Cornerstone	Start Date	Est. Date of Completion	Summary of Initiative	Current Status	Status

Regional Engagement	2011-2012	Ongoing	Develop strong relationships with regional economic development agencies.
			Leader: Ron Chordas
				(Continued from page 9)
				across the twelve county region in northeast Ohio collaborating on developing and implementing plans for sustainable growth. The Executive Director of Urban and Regional Studies also serves on the Dashboard committee defining the measurable outcomes of the initiative.
				Metro College Workforce continues to participate on the Business Resource Network, initiated by the local WIA Board and expanded into Pennsylvania. We have been able to develop contract training for additional companies in the areas of computer training and lean/six/sigma through our participation on the Council.
				YSU actively and regularly participates in regional economic development initiatives led by the following organizations:
				    Eastern Ohio P-16
				    Mahoning Valley Manufacturers Coalition
				    Youngstown Business Incubator Board of Directors
				    Youngstown Business Incubator Innovation Loan Fund
				    National Additive Manufacturing Innovation Institute Steering Committee
				    TechBelt Energy Innovation Canter Board of Directors
				    MAGNET Education and Workforce Development Subcommittee
				    NorTech Regional Technology Mapping Committees
				    Business Resource Network
				Chamber of Commerce Business Attraction and Retention Initiatives	

Regional Engagement	2011-2012	Ongoing	Offer diverse arts and cultural programming to broaden audience demographics. Leader: Bryan DePoy	A primary goal is to ensure connectivity to the Community Diversity Programming Series and the academic colleges, especially the College of Fine and Performing Arts and the College of Liberal Arts and Social Sciences. In addition, the Department of Theater and Dance is in the very early stages of a youth theater project titled, "Penguin Playhouse." In addition, our cultural programming at the Jewish Community Center in Youngstown's north side is moving along very successfully. While most of the programming is music, we are in the process of collaborating on a theater camp for youth. For the Spring 2013 semester, we are very pleased to announce collaboration between the Department of Theater and Dance and the Community Diversity Programming series to bring in a professional minority actor to feature in a University Theater production of "Broke-ology." Discussions are under way as to how to best engage the region to broaden the cultural demographic, but as of now, Chaney High School students will be involved in some capacity. In addition, WYSU-FM reaches thousands of listeners everyday in the region, providing them with lifelong learning opportunities through the station's fine arts and news and information programming. This includes the on-going classical and jazz music programming, increased local public affairs programming, as well as network programming that explores important national and international issues.	
Regional Engagement	2011-2012	2014	Establish policies to reduce barriers to partnerships. Leader: Task Force to be identified by Chet Cooper and Bryan DePoy	The Youngstown State University Research Foundation (YSURF) was established as one vehicle towards resolving some barriers to partnerships. A STEM College testing service has been developed in which YSURF serves as a contact point for entry into the University by companies. In addition, YSURF currently has an agreement with a Pennsylvania firm to sponsor faculty research on an environmental issue of interest to the company; however, more proactive solutions to facilitate and maintain interactions with business should be viewed as a priority. 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. Also, as an outreach arm of YSU, WYSU has initiated numerous community partnerships in a high profile manner. WYSU-FM has developed partnerships with both for profit and non-profit entities to provide more programming services to the region. Partnerships with The Vindicator and The Business Journal have allowed WYSU to add local news programming to our schedule. Partnerships with non-profit organizations such as Mill Creek Metro Parks and the Second Harvest Food Bank have also expanded WYSU community services.	

Cornerstone	Start Date	Est. Date of Completion	Summary of Initiative	Current Status	Status
Regional Engagement	2011-2012	Ongoing	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: • Within the Williamson College of Business Administration (WCBA), the Monus Entrepreneurship Center is collaborating with the Gerontology Program (Bitonte College of Health and Human Services; HHS) to plan a regional conference that will include a student entrepreneurship competition focusing on new business ideas for the senior market. • The Small Business Development Center (WCBA) continuously utilizes the skills of faculty members across campus to address business-related needs and planning. • New graduate courses have been developed by the WCBA. One is an elective course in Entrepreneurship, Technology and Innovation for MBA students, as well as those in the College of Science, Technology, Engineering and Mathematics (STEM). • The Center for Nonprofit Leadership/Engagement Team will soon distribute a Regional Engagement Survey to YSU faculty and staff to assess the University's involvement in the community as well as in service learning experiences. • The Dean of the Williamson College of Business Administration, Director of the Small Business Development Center, Executive Director of Urban and Regional Studies, and the Chair of Geology met to discuss coordination of program offerings related to the shale industry. The Engagement Task Force recently (November 2, 2012) sponsored a Faculty Summit on Engagement in Kilcawley Center for YSU faculty and staff. The workshop focused on global engagement activities; best practices in setting objectives, evaluation of outcomes, and assessment for student internship placements; development of service learning courses and activities. Recently, YSU's Public Service Institute established an agenda with department chairs to provide CE opportunities for seniors in cooperation with the Sociology Department beginning in the fall of 2013. In future Dean's Council meetings, an ongoing community outreach/economic development agenda item will be discussed and consensus agreement will be sought regarding strategic activities relating to economic development. YSU's Public Service Institute developed a grant to provide Getting Ahead non-credit classes for potential students in cooperation with Metro Credit. The classes would begin in the Spring of 2013.	
Regional Engagement	2011-2012	Ongoing	Improve communication between community outreach units and academic departments. Leader: Ron Chordas	The strategy for this initiative is to identify areas of expertise and interest within which the outreach units and academic departments may cooperate. To this end, one-on-one meetings were held with the Deans to begin to identify their college's interest and future role in community engagement and economic development. The results of the one-on-one meetings produced the following outcomes and ideas to move forward in this area: 1. Meetings were conducted with the Chairs of CLASS and Bitonte College regarding opportunities for student engagement relating to community projects. These meetings will continue as needed throughout the academic year as opportunities arise. 2. Deans agreed to develop on an ongoing basis a community outreach/economic development agenda item for reporting at Deans' Council. 3. The suggestion of an internal engagement summit with departments involved in economic development and community engagement to more clearly identify and define the University's role will be an upcoming agenda item for discussion in Deans' Council. There has been no progress on the above two items. These will be agenda items for the fall Dean's council meetings. 4. The Beeghly College of Education submitted the Promise Neighborhoods Grant, a collaborative effort between Beeghly College, Bitonte, CLASS, and the Center for Urban and Regional Studies. They have also worked to obtain commitments from multiple social service organizations providing services on the east side of Youngstown. 5. A meeting was held with the new Dean of the Beeghly College of Education to discuss possible outreach efforts for the College. 6. Encourage YSU personnel, faculty and staff to become more involved on community boards.	

Cornerstone	Start Date	Est. Date of Completion	Summary of Initiative	Current Status	Status
Regional Engagement	2011-2012	Ongoing	Improve communication between community outreach units and academic departments. Leader: Ron Chordas	*(Continued from page 11)* The Executive Director of the Center for Urban and Regional Studies, along with the MRCI coordinator, serve on the board of directors of the Northeast Ohio Sustainable Communities Consortium, a twelve county consortium. This initiative is funded by a 4.3 million dollar grant from HUD. The grant's goals include creating a resilient Northeast Ohio, connecting our communities, restoring and protecting the natural resources. It is based upon a competitive framework for the economic vitality of the region. In a forthcoming Dean's Council meeting, the possibility of an internal engagement summit involving departments having interests in economic development and community engagement will be discussed. The purpose of the summit will be to more clearly identify and define the University's role in these areas.	
Regional Engagement	2012-2013		Identify and secure sources of external funding to support student athletes and enhance their competitiveness. Leader: Ron Strollo	The Department of Athletics has entered into an agreement with IMG, a national leader in sports marketing and promotions, to provide an analysis of our corporate marketing efforts. They plan a site visit in February. The Athletic Department will continue to explore other revenue opportunities, notably with fundraising. Example of recent fundraising successes is the recent $500,000 gift from Farmers National Bank for the new Soccer Complex West of Fifth Avenue.	

	Legend:	Critical Delay		Behind But Manageable		On Schedule		Completed	

Cornerstone	Start Date	Date of Completion	Summary of Initiative	Current Status
Student Success	2011-2012		Improve orientation processes and programs. Leader: Jonelle Beatrice	Committee work is complete for now. The committee recommended more faculty involvement and finding ways to make the experience more personal and interactive. The SOAR program has been changed to incorporate these recommendations. We will monitor the success of these changes through this year's program.
Student Success	2011-2012		Tighten and improve enforcement of academic progress. Leader: Jonelle Beatrice	On May 2, 2012 Academic Senate passed a new conditional admission policy which raises the standard for regular admission and creates a very structured program (based on best practices research) for students who are admitted conditionally. The program should provide a set of expectations (such as regular meetings with staff, regular class attendance) and a safety net that helps serious students to be more successful. The program should increase student retention. Approximately 2/3 of these at risk students succeeded during Fall semester (which is a surprisingly high percentage).
Student Success	2011-2012		Create early-warning processes to improve student success. Leader: Jeanne Herman	The committee is in the process of implementing the "Early Alert" product of Starfish. The system is designed to capture all at-risk behaviors of students. It also allows the University to track all campus resources for intervention and retention. Early Alert will permit faculty members to easily identify students who are not progressing in class, refer that information to designated campus services, and then receive up-to-date information regarding the referral. The spring 2012 pilot test was very successful. This summer 2012 all 1500 level courses will use Starfish. In the fall the program will expand to ALL freshman level classes. A formal training session was held for academic advisors on March 29, and demonstrations of the product were held for the EASC, the University Diversity Council and Academic Senate. Faculty training sessions and online resources are being developed and will be presented to faculty during summer and fall 2012. All parties that review the software react positively both to the concept and to this particular software. We anticipate that implementation will immediately improve retention. Initial indicators appear to show increases in freshman gpa and course completion.
Urban Research	2011-2012		Develop a comprehensive startup packages policy. Leader: Peter Kasvinsky	Revised policy/procedures complete and reviewed by Deans. To be posted on the School of Graduate Studies and Research website.
Urban Research	2011-2012		Examine admission standards and policies for graduate students. Leader: Jack Fahey	Committee work is complete – see "Graduate School Best Practices" document. The University has elected to implement a transition of graduate admissions processing to undergraduate admissions. The goals of this change are to modernize and improve processing, improve customer service and increase graduate enrollment. Significant changes have been made and are continuing to be made.
Regional Engagement	2011-2012		Develop a task group for nonviolent behavior and community safety. Leaders: Tammy King and Yulanda McCarty-Harris	A task force to examine violent behavior and community safety was created in Spring 2012. The task force, referred to as the Community Safety Committee, promulgated two successful initiatives: 1) a new YSU Workplace Violence Policy (in collaboration with the Domestic Violence Committee) and 2) the Community Safety Summit. The YSU Board of Trustees approved the Workplace Violence Policy (#7001.04) on December 14, 2012. The Community Safety Summit, sponsored by the Bitonte College of Health and Human Services, was held on November 10, 2012. More than 100 persons attended and partook in the opportunity to engage with other individuals and organizations to address the myriad of issues pertaining to community safety. Such interactions may result in networking and perhaps the sharing of resources. Post-summit evaluations indicated that the event was wholly worthwhile and very successful. Moreover, attendees wished to have more events like this one in the future, even on a quarterly basis. Finally, the Community Safety Committee is planning future events to address various issues related to public safety and welfare.

1/30/13

Regional Engagement

Activities that enhance the quality of life, well-being, and economic development of communities by active engagement, not merely by existence.

Available Metric Reporting Data*

Number of attendees for arts and cultural events
- Spring 2012 = 9404
- Summer 2012 = 13,500 (est)**
- Fall 2012 = 10,163

Passage Rates for health licensure examinations (goal=100%)
- Nursing (BSN) = 100%
- Nursing (MSN) = 100%
- Social Work (BSW) = 76% (national norm is 71%)
- Social Work (MSW) = 84% (national norm is 66%)
- Dental Hygiene = 100%

Athletics Matrices
- 5% increase in external funding year over year
- Number of attendees at athletics events: 130,722 in FY2012
- 11/18 teams finished in top half of conference in past year

*Most information will be available during the annual reporting cycle, the call of which has yet to be issued; or, the information has yet to be reported

**Summer Festival of the Arts and the YSU Jazz Festival (multiple entry points prevent an exact accounting)

Youngstown
STATE UNIVERSITY

Status as of:	Added	Deleted	Open
May 13, 2005	75	0	75
September 9, 2005	9	0	84
November 10, 2005	11	34	61
February 10, 2006	20	16	65
May 19, 2006	7	8	64
August 25, 2006	23	15	72
November 13, 2006	0	8	64
February 9, 2007	4	15	53
June 6, 2007	30	6	77
August 31, 2007	0	11	66
November 8, 2007	20	16	70
February 11, 2008	14	1	83
May 16, 2008	34	12	105
August 15, 2008	5	14	96
November 14, 2008	0	33	63
February 6, 2009	33	7	89
May 12, 2009	18	13	94
August 19, 2009	0	24	70
November 6, 2009	18	20	68
February 10, 2010	4	12	60
May 12, 2010	24	12	72
August 20, 2010	15	42	45
November 8, 2010	0	24	21
January 28, 2011	9	3	27
May 6, 2011	12	10	29
August 12, 2011	0	6	23
November 4, 2011	0	3	20
January 27, 2012	5	3	22
May 4, 2012	6	6	22
August 10, 2012	23	5	40
November 2, 2012	0	13	27
January 25, 2013	2	7	22
Totals	**421**	**399**	**22**

Audits Matrix
Additions & Deletions
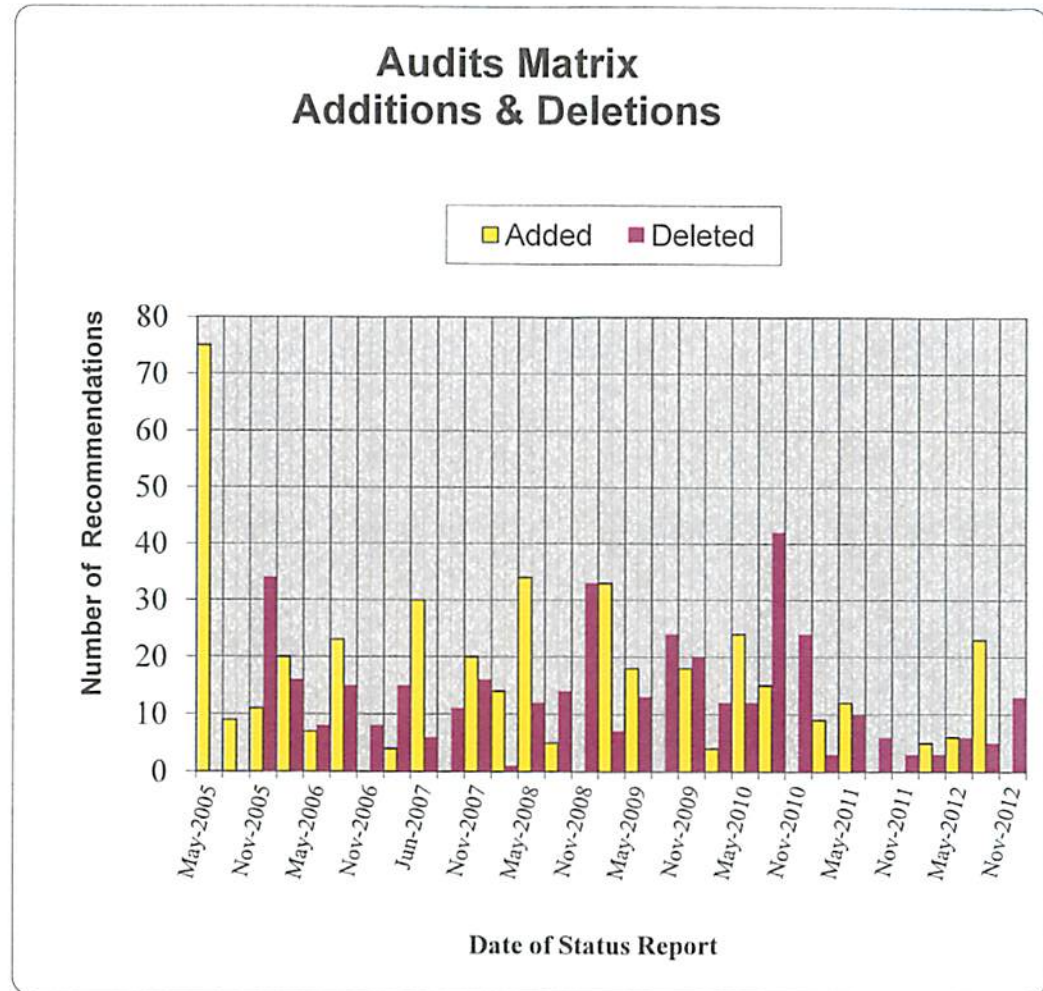
Audits Timeline Matrix Summary
As of January 25, 2013

The 22 recommendations at January 25, 2013 are from 3 external auditor management letters
and 7 Packer Thomas (PT) internal audits. This compares to 27 recommendations at November 2, 2012.

Audit Name	**Number of Recommendations**									
	Total		**Critical**		**Behind**		**On Schedule**		**Complete**	
	11/2/2012	1/25/2013	8/10/2012	1/25/2013	11/2/2012	1/25/2013	11/2/2012	1/25/2013	11/2/2012	1/25/2013
E&Y FY2007 Management Letter	1	1			0	0	1	1	0	0
Crowe FY2011 Management Letter	1	1			1		0	1	0	0
Crowe FY2012 Management Letter	0	2			0	0	0	1	0	1
PT Facilities Department (Jan 2012)	4	4			1		3	1	0	3
PT HR/Payroll (June 2005)	1	1			0	0	1	0	0	1
PT Human Resources (July 2005)	1	0			0	0	0	0	1	0
PT Human Resources (Oct 2009)	1	0			0	0	0	0	1	0
PT Human Resources (Feb 2012)	16	11			2	1	9	8	5	2
PT IT Governance (Nov 2009)	1	1			0	0	1	1	0	0
PT Payroll (Aug 2009)	1	1			0	0	1	1	0	0
Totals	27	22	0	0	4	1	16	14	7	7

Audits Timeline Matrix

Legend:		Critical delay		Behind but manageable		On schedule		Completed (will be deleted from next report)

Audit Name	Deadline	Summary of Recommendation	Summary of Response	Status 11/2/2012	Status 1/25/2013	Comments
PT HR/Payroll (Jun 2005)	03/31/13	We suggest that the University implement procedures to minimize the number of payroll adjustments. Adherence to the current time sheet deadline policy will help minimize payroll adjustments. In order to maximize efficiencies, the Web Time Entry module of the Banner system should be implemented as soon as possible.	Actions taken: Reports were run and HR staff audited the reports and forwarded memos to correct errors. The likelihood of occurrence for these types of errors has been greatly reduced. Processing and review procedures have been developed, documented, and communicated. Actions planned: Automation of the entry and routing of time sheets will improve timeliness and accuracy of time recording and payment processes. A revised implementation schedule for Web Time Entry will be determined. In the interim, we are evaluating changes in routing of support documentation for leaves to promote greater accuracy of time sheets prior to submission.			Web Time Entry for bi-weekly employees (including student employees) has been implemented. Efficiencies have been realized and payroll adjustments reduced.
PT Facilities Department (Jan 2012)	08/31/13	Implementing a more disciplined approach to prioritizing work order is essential to making the maintenance process a more planned, organized and controlled process. Included in the prioritization guidelines should be targeted response times for each level of risk.	We agree with the recommendation. Current staffing precludes immediate implementation.			Current resources have been reviewed and full implementation of the recommendation is not feasible. However, we continue to respond to the most critical work item at any given time. The issue of targeted response time will be addressed in a customer survey being developed by the division of Finance & Administration.

Audits Timeline Matrix

Legend:		Critical delay		Behind but manageable		On schedule		Completed (will be deleted from next report)

Audit Name	Deadline	Summary of Recommendation	Summary of Response	Status 11/2/2012	Status 1/25/2013	Comments
PT Facilities Department (Jan 2012)	12/31/12	We recommend that the individual that is to receive the key also be included on the request form. Additionally, when an employee leaves the University, the policy should be followed that requires keys to be obtained from employee prior to their separation. The Keystone 600 System should then be updated to reflect this information.	Keys are always issued to an individual. This individual is ultimately responsible for safeguarding the key. We agree that the policy regarding recovery of keys prior to employee separation should be strictly adhered to, preferably as a part of an exit interview process.			The checklist has been completed and we are awaiting it being added to the HR website.
PT Facilities Department (Jan 2012)	12/31/12	We recommend that all of the information on the different version of the Keystone 600 software be consolidated and transferred to the computer with the most recent version of the software and that the system is backed-up regularly on the University network. A periodic inventory off all outstanding keys should be performed to ensure that an accurate listing off all keys is maintained. We also recommend that another individual in the Facilities department is given access to and trained on the Keystone 600 software.	We have already moved forward with consolidation of the key records. While we concur with recommendation to perform a periodic inventory of outstanding keys, this is not practical given our current staffing levels. We will endeavor to identify another employee to be trained on the Keystone 600 system.			An audit process has been established, including utilization of an accounting intern. Additional individuals have been identified and trained on the Keystone software.

Audits Timeline Matrix

Legend:		Critical delay		Behind but manageable		On schedule		Completed (will be deleted from next report)

Audit Name	Deadline	Summary of Recommendation	Summary of Response	Status 11/2/2012	Status 1/25/2013	Comments
PT Human Resources (Feb 2012)	12/31/12	University policy and procedures requires that upon termination of employment that University property be collected, access to computer systems be removed, the employee be offered an exit interview and the completion of an employee termination checklist. Checklists are currently not being used and exit interviews are not always being done. University policy and procedure should be followed.	The University is in the process of establishing an exit checklist and process similar to the one used at the University of Akron. Human Resources will explore the feasibility of utilizing an online survey to secure candid responses from terminating employees to gain from their experiences.			The checklist has been completed and we are awaiting it being added to the HR website.
PT Human Resources (Feb 2012)	12/31/13	Top priority should be made to completing the implementation of Web Time Entry.	Payroll and HR staff members are currently engaged in the process of rolling out conversion to Web Time Entry for bi-weekly employees. Following the implementation of web time entry for classified employees, leave exception reporting will be implemented for Faculty and P/A staff.			Web Time Entry for bi-weekly employees (including student employees) has been implemented and efficiencies realized.

Audits_Timeline_Matrix_2013-1-25.xlsx Detail