Strategic Plan: Accountability and Sustainability

Managing the University's Resources Effectively

YSU has made the following progress on seven selected initiatives:

1. ***Identify and Implement a New Approach to University budgeting that Includes Cost-Benefit Analysis***

A committee, led by Neal McNally, has been formed and has met several times. Their discussions have focused on gaining a better understanding of Responsibility Center Management budgeting processes and discussions on the degree of RCM budgeting that YSU might want to adopt. The Committee held a briefing with staff from the University of Cincinnati about their adoption of a similar "performance-based budget model". They intend to interview several other Universities to continue their educational process. The committee's goal for a recommendation to the University is June 1, 2012.

2. ***Align Budget Priorities with Strategic Priorities***

Despite significant budget challenges caused by a reduction in Sate support and a decline in current enrollments the University has never-the-less maintained funding for strategic programs. Thus far, the University's identified Centers of Excellence program has had its funding and commitment to new positions, held harmless and selected positions are under recruitment. The new initiative on Distance Education has had its positions maintained and recruitment is in progress. A senior staff member has been repurposed without backfill, to focus on shared services and the re-engineering of business practices.

3. ***Create a Central Database to Support All Initiatives***

Work has begun on extracting data from University administrative systems to merge into new relational databases to support decision making and program support. Staff are beginning to model data repositories that would improve student recruitment and improvement in enrollments by mining and utilizing personal and academic interest data, entered by students as they apply to YSU. Another data project will look at academic performance by analyzing costs per FTE student in relation to total departmental credits produced. Finally a project is looking at data that examines several measures of academic student productivity by academic department such as, credit hours produced, majors and summer session. The purpose of current activity is to test data availability, data extraction and the ability to combine data in new relational database models. Current activity is not intended to make decisions until feasibility testing is complete and models have been reviewed by stakeholders for accuracy. ***Systematically Review, Simplify and Automate Business Processes***

This effort has begun by focusing effort on Human Resources and Payroll processes. An effort is underway to implement both "position request" and "performance evaluation"

modules of the PeopleAdmin system. "Position Request" automates the workflow and paperwork for requesting and getting all approvals for new or refilled positions thereby improving our ability to track the progress of requests and to move those requests along more speedily. "Performance evaluation" automates the process of evaluating the performance of each employee, eliminating a paper-intensive process and ensuring that performance assessments are done in a timely manner as required by labor contracts.

The second major project underway is the automation of time and leave reporting. YSU is in the process of automating Banner Web Time and Web Exception reporting. This too is currently a very paper-intensive and time intensive process. It is expected to be completed in a year with a pilot group scheduled for the Spring 2012 semester, Student Employees in the Summer, Classified Employees in the Fall Semester and all others following.

As a by-product of our focus on Human Resources we are also taking the opportunity to build new rigor into some old processes. We are improving our recording of supervisory relationships and our processes for updating those when changes are made. We are also revisiting the definition and enumeration of our "departments" and the maintenance of our graphical organizational charts.

4. *Explore and Implement Shared Services as Needed*

A Shared Services Committee has been active since the start of 2011 and has worked to partner with the IUC initiative through Accenture Consulting. The initial findings of Accenture were focused on strengthening internal institutional shared services (eliminating redundant or duplicative work and improving and automating business processes) as a way of first building an internal culture of Shared Services. Some of this work has been featured above under "Systematically Review and Automate …" In addition we have begun to look at enforcing standard business practices more than was done in the past so that we are better able to take advantage of more standardized shared services. Our initial focus has been on procurement standards for computers, printers and paper.

5. *Establish a Culture of Customer Service*

Through the Human Resources Department 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.

6. *Establish Effective Communication Systems*

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.