



Youngstown State University / Youngstown, Ohio 44555-0001

DEANS' COUNCIL AGENDA

Wednesday, August 23, 1995

10:00 AM - 1:00 PM

Kilcawley Center - Buckeye III

I. Old Business

- A. Personnel Budget Planning: PERS Needs (Attachment)
- B. Divisional Priorities for 1995-96 (Attachment)

II. New Business

- A. Monitoring and Maintenance of Computer Labs: Donna Esterly
- B. Enrollments/Staffing for 1995-96
- C. Administrative Retreat: Postscript

III. Other Business

Reminders:

BOT Academic Affairs Committee: Tuesday, August 29, 1995 Noon (Cardinal Room)



Youngstown State University / Youngstown, Ohio 44555-0001

MEMO TO: Provost Scanlon and Vice Presidents Dye and Mears
FROM: Leslie H. Cochran, President
SUBJECT: Redefinition of the Administrative Organizational Structure and Budget
DATE: May 23, 1995

The purpose of this memo is to summarize the discussions we had during our recent retreat at Punderson Manor. Before highlighting our efforts, I want to commend each of you for your openness, candor, and focus on "the best interests" of the entire University. The STRS and PERS/ERIP processes provide YSU with a significant opportunity to address organizational and budget issues, many of which evolved over the last decade, and to shape the future in ways that would not be possible in the normal day-to-day mode of operation. The challenge, of course, is to build upon existing strengths while projecting a new future for the University.

This future must be soundly based on the University's mission and vision statement. *YSU 2000: A Vision for a Premier Metropolitan University* provides the framework and outlines the strategies that need to be used in moving the University into the 21st century. Fundamental to these plans are the five defining principles embraced by our institutional vision: quality that is affordable, faculty that are committed to students, staff that are service-oriented, a campus that is open and diverse, and a University that is interactive with the community. The goals for organizational change and strategies to reshape the budget discussed at our retreat directly focus on moving the University toward fulfillment of these principles.

GOALS FOR ORGANIZATIONAL CHANGE

The PERS/ERIP process provides the University with an unparalleled opportunity to reconfigure and streamline its operations. To best take advantage of this opportunity, the decision to fill, redefine or leave vacant the positions that become available because of a PERS retirement will fall under the purview of the President. Determinations in this regard will be guided by a series of conscious decisions based upon broad input, suggestions from the University community, recommendations from the Provost and Vice Presidents, and the achievement of well-defined goals.

Provost Scanlon and Vice Presidents Dye and Mears

May 23, 1995

Page 2

During the first portion of the retreat, our discussions centered on the purposes to be achieved in reconfiguring and streamlining the organization. We agreed that action over the next several months should be guided by the following goals:

- Build upon the accomplishments of the past and become more responsive to the changing realities of public higher education.
- Continue to decentralize the decision-making process and encourage individuals, teams, and work groups to assume greater responsibility and accountability for change.
- Expand the understanding of collegiality so individuals appreciate approaches that stimulate broad input while realizing that decisions will not always reflect any single individual view.
- Build divisional identity while at the same time fostering collaboration across the University as a sense of community develops on campus.
- Encourage the openness that promotes and builds a high degree of trust among the members of the University community.
- Foster diversity, tolerance of difference, and recognition of the worth and dignity of all individuals in the University.
- Utilize technology to increase efficiency and free individuals to perform the important work that computers cannot.
- Increase the University's ability to recognize and reward individual, team and work group accomplishments.

To be effective, changes in organizational patterns and reporting channels must be more than a series of charts and boxes on an organizational chart. The successful achievement of these goals will depend upon each employee's openness to change and commitment to the University's vision and principles.

Provost Scanlon and Vice Presidents Dye and Mears

May 23, 1995

Page 3

BUDGET CHOICES AND OPPORTUNITIES

The opportunities to reshape the University are clear. The total compensation package for the one hundred and three individuals in the PERS/ERIP totals more than \$4.6 million. When combined with the \$1 million savings from the STRS/ERIP and other reductions, there is a total of \$5.6 million available to address current and projected needs. The challenge, of course, is to make the best choices possible. This process requires board consultation and difficult decisions. The result will be an instructional ratio about 20 to 1, a streamlined organizational structure that will guide us into the 21st century, and the fulfillment of the vision delineated in *YSU 2000*.

In assessing the opportunities provided by the PERS/ERIP process within the context of the University's budget, attention should be focused on three major priorities: 1) ensuring budget stability, 2) investing in new priorities and critical needs for the future through reallocation of resources, and 3) reconfiguring and reducing the size of the administration. These priorities were formulated in the context of the goals already stated and the vision to establish YSU as a premier metropolitan university.

Priority One: Ensure Budget Stability. Even as it explores opportunities to enhance its revenues, the University must also ensure the stability of its budget. In the past, YSU has relied on the use of Contingency Reserve funds and Balance Forward funds to achieve a balanced budget. In recent years, Contingency Reserve and Balance Forward funds have provided approximately 2 to 4 percent (\$0.8 to \$1.2 million) of the University resources. While this is an acceptable practice for the short term, it is not in the best long term interests of the University to continue this practice. Accordingly, the continued reliance on Reserve and Balance Forward funds will be phased out over the next two years.

In the 1997-98 fiscal year, carry forward balances will be used primarily to increase the size of reserves and fund other one-time expenditures. In the 1996-97 and 1997-98 fiscal years, Institutional Contingency and Administrative Equipment Replacement accounts will be established. In each of the next three fiscal years, fixed cost accounts such as utilities and insurance will be increased. In 1995-96, the operations budgets for all administrative accounts (non-instructional units) will be reduced by 3% to produce annual savings. There will be no operations reductions in academic departments, fixed costs areas (e.g., utilities), the library or university police.

Priority Two: Reallocate and Invest in New Priorities. Any restructuring proposal must do more than reduce expenditures or simply reallocate support from one unit to another. All administrative operations will be reviewed to determine if there is a continuing need. If appropriate, operations and functions may be reduced or eliminated.

Provost Scanlon and Vice Presidents Dye and Mears

May 23, 1995

Page 4

Specific decisions must be made to reallocate funds. Each vice president will review opportunities for increased student employment. In addition, reallocations will be made to (1) increase student academic scholarships, (2) add support staff for the electronic campus, (3) add maintenance personnel to provide better service and reduce costs of "outside contractors" on smaller projects, (4) implement gender equity for women's intercollegiate athletics, (5) support library automation and Ohio Link network costs, and (6) expand the student life area.

Priority Three: Reconfigure and Reduce Size of the Administration. As already mentioned, a total of one hundred and three individuals will be retiring under the PERS/ERIP plan. The fiscal realities require that savings be achieved from the approximately \$4.6 million compensation package for these retirees. Not all positions vacated will be refilled in anticipation of a long-term reduction of approximately \$2.0 million. Approximately two-thirds of the positions will be refilled in one form or another. Through the revision of the organizational structure and the refilling of the positions, it is a primary goal that the administrative capacity of the University be strengthened to provide enhanced services.

ASSESSMENT PROCESS AND TIMETABLE FOR REVIEW

Most organizations, particularly higher education institutions, are slow to respond to change and do not deal well with the perception of instability or a sense of insecurity. Consequently, the institutional assessment and review process for implementing our goals for organizational change and addressing budget strategies will be open and intentionally short in duration.

During the next four months, the Provost and each of the Vice Presidents will conduct a series of meetings with the advisory committees within their division. These sessions will focus on examining and evaluating their present organizational and budget status, suggesting proposals for change within their divisions, and reacting to proposals for change suggested by other segments of the campus. All aspects of each proposal needs to be considered before action is taken.

The assessment process will take place according to the following timetable:

May 10-12	President's Retreat
May 16	Retreat summary shared verbally with the Administrative Advisory Committee
May 23	Circulate written retreat summary to the Administrative Advisory Committee

June 12/13	Overall budget perspective shared with the Board of Trustees' Budget and Finance Committee and Personnel Relations Committee review <ul style="list-style-type: none">- FY 1995-96 budget with authority for reallocation- Plan for filling of positions at the director level and above
June 29	President's Mini Retreat
August	President's Mini Retreat
September	Board of Trustees' Budget and Finance Committee review and Board of Trustees approval: <ul style="list-style-type: none">- Projected overall organizational structure for 1997-98- Sequencing of employment process to fill new, restructured and vacant positions

PRESIDENT'S ADVISORY COMMITTEE AND TRANSITION GUIDELINES

It is important to maintain the maximum level of openness, flexibility, and communication during the organizational and budget changes that will redefine the University. We need to learn from the ongoing process and to develop an environment that is sensitive to the concerns of all individuals impacted by this process. Within this context, the following steps will be taken:

- Utilize the Provost's and Vice Presidents' regular advisory committees to solicit input, share insights, and suggest proposals for change.
- Conduct exit interviews with PERS retirees.
- Provide individuals with a formal way to express interest in various positions created by the reallocation and reconfiguration process.
- If it is determined that an operation is to be eliminated, discuss the decision with the affected individual(s) in a one-on-one conversation with a supervisor at an appropriate level before making any announcement. (NO FULL-TIME EMPLOYEE WILL BE LAID OFF!)
- Provide appropriate training and assistance to everyone undertaking new responsibilities.

Provost Scanlon and Vice Presidents Dye and Mears

May 23, 1995

Page 6

No matter how well-conceived or carefully planned, any change process will be plagued by misconceptions, half-truths, and rumors. While such reactions are normal in a changing environment, rumors are not productive and need to be set aside in a timely fashion. Every attempt will be made to answer questions promptly and in a straightforward manner.

Lastly, any change process will inevitably experience difficulties. To help identify and respond to these difficulties, I have formed an Ad Hoc Advisory Committee on Institutional Transition. The charge to this group will be to "Advise the President on the overall implementation process of the PERS Early Retirement transition process and assist in the change communication process." The following members have agreed to serve for the next four months:

Cyndy Anderson, Assistant Provost, Office of the Provost
Shirley Carpenter, Executive Director, Human Resources
Diana Gould, Assistant to the Vice President for Student Affairs
Lynne Howell, President, APAS
Ed James, Director, General Accounting
Tom Kane, Director, Payroll and Fringe Benefits
Charles McBriarty, Special Assistant to the President
Jim Miller, Executive Director, Administrative Services
Pam Palumbo, Administrative Assistant, University Development
Scott Schulick, Student
Tina Weintz, President, ACE

As you will note, there is no representation of the faculty and university police in this Ad Hoc Committee, since neither of these groups will lose any personnel resulting from the PERS/ERIP.

Obviously, this memo is too short to convey the entire scope and complexity of our discussions regarding the organizational and budgetary challenges and opportunities that face the University community over the next few years. Also, the intent is not to carve our discussions in stone. Rather, this memo is designed to establish broad parameters for a process that will be fluid and evolving even as we become immersed in the transition process. I am certain that continued hard work, patience, and commitment from all of us in the University community during this time of change will result in a legacy to YSU of which we will all be proud.

msb

cc: Board of Trustees



EXECUTIVE SUMMARY OF PROJECTED BUDGET
REDUCTIONS AND PRIORITY INVESTMENTS*

	<u>1995-96</u>	<u>1996-97</u>	<u>1997-98</u>
<u>BUDGET REDUCTIONS</u>			
Vacant Positions	\$ 108,000	108,000	108,000
PERS ERIP 1995-96	402,000	530,000	530,000
PERS ERIP 1996-97	0	1,133,000	1,362,000
Instructional Reductions 1995-96	600,000	600,000	600,000
Instructional Reductions 1996-97	0	400,000	400,000
Reductions - Athletics/Reserves	260,000	260,000	260,000
3% Base Reduction	144,000	144,000	144,000
<u>PRIORITY INVESTMENTS</u>			
Elimination of Use of Reserves	\$ 1,000,000	1,000,000	1,000,000
Student Scholarships	400,000	500,000	600,000
Maintenance/Utilities/Fixed Costs	170,000	200,000	240,000
Library/Ohio Link	30,000	100,000	100,000
Gender Equity - Intercollegiate Athletics	20,000	240,000	460,000
Electronic Campus	0	115,000	230,000
Maintenance Personnel	0	65,000	130,000
Student Life	0	75,000	150,000
Administrative Equipment	0	0	200,000
<i>Instructional</i> Instructional Contingency	0	150,000	500,000

*NOTE: Projections, by their nature, are subject to change as circumstances may change. These projections should be considered to be guidelines, but may not be implemented in all their details.



TOTAL PERS SAVINGS BY DIVISION *

	1995	1996	1997	1998
ACADEMIC AFFAIRS	\$28,509	\$28,509 \$66,674	\$28,509 \$100,631 \$74,493	\$28,509 \$100,631 \$81,464
Subtotal	\$28,509	\$95,183	\$203,633	\$210,604
BUSINESS & FINANCIAL AFFAIRS	\$53,064	\$53,064 \$289,935	\$53,064 \$474,301 \$497,796	\$53,064 \$474,301 \$700,656
Subtotal	\$53,064	\$342,999	\$1,025,161	\$1,228,021
STUDENT AFFAIRS	\$62,971	\$62,971 \$190,043	\$62,971 \$213,539 \$85,685	\$62,971 \$213,539 \$105,266
Subtotal	\$62,971	\$253,014	\$362,195	\$381,776
ADVANCEMENT & INSTITUTIONAL AFFAIRS	\$0	\$0 \$66,316	\$0 \$140,434 \$0	\$0 \$140,434 \$0
Subtotal	\$0	\$66,316	\$140,434	\$140,434
TOTAL	\$144,544	\$757,512	\$1,731,423	\$1,960,835

* Does not include vacation or sick leave payouts.

* All figures calculated using '96 Comp.

Revised: 7/14/95



COMPENSATION DOLLARS AVAILABLE
FOR INITIAL PERSONNEL ACTIONS

	1996	1997	1998	Accum. Total
Academic Affairs	\$78,734	\$393,044	\$161,500	\$633,278
Business & Financial Affairs	\$129,882	\$257,318	\$285,000	\$672,200
Student Affairs	\$0	\$148,480	\$75,419	\$223,899
Advancement & Institutional Affairs	\$0	\$46,975	\$9,500	\$56,475
Total	\$208,616	\$798,842	\$521,919	\$1,529,377

* All figures calculated using '96 Comp.

ACADEMIC AFFAIRS

PERS Retirements

Retirements between 6/95 and 12/95

Costas	(Secretary)	Business	10/1/95
Ficocelli	(Secretary)	Black Studies	6/1/95
Frankenburg	(Advisor)	A & S	7/1/95
Robinette	(Secretary)	Math	10/10/95

Retirements between 1/96 and 6/96

Belloto	(Secretary)	History	1/1/96
Gibson	(Lib. Media Tech Asst)	Library	1/1/96
Magmore	(Secretary)	Mil Sci	1/1/96
Olesky	(Secretary)	Chemistry	3/1/96
Rozum	(Acct Clrk)	Library	1/1/96
Yourstowsky	(Lib. Media Technician)	Library	1/1/96

Retirements between 7/96 and 11/96

Beam	(Secretary)	Geology	9/1/96
Carney	(Admin Assist)	Grad Studies	11/1/96
Demechko	(Secretary)	Mech. Engr	8/1/96
Genaway	(Admin)	Library	8/1/96
Grapes	(Chemical Str Clrk)	Chemistry	7/1/96
Hamilton	(Cler Suprvr)	Library	11/1/96
Knapic	(Secretary)	Geography	9/1/96
Kugler	(Secretary)	HPES	9/1/96
Lesigonich	(Lib Media Assistant)	Library	9/1/96
Leung	(Syst Librarian)	Library	9/1/96
Lyon	(Secretary)	Human Ecol	9/1/96
Mann	(Advisor)	A & S	7/1/96
McQuade	(Secretary)	E & T	9/1/96
Nestor	(Secretary)	FPA	11/1/96
Quisenberry	(Secretary)	English	9/1/96
Rotar	(Libr Media Tech Asst)	Library	8/1/96

Academic Affairs
Priority Areas
1995-1996

1. Integrate Teaching, Scholarship and Service (Strategy Five)

Grants:

Stimulate grant activity that supports scholarship generally, especially scholarship related to teaching, learning and public service. In particular, grants in the near term should focus on building the infrastructure that will make faculty more competitive in obtaining future grants.

Collaborative grants with area agencies, institutions and business foster both this strategy and the enhancement of community leadership and partnership (Strategy One).

Faculty Development:

Expand faculty development opportunities through the Center for Teaching and Learning by using the expertise of Distinguished Professors to plan and conduct programs.

Collaborate with other offices such as Grants Office and Human Resources in providing training.

2. Enhance Community Leadership and Partnership (Strategy One)

A. Serve as a catalyst for community improvement

1. Implement partnership with Youngstown and Liberty school districts.
2. Establish business/education advisory committee
3. Provide research/consulting/educational experiences for professional communities (e.g., training for school board members)

B. Integrate teaching service and scholarship

1. Increase cooperative/internships/career-related experiences
2. Integrate field-based experiences with teaching-learning process.

C. Provide comprehensive/coordinated services

1. Inventory current community/business activities/education activities.
2. Increase collaboration across colleges relative to community leadership/partnership.
3. Coordinate activities with external community.
4. Increase financial resources

D. Seek external funds to support partnerships

3. Extend Program Development Activities (Strategy Seven)

Graduate:

Gain OBOR approval for programs under development, such as MSN, MS in HHS, Counseling for Pediatric Psych, Computer science

Move forward with collaborative programs, such as the German translation program with Kent State, the MFA regional program in creative writing, Center for Children's Literature

Diversity:

Develop Cooperative international doctoral Program in Math
Develop an intensive language program
Develop international studies minors
Use ICP program for trying new programs, particularly those that involve work with the community

4. Implement Outcomes Assessment, New Procedures and Programs that Improve Effectiveness (Strategy Six)

Outcomes Assessment:

Clearly define outcomes for each program and establish outcome assessment procedures. Establish means for feedback to modify programs in light of assessment.

Program Review:

Implement timetable and format for program review that has recently been established.

Program Revitalization:

Provide training and development for faculty in teaching strategies and use of new technologies.

New Programs:

Develop formal ongoing training programs to effect revitalization noted above (e.g., Center for Training in Multimedia Technologies).

DIVISION OF STUDENT AFFAIRS

Goals and Strategies

1. Stabilize and increase enrollment.
 - a. establish a comprehensive enrollment center by December, 1996.
 - b. conclude national search and identify successful candidate for Director of New Student Relations/Recruitment position by December 31, 1995.
 - c. identify, develop, and aggressively pursue the recruitment of students within designated micromarkets.
 - d. actively engage participation of all divisions within the recruitment efforts.

2. Identify and implement strategies focused on efforts aimed at the retention of students.
 - a. realign functions to create a comprehensive "Retention Services" unit by October 1, 1995.
 - b. enhance opportunities for students to participate in educational and social programming.
 - c. establish intervention that would include an early warning system and promote a mentoring environment.
 - d. expand recreational opportunities for students.

3. Explore revenue enhancements in all areas of the Student Services unit.
 - a. expand summer camp usage of both Kilcawley Center and the residence houses.
 - b. encourage conference use of Kilcawley Center.
 - c. in conjunction with internship opportunities, establish a Pete and Penny Shop.
 - d. explore alternatives for health clinic services.

4. Enhance the relationship between the Division of Academic Affairs and the Division of Student Affairs.
 - a. develop a comprehensive approach to orientation.
 - b. create links between career, advisement, and placement services; including internships, co-ops, assistantships, etc.
 - c. Strengthen outreach activities for new and existing programs.

DIVISION OF BUSINESS AND FINANCIAL AFFAIRS

Strategy 4.

1. Improve Communication -- intra and inter divisional.
 - a. work group and environment
 - b. sharing of consistent information -- summary.

Strategy 2.

2. Increase divisional diversity.
 - a. use opportunities as they occur.
 - b. promote sensitivity to the need.

Strategy 12.

3. identify new/expanded revenue sources.
4. Identify sources of savings --
 - a. develop efficiencies
 - b. analyze the cost/efficiency impact of decentralization -- e.g. computer labs.
 - c. education concerning budget process.

Strategy 10

5. Further develop the working plan for the electronic campus.
 - a. staffing needs -- specific
 - b. sequence of events calendar.
 - c. coordination/cooperation between departments
 - d. mainframe upgrade
 - e. timely availability of funds.
 - f. assess operational and financial implications of decentralization of computer labs.
6. Identify priorities for software development/purchase.
 - a. financial aid
 - b. human resources information system.

Strategy 6

7. develop annual plan to evaluate/reassess divisional plans.

DIVISION OF ADVANCEMENT AND INSTITUTIONAL AFFAIRS

6. Assessment
 - NCAA Certification Task Force
 - Administrative Personnel Manual Update

8. Visibility
 - Banners
 - Marquees
 - Special Events: Homecoming, Festival of Lights, SpringFest, Forte on the 50.

9. Campus 2000
 - New Construction/Relocation
 - Signage
 - Authorization to close streets
 - City/University Commission

12. Revenue Streams
 - Comprehensive Review of fees
 - Revenue Production
 - Overhead Rates

13. Development
 - Campaign Expansion
 - High Profile Announcements
 - Stadium Phase Kickoff