Regents approved the Bachelor of General Studies Degree on April 25, 2005. The degree will be implemented for Fall 2005.*
- D. Develop a comprehensive program to recruit, advise, and enroll adult students seeking to complete or begin a degree program.
  - *The Assessment Council and Metro College conducted an adult-learner survey through CAEL (the Center for Experiential Learning) in Spring 2005 and the results will be used to develop strategies to improve advising and the educational experience of adult students.*
  - *Metro College initiated a comprehensive marketing campaign to recruit adults into credit courses.*
  - *An additional on-campus .5FTE adviser position has been approved to facilitate advising for the Bachelor of General Studies degree and other degree-completion programs.*
- E. Explore the feasibility of developing new graduate programs in Neighborhood and Community Development and Public Administration.
  - *This item has been postponed until next year.*
- F. Pursue a collaboration with NEOUCOM Phase I planning to develop a comprehensive proposal for offering the PharmD degree consorcially through NEOUCOM.
  - *With input from YSU and three other universities, NEOUCOM submitted a Program Development Plan for the Doctor of Pharmacy program to the Regents Advisory Committee on Graduate Study (RACGS) in Spring 2005.*

*YSU signed a memorandum of understanding with NEOUCOM on May 16, 2005, to articulate undergraduate pre-pharmacy coursework with the proposed Doctor of Pharmacy program.*

- G. Complete a plan, to be implemented beginning in Fall 2005 in partnership with Jefferson Community College and the Columbiana County Career and Technical Center, to increase educational attainment in Columbiana County.
  - *The plan was completed, and approved by the respective boards of trustees, in Spring 2005. The first courses will be offered at the Columbiana County Career and Technical Center in Fall 2005.*
- H. Continue to develop QUEST and the Academic Alliance Undergraduate Research Symposium as forums for undergraduate research.
  - *Student participation in Quest increased from 250 students in 2004 to 290 students in 2005. The Quest judging procedure was standardized and two QUEST Civic Engagement Awards (\$250 each) were established. YSU faculty and staff participated in the CUR (Council on Undergraduate Research) workshop on Institutionalizing Undergraduate Research and YSU students were selected to present research at the CUR Posters on the Hill, a high-profile event that places YSU on the national map for excellence in undergraduate research.*

**Critical Issue 3: YSU will manage resources efficiently and strategically, leverage them effectively, and develop additional resources to fulfill its mission.**

- A. Develop contingency plans for the financial uncertainties that are possible with the state's operating and capital budgets.
  - *A contingency operating budget for FY 2006 was drafted in the event of a shortfall in projected revenues.*
- B. Complete feasibility study for the Centennial Campaign and finalize Campaign Case Statement.
  - *A feasibility study was completed by Marts and Lundy in February 2005, including a first draft of a case statement.*
- C. Develop the appropriate relationship between Alumni Society Membership and the YSU Annual Fund.
  - *The firm InfoCision was hired to approach 15,000 selected alumni who have never given to the Annual Fund.*
  - *A survey of 6400 alumni was mailed to the geographic areas of the country (beyond the immediate vicinity) in which they concentrate most notably (Cleveland, Detroit, New York, Atlanta, Los Angeles, Miami) to determine willingness to become more actively engaged with the University and to gain further knowledge regarding perceptions of the University. This effort will inform actions to be taken during 2005/06, including the locale and character of hosted alumni events.*

- D. Project 2008 targets for faculty FTE and the desired ratios of part-time/full-time faculty and create a plan for achieving them, so that YSU can provide quality instruction and sufficient number of classes as enrollment increases.
- *The Academic Division developed target ratios for part-time/full-time faculty to be achieved by Fall 2008. The deans are refining the ratios within individual colleges and at different course levels.*
- E. Determine accurate funding formulas for college instructional salary costs, particularly in the areas of part-time instruction and graduate and teaching assistants.
- *This item has been postponed until next year.*
- F. Develop a five-year plan for intercollegiate athletics.
- *The Strategic Plan for Intercollegiate Athletics was completed and presented to the Internal Affairs Committee of the Board of Trustees June 9, 2005.*
- G. Establish policies under which operational units will be allowed to carry forward general-fund budget balances, and if the alternative bear responsibility for year-end budget deficits.
- *This item has been postponed until next year.*
- H. Ensure that an annual audit schedule is in place and high-risk areas are included in the plan.
- *During the first year of the out-sourcing of internal audit, an audit schedule was prepared in conjunction with an annual risk assessment. A tracing mechanism has been developed to monitor implementation of both internal and external audit recommendations.*
- I. Review and refine current investment policy and practices.
- *The University's comprehensive investment policy was reviewed and updated. An investment monitoring report was developed collaboratively by YSU, the Investment Subcommittee, and the investment consultant. The University's funds available for investment were invested pursuant to policy guidelines, including a five percent investment in equities.*
- J. Conduct analysis of fringe benefit rates for budget purposes.
- *An analysis of fringe benefit rates by employee classification for budget purposes was conducted and rates were modified as appropriate.*
- K. Continue the comprehensive review and assessment of conditions and issues which contributed to the FY 2003 reportable condition and complete the implementation of the corrective action plan.
- *The reportable condition was fully addressed and resolved and the University had a clean FY 2004 external audit. The Financial Service unit*

*was restructured and professional staffing enhanced as part of the resolution of the reportable condition.*

- L. Update business processes to take advantage of emerging technologies.
  - *A comprehensive business process analysis is underway in conjunction with SCT Banner.*

**Critical Issue 4: YSU will develop and communicate a positive, shared institutional identity and market its strengths and successes aggressively.**

- A. Begin preparation and planning for the Centennial Celebration (2008).
  - *A “Homecoming 2008 Planning Committee” has been appointed and meeting regularly; goals for the committee have been established; and plans for Homecoming 2005, 2006, 2007, and 2008 are underway.*
  - *Centennial Working Committee was appointed by the President in June, 2005. A preliminary theme has been identified (“1908-2008, A Proud Past and a Promising Future”) and plans are under way for a list of events over the next three years.*
- B. Extend the “Success Stories” marketing campaign to include a focus on faculty as success stories and as indicators of superior quality at YSU.
  - *The “Success Stories” marketing campaign included examples of faculty excellence during the past year.*
- C. Refine the messages and clarify the audiences for the on-going marketing campaign in both the traditional service area and the “outer circle” of Ohio counties, based on focus group research.
  - *Various concepts for stage two of the branding campaign are currently being outlined for internal review, subject to the survey results, and possible implementation in 2005/06.*
- D. Complete Phase II objectives for the development and installation of the YSU University Archives on the fifth floor of Maag Library as a repository of University documents and as a major component of the University centennial celebration activities and achievements.
  - *The design, scope, and cost of the archives project have been determined, but progress has been delayed pending completion of concept drawings in August 2005.*

**Critical Issue 5: YSU will provide the range of student services necessary for a student-centered University to attract, support, retain, advance, and graduate students. YSU will also maintain ongoing and lifelong relationships with its alumni.**

- A. Hire a permanent director for the Center for International Studies and Programs.

- *The director position for the Center for International Studies and Programs is being reviewed.*
- B. Develop conditional admissions policy designed to increase chances of success and retention of underprepared new students.
  - *The conditional admissions policy was passed by the Academic Senate in February 2005. Plans for full implementation in Spring 2006 are being developed.*
- C. Develop an integrated student housing plan to achieve Fall 2008 student housing targets, involving university housing, University Courtyard, and the campus neighborhood.
  - *The housing plan process was initiated in Spring 2005.*
- D. Continue integration of the Office of Career Services and the Center for Student Progress in order to improve retention of students.
  - *The Career Coordinator within the Center for Student Progress had 350 student contacts during the 2004-05 academic year, 2.5 times greater than the year before. Two additional programs related to Career Decision Making were facilitated this past year.*
- E. Strengthen a customer-service mentality in direct services to students.
  - *A comprehensive student/customer service program was developed and implemented for the Student Accounts and University Receivables unit.*

**Critical Issue 6: YSU will provide a climate of respect of all people. Its students, faculty, staff, and course content will increasingly reflect the diversity of the community, the nation, and the world.**

- A. Expand services to support a more diverse student body through the Office of Student Diversity Services.
  - *The Office of Student Diversity Services took a leadership role in each of the monthly student diversity programs offered throughout campus and worked collaboratively with the Office of Admissions and the Office of Equal Opportunity and Diversity in the sponsorship of programs aimed at underrepresented populations.*
- B. Implement the Presidential Mentors program as a way to develop leadership abilities among a diverse group of students.
  - *The Presidential Mentors, a diverse group of seven upper division students assembled to mentor the president and members of his cabinet, was implemented and the first year completed and evaluated. The program will be continued and expanded to include 21 presidential mentors for the term beginning in September, 2005.*

- C. Create and make available a comprehensive set of diversity programs, initiatives, and activities that focus on valuing diversity, achieving diversity, and effectively managing diversity.
- ***Programs, presentations, and initiatives included a series on the Brown v. Board of Education, which received a Best Practices Award for Excellence for its content.***
- D. Improve the campus climate for all faculty, staff, and students by reducing diversity tension and preventing unlawful discrimination and harassment through educational training programs, employee consultation, diversity coaching, and technical support for managers, supervisors, and academic administrators.
- ***The Office of Equal Opportunity and Diversity has involved itself in an ongoing program of diversity coaching for staff members, managers, supervisors and executives in both academic and administrative units involving meeting with a University official and discussing a situation in their unit where some tension has arisen around issues of race, gender, religion or other protected areas and then coach the person through the matter to a successful conclusion.***
- E. Identify and disseminate information, strategies, and processes, new proposals, new ideas, new developments, external trends, and best practices in academic and workplace diversity.
- ***The Office of Equal Opportunity and Diversity serves as a central clearinghouse for the dissemination of information to the campus community on such diversity themes as diversity best practices, diversity leadership and diversity talent management and useful information to address a particular diversity issue.***
- F. Establish working partnerships with key community leaders and organizations and work collaboratively to achieve mutual diversity goals.
- ***Members of the office serve on various community boards and continually participate in community events. The organizations include campus advocacy groups and community organizations that provide services for mainstream groups, Hispanics, African-Americans , and members of the Asian community.***
- G. Continue to review and assess the scope and effectiveness of the University's Equal Opportunity and Diversity services and make adjustments as needed.
- ***The performance of each person, each program and each process is reviewed on an ongoing basis and adjustments are made as needed.***
- H. Introduce a series of *Interest Based* diversity initiatives designed to bring people together on the basis of their common interest rather than on the basis of their group identity.
- ***This program is still in its planning stages.***

**Critical Issue 7: YSU will pursue an integrated approach in using technology to meet the academic, research, student-services, and administrative goals of the University.**

- A. Initiate phased implementation of the SCT Banner software system, completing the first phases of the IT Master Plan recommendation to replace administrative computing systems.
- *Organization and planning for the implementation of the SCT Banner software system, referenced as the YES (YSU Enterprise Resource Planning Solution) Project, began over the summer months. Early in the fall, major milestones for the three year project were identified, including implementation of Finance (July, 2005), Advancement (September, 2005), Luminis portal (July, 2006), Admissions (September, 2006), Financial Aid (January, 2007), Human Resources/Payroll (January, 2007), Student Accounts (February, 2007), and Registration (2007).*
  - *Hardware required to support the SCT software was purchased and installed in October. This new technology increases YSU's ability to process data by 200 percent, increases tape storage capacity, and dramatically increases electronic data storage from 840 billion bytes to 4.2 trillion bytes of data.*
  - *A major milestone to go-live with the Finance module and begin processing financial documents in Banner beginning July 5<sup>th</sup> remains on schedule, as the final phase of system testing is being completed.*
- B. Increase the number of multimedia classrooms and enhance distance-learning classrooms.
- *Five newly renovated classrooms in Fedor Hall were equipped with multimedia equipment, establishing campus standards for basic multimedia classrooms.*
  - *Four new classrooms were constructed in the basement of Maag Library, each equipped with multimedia equipment to accommodate courses taught in Communication and Theater.*
  - *An additional Interactive Distance Learning and Collaboration classroom was opened in Health and Human Services (CUSH 3037) earlier this year. The capabilities to support six (6) concurrent academic courses taught at a distance were available in FY05 (increased from 5 the prior year). The number of courses offered as interactive distance learning (IDL) courses increased from 7 courses for fall 2003 to 30 courses in fall 2004. The number for spring increased from 6 for spring 2004 to 27 for spring 2005.*
- C. Develop a rollout strategy for wireless access in public spaces.
- *The wireless project was temporarily placed on hold, due to the delay in providing network logon IDs, the unexpected retirement of the Director of Network Services, budgetary implications, and the YES Project implementation.*

- D. Provide network logon IDs for faculty, staff, and students, securing network access from unauthorized users.
- *The foundation for the network logon (E-Directory) has been successfully installed and implemented. Outstanding integration issues have delayed the rollout of the network logon. Work will continue to resolve outstanding issues and complete final testing over the summer months prior to a phased-in rollout in FY06.*
- E. Increase hours of support staff and extend Help Desk evening/weekend coverage.
- *The Tech Desk (formerly Help Desk) was relocated to the fourth floor of Maag Library to provide an environment conducive to increasing hours of support and beginning spring semester, the Tech Desk extended their hours to include evening and Saturday hours. A new position was added to accommodate the extended hours of operation.*

**Critical Issue 8: YSU will undertake community partnerships to serve and address the cultural, intellectual, educational, social, and economic needs of the region.**

- A. Initiate activities with local school districts designed to improve the preparation of their students for college work.
- *A data sharing project was developed with districts served by the Mahoning County Educational Service Center to provide information that will lead to better preparation of their graduates.*
- B. Begin Phase II of the WYSU-FM strategic planning process, focusing on opportunities to service the region in a manner that takes into account the shift to digital radio transmission as well as lessons learned from Phase I of the planning process.
- *Phase II planning has begun and an analysis has been completed of the revenue streams that support WYSU along with an assessment regarding implications of possible changes in CPB funding.*
- C. Continue to examine methods of collaborating with the region's arts organizations as YSU pursues the strengthening of its own cultural and artistic offerings to the community.
- *CityArts has been jointly funded through cooperation among YSU and the majority of other community arts organizations. The CityArts promotions and associate WEB site and phone information center is now function, supported by the \$10,000 budget from community arts organizations and \$10,000 from YSU.*
- D. Finalize a plan and secure funds to restore the Wick Pollock Inn.
- *An RFQ was prepared and distributed to more than twenty developers; initial discussions were held with the single respondent. The RFQ will be revised and distributed to a broader vendor audience.*

- F. Develop community partnerships with an emphasis on the development of crime prevention strategies to ensure support and cooperation from other governmental and non-governmental organizations designed and intended to enhance the quality of life for everyone equally.
- *Mutual Aid Agreements were initiated between the YSU Police Department and the police departments of 13 public universities in Ohio, as well as with all Mahoning County law enforcement agencies.*

**Critical Issue 9: YSU will further develop a competent, motivated, diverse, and competitively paid workforce committed to carrying out the mission of the University.**

- A. Undertake planning for collective bargaining with YSU-OEA and ACE based on priorities established with the Board in order to successfully negotiate successor agreements with both bargaining units.
- *Planning for negotiations occurred throughout the year and negotiations with both groups resulted in ratification of successor agreements.*
- B. Establish an ongoing program of professional development for newly hired faculty; annual training to employees that will help lead to a work environment that is free from sexual harassment, discrimination, and workplace violence; and supervisory training to first-time and seasoned supervisors.
- *Training took place in CY04 and has taken place or is currently scheduled in CY05.*
- C. Establish a clearly defined process for filling vacant positions and implement appropriate safeguards.
- *New hiring procedures for faculty and professional/administrative staff, including background screening, were developed and finalized.*
- D. Conduct a wage compensation study of classified staff in order to assess the competitiveness of the University's classified civil service compensation system.
- *The classified civil service employee wage compensation study was completed and results shared with the Board of Trustees and the campus community.*

**Critical Issue 10: YSU will develop and maintain a safe, attractive, convenient, and functional physical plant responsive to the present and future needs of students, staff, alumni, and the community. The University will work with the community to enhance the safety, aesthetics, and vitality of the campus periphery and surrounding neighborhood.**

- A. Complete the Campus Master Plan and recommend a financing strategy.
- ***The Campus Master Plan was completed and presented to the Board of Trustees and campus community in March 2005. The comprehensive plan outlines improvements to the campus and adjacent neighborhoods in three distinct time components: pre-2008, Centennial Year, and post-2008. Proposed improvements have been prioritized by needs and funding criteria.***
- B. Target renovation of eight to ten classrooms for FY05.
- ***Renovation of 16 classrooms in Beeghly Center and DeBartolo Hall will be completed during Summer 2005, all of which will also be equipped with technology adaptation improvements.***
- C. Develop the West Campus Gateway by substantially completing construction of the Campus Recreation and Wellness Center, the Bookstore Addition, and the West Gateway Canopy projects.
- ***The West Campus Gateway is scheduled for completion during early Fall 2005.***
- D. Expand and improve parking facilities at University Plaza, Bryson, and Lincoln/Rayen.
- ***Phase One of the East Campus Gateway improvement project – a comprehensive main campus gateway project envisioned in the Centennial Campus Master Plan – was designed and is now under construction, scheduled for completion with the opening of Fall 2005.***
- E. Develop an expedited strategy and policy for land acquisition within OBOR/BOT approved campus boundaries.
- ***Policy number 4005.01 (Acquisition of Real Estate) was revised and approved by the Board of Trustees in September 2004.***
  - ***Efforts to acquire remaining property in Smoky Hollow have been accelerated, and have included utilization of new tax lien acquisition tools and partnership efforts with the YSU Foundation.***
- F. Conduct a campus-wide environmental, health and safety survey; identify areas to be strengthened; and develop a plan for implementation.
- ***Firms which possess the expertise to conduct a campus-wide environmental, health and safety survey have been identified and preliminary cost estimates have been obtained. Components of the survey which may be accomplished through governmental agencies for little or no cost have been identified. Issuance of a RFP/RFQ has been placed on hold until restructuring in the department is completed.***
- G. Develop and implement programs utilizing electronic security technology to enhance safety and security in critical areas, supplementing the use of human resources in the delivery of quality services.

- *Security camera surveillance systems completed or updated in the following buildings: Meshel Hall (Bursar's Office), Kilcawley Center (entire facility), Williamson Hall (4<sup>th</sup> floor lobby) and Stambaugh Stadium (Gyms A, B, & C).*

H. Develop a centralized, coordinated and on-going process to update the "Guidebook/Administrative Procedures Manual."

- *In addition to beginning a comprehensive institutional review of the "Guidebook" during FY 2005, 4 new policies were developed, 5 existing policies were revised, and all policy changes since 2000 were posted to the University's web-site.*