

Fiscal Year 2023 Operating Budget



Plan effective
July 1, 2022, through June 30, 2023

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University Mission

An Institution of Opportunity: YSU inspires individuals, enhances futures, and enriches lives. As a student-centered university, Youngstown State University's mission is to provide innovative lifelong learning opportunities that will inspire individuals, enhance futures and enrich lives. YSU inspires individuals by cultivating a curiosity for life-long learning; enhances the futures of our students by empowering them to discover, disseminate and apply their knowledge; and enriches the region by fostering collaboration and the advancement of civic, scientific, and technological development. YSU's culture of enrichment flourishes in our diverse, accessible and quality education.

Vision

Youngstown State University is where students thrive in their educational and career pursuits, where scholarship creates innovative solutions, and where community engagement is a cornerstone of collaboration that collectively contribute to the sustainable prosperity of the region and beyond.

Values

We—the faculty, staff, administrators, and students of Youngstown State University—hold the following values essential to achieving the mission and realizing the vision.

Centrality of Students – We put students first, fostering their holistic and lifelong success.

Excellence and Innovation – We bring academic excellence and innovation to learning and life for all stakeholders.

Integrity and Human Dignity – We root all behaviors, decisions and actions in the achievement of integrity, mutual respect, collegiality, equity and inclusion.

Collaboration and Public Engagement – We embrace collaboration and create innovative partnerships to foster sustainability and enrich our university, our culture, and our region.

Board of Trustees

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Holly A. Jacobs, Esq. Vice President for Legal Affairs & Human Resources	Mike Sherman, Ph.D. Vice President for Institutional Effectiveness and Board Professional
	Neal P. McNally Vice President for Finance & Business Operations

Introduction

This document represents Youngstown State University's financial operating plan for the fiscal year commencing July 1, 2022. The operating budget plan supports the University's [Plan for Strategic Actions to Take Charge of Our Future](#), adopted by the Board of Trustees in June 2020. The budget herein includes a forecast of revenues that is based on an analysis of future economic conditions and demographic trends. As one of the University's most important administrative tools, this budget serves to support actions for achieving goals associated with the *Plan to Take Charge of Our Future*.

This FY 2023 budget plan is also aligned with [Resolutions](#) adopted by the Board of Trustees that guided and shaped the Plan:

- March 7, 2019 - [Resolution to approve "Taking Charge of Our Future" related to strategic planning](#)
- June 6, 2019 - [Resolution to assure the strategic planning process culminates with an effectiveness framework to implement the plan and thereby to "Take Charge of Our Future"](#)
- September 5, 2019 - [Resolution to "Take Charge of Our Future" for sustainability](#)
- March 4, 2020 - [Resolution related to the strategic allocation, and reallocation and distribution of resources](#)
- April 9, 2020 - [Resolution responding to demographic shifts, a pandemic, and other disruptions to sustain a vibrant future for Youngstown State University: an anchor institution essential to the prosperity of the region](#)
- October 27, 2021 - [Resolution Related to The YSU Future State: Crafting A Sustainable Future In Consideration Of The Fall 2021 14th-Day Enrollment Report, Enrollment Trends, And Other Pertinent Factors](#)

While these Resolutions provided guidance for developing the Plan, they also provide guidance for distributing resources for its successful implementation. In addition, the 2020 and 2021 Resolutions specifically addressed the sustainability of the future state of YSU, and there have been four [YSU Future State](#) conversations over the previous two years to foster engagement with the campus community.

The University's budget is presented in a format consistent with standardized definitions and classifications used for the federal Integrated Post-Secondary Data System. With the exception of the YSU Foundation, the Rich Center for Autism and federal COVID relief funds depicted in this document, this budget plan consists of unrestricted general and auxiliary funds. The unrestricted nature of all revenues used to support the University's general fund and auxiliary budgets allows broad discretion for the strategic allocation and use of resources in accordance with University policies and governmental accounting standards.

Pursuant to Ohio Administrative Code 3356-3-11, this operating budget is hereby submitted to the Board of Trustees for approval, and will hereafter serve as the University's financial governing document for FY 2023. The budget is based on certain assumptions and variables unknown at this time, such as student enrollment and natural employee attrition. Therefore, the budget may be modified or otherwise adjusted to reflect new information that becomes available during the course of the fiscal year. For this reason, it is important to reiterate that this budget is a financial *plan*.

Executive Budget Summary

Youngstown State University's proposed operating budget for FY 2023 is summarized in the table below, along with comparative information from the prior year's adjusted budget.

General Fund	FY 2022 Estimated Budget*	FY 2023 Proposed Budget	1-Year Flux	
			%	\$
Revenue:				
Tuition & fees	\$103,216,625	\$101,862,764	-1.3%	(\$1,353,861)
State appropriations	44,570,635	46,588,505	4.5%	2,017,870
Other sources	5,583,811	3,848,731	-31.1%	(1,735,080)
	<u>\$153,371,071</u>	<u>\$152,300,000</u>	<u>-0.7%</u>	<u>(\$1,071,071)</u>
Expenses:				
Personnel	\$98,892,239	\$100,665,431	1.8%	\$1,773,192
Operations & transfers out	59,408,462	60,697,855	2.2%	1,289,393
Transfers in from other funds	(5,300,702)	(9,063,286)	71.0%	(3,762,585)
	<u>\$153,000,000</u>	<u>\$152,300,000</u>	<u>-0.5%</u>	<u>(\$700,000)</u>
Auxiliary Funds				
Net of general fund support	\$19,612,881	\$19,415,541	-1.0%	(\$197,340)
Total Operating Budget	<u>\$172,983,952</u>	<u>\$171,715,541</u>	<u>-0.7%</u>	<u>(\$1,268,411)</u>

**FY 2022 is estimated based on actual financial performance through the 3rd quarter (3/31/22).*

Major Revenue Assumptions:

1. A \$1.4 million net decrease in tuition revenue resulting from a combination of the following factors:
 - a. A projected 4% decline in total full-time equivalent (FTE) student enrollments, largely attributable to unfavorable regional demographic changes.
 - b. A 4.6% adjustment to undergraduate tuition for incoming students enrolled in the *Penguin Promise* tuition guarantee program. For this student cohort, a 4.6% adjustment equates to an annualized increase of just 1.15% per year over the next four academic years, which is well below the rate of inflation.
 - c. A 2% increase in undergraduate tuition rates for continuing students not part of a Penguin Promise cohort.
 - d. A 4% increase in students enrolled in accelerated online graduate programs.
2. A 4.5% or \$2 million increase in State Share of Instruction funding appropriations, based on projections provided in May by the Ohio Department of Higher Education.
3. A \$1 million decrease in other revenue sources, driven mainly by the expectation that investment income will be negatively affected by global financial pressures, rising domestic inflation and concerns about an economic recession.

Executive Budget Summary (continued)**Major Expense Assumptions:**

1. Increases in personnel costs attributable to the following factors:
 - A 2% salary increase for full-service faculty pursuant to the collective bargaining agreement with the Ohio Education Association.
 - A 1% + \$0.23/hour wage increase for civil service hourly staff pursuant to the collective bargaining agreement with the Association of Classified Employees.
 - A 2% wage increase for YSU police officers pursuant to the collective bargaining agreement with the Fraternal Order of Police/Ohio Labor Council.
 - A 2% salary increase for employees in the Association of Professional & Administrative Staff union.
 - A 2% salary increase for management and professional/administrative employees excluded from a bargaining unit.
 - A roughly 2% increase in pay for part-time faculty, raising the rates to \$665, \$820 and \$1,075 per workload hour in each respective salary tier.
 - An increase to the employee share of healthcare insurance premiums, from 15% to 18%, pursuant to the collective bargaining agreements with all four unions. This adjustment will help mitigate the University's costs for employee healthcare insurance, which are projected to rise by 8% next year.
2. A \$573,800 increase in liability insurance costs, driven by risk factors unique to higher education, as well as the necessary addition of cybersecurity coverage.
3. A \$6.3 million transfer in one-time funding from the University's Budget Stabilization Reserve to help balance and stabilize the FY 2023 general fund budget. These funds were made available by the University's strategic use of federal COVID relief funds during the prior two fiscal years.
4. \$2.76 million in prior year FY 2022 operating carry-forward funds (based on a projection of year-end fund balances).
5. A \$4.3 million gap between budgeted expenses and revenues, which will be managed through spending controls, strategic reductions to operating budgets and vacancy savings.

Major Takeaways:

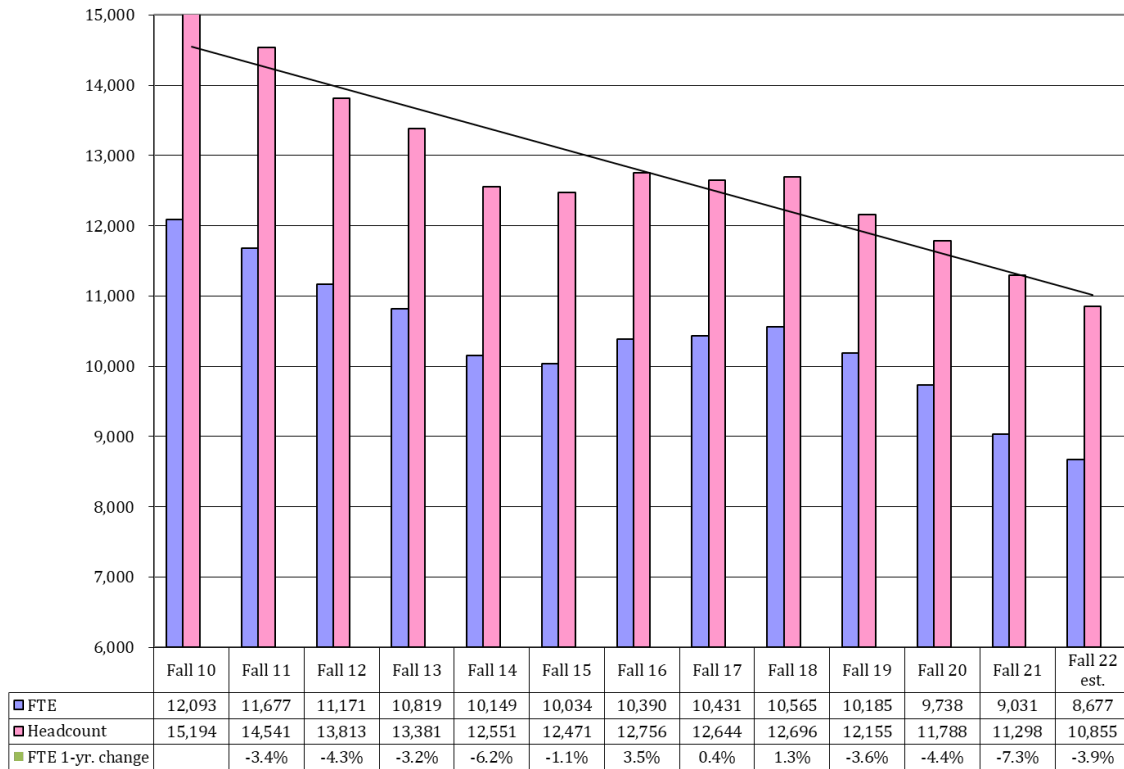
1. The FY 2023 budget is heavily reliant on temporary one-time funding, in the form of both prior year carry-forward dollars and residual COVID relief funding.
2. Even though the FY 2023 budget is balanced, a structural operating deficit remains, ranging between \$5 million and \$10 million, and which may be greater depending on future enrollment levels.
3. An unfavorable enrollment outlook in the near- and long-term makes it imperative for the University to continue making structural adjustments to spending and resource-allocation to ensure lasting sustainability.
4. The FY 2023 budget plan is an instrument of the *Plan to Take Charge of Our Future* that will continue to guide major budgetary decisions.

Student Enrollment

For purposes of budget planning, student enrollment is the single most important variable because enrollment drives the University’s two largest income streams: tuition revenue and State Share of Instruction funding.

Over the past 12 years, the University’s enrollment levels have fluctuated from as high as 15,194 students in fall 2010 to as low as 11,298 last fall 2021. Enrollment levels next fall are again projected to decline, mainly due to unfavorable regional demographics characterized by declining numbers of high school graduates projected for northeast Ohio and western Pennsylvania.

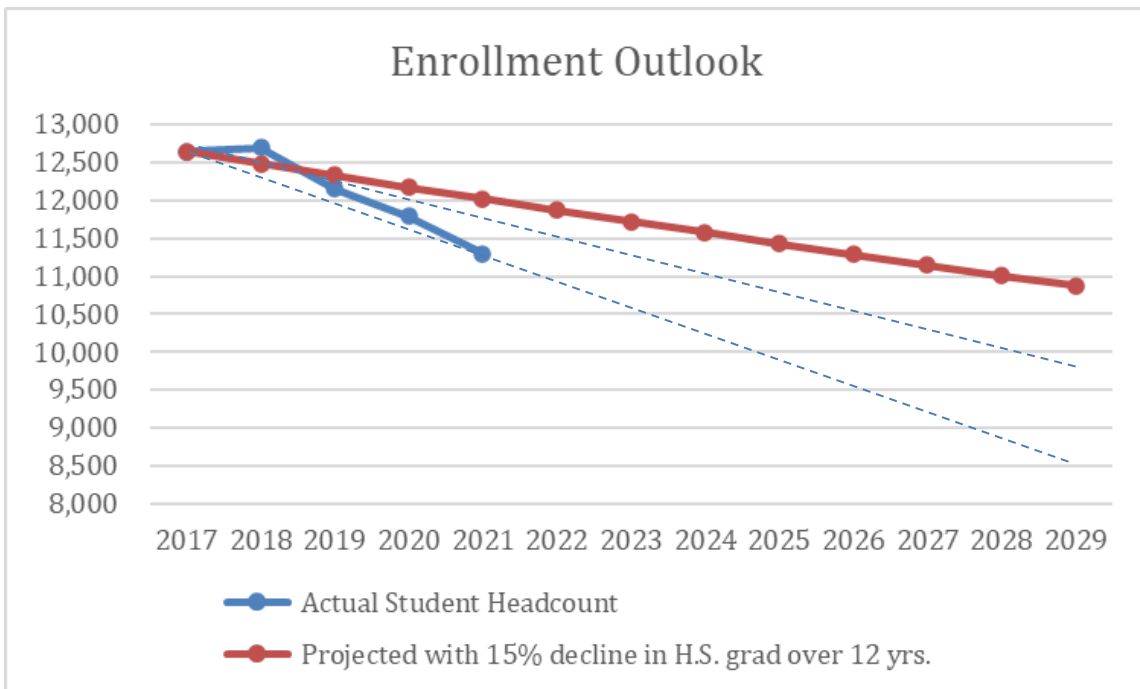
To arrive at the FY 2023 enrollment projection of 10,855 students (8,677 FTE), variables analyzed include the number of applications received and students admitted; the number of FAFSA applications received; the number of scholarships awarded and accepted; the number of students registered for orientation; and projected student continuation rates from the 2021-22 academic year.



Student Enrollment (continued)

Longer-term, YSU’s enrollment outlook remains unfavorable, due in large part to regional demographic shifts characterized by a fewer numbers of high school graduates projected over the next 10 to 15 years. One analysis for Ohio indicates a 15% decrease in the number of college-going high school graduates between 2017 and 2029 (EAB LLC. 2018). Another analysis for Ohio indicates an 11% decline between 2019 and 2036 (Knocking at the College Door). Therefore, YSU must plan for a substantial decrease in enrollment levels, particularly considering that Ohio’s public four-year main campuses experienced a 6.5% decline in enrolled students between fall 2016 and 2021.

The graph below illustrates the potential effect this trend could have on YSU’s enrollment levels over the next eight years.



Ongoing economic uncertainties and changing public perceptions about the value of a college degree could further intensify the University’s enrollment challenges. This is particularly troubling as Ohio is rich in options for higher education, including 14 four-year public universities with 24 branch campuses, 23 two-year community and technical colleges, and more than 50 four-year private colleges and universities. This means that the more than 111 post-secondary institutions in Ohio will be vying for enrollment among a smaller population of prospective students.

Given the direct and clearly negative impact this trajectory will have on tuition revenue and SSI funding, it is **imperative** that the University continue to make incremental progress toward containing costs, shedding low-demand programs, investing in programs with growth potential, and expanding initiatives that foster successful student outcomes.

General Fund Revenues

As depicted in the table below, FY 2023 budgeted general fund revenues total \$152.3 million, a decrease of 0.7% relative to the prior year’s adjusted budget. Tuition and fee income is expected to decline by nearly \$1.4 million in FY 2023, largely due to a projected 4% decline in student enrollment.

YSU’s State Share of Instruction (SSI) funding is expected to increase by 4.5% or \$2 million, mainly as a result of (1) a roughly 1% increase to the statewide total SSI appropriation in House Bill 110; and (2) improvements made by YSU to its student success rates that drive SSI formula allocations.

Other revenue sources are budgeted to decrease by more than 30%, mainly due to the expectation that current and future economic conditions will negatively affect investment income.

General fund revenues are summarized in the table below. See Appendix A for greater detail.

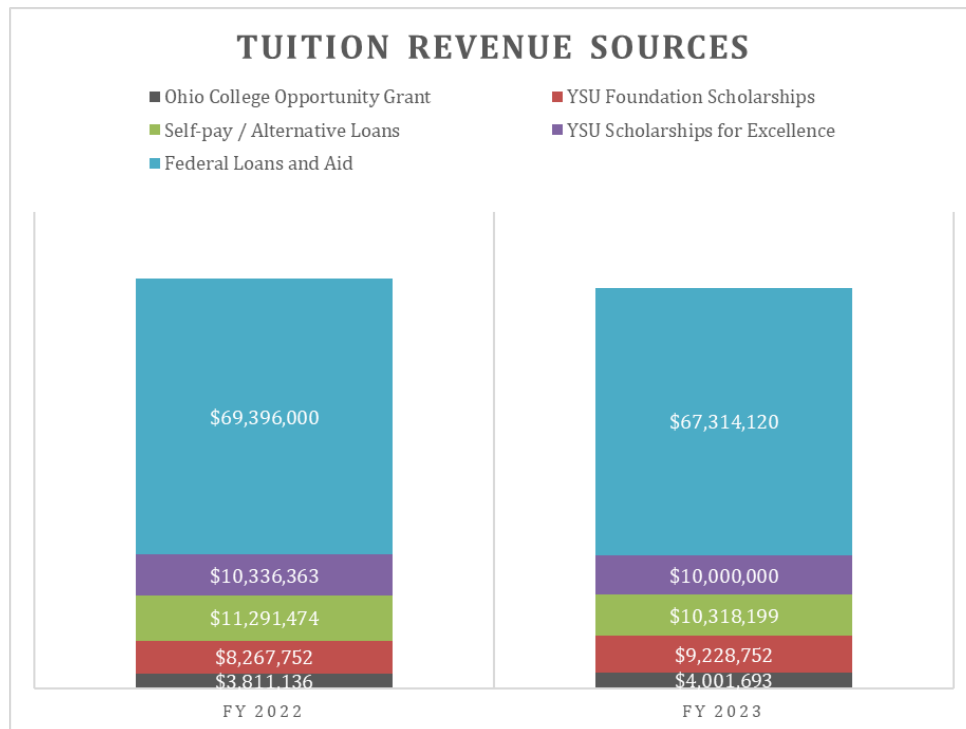
Source	FY 2022 Adjusted* Budget	FY 2023 Proposed Budget	1-Year Flux	
			%	\$
<i>Tuition, Fees & Other Student Charges</i>				
Instructional & Mandatory Fees	\$91,467,454	\$90,120,575	-1.5%	(\$1,346,879)
Other Tuition, Fees & Charges	11,749,171	11,742,189	-0.1%	(6,982)
Total Tuition & Fees	\$103,216,625	\$101,862,764	-1.3%	(\$1,353,861)
<i>State Share of Instruction</i>				
Total State Funding	44,570,635	46,588,505	4.5%	2,017,870
<i>Other Sources</i>				
	5,583,811	3,848,731	-31.1%	(1,735,080)
Total General Fund Revenue	\$153,371,071	\$152,300,000	-0.7%	(\$1,071,071)

**FY 2022 is estimated based on actual financial performance through the 3rd quarter (3/31/22).*

Tuition & Fee Revenues

Tuition and fees account for 66% of annual operating income, by far the University’s largest source of revenue. Totalling more than \$100 million in annual general fund income, tuition and fees are ostensibly paid by students. However, there are a number of resources available to students to support the cost of attendance, including federal and state aid programs, as well as scholarships provided by both the University and the YSU Foundation.

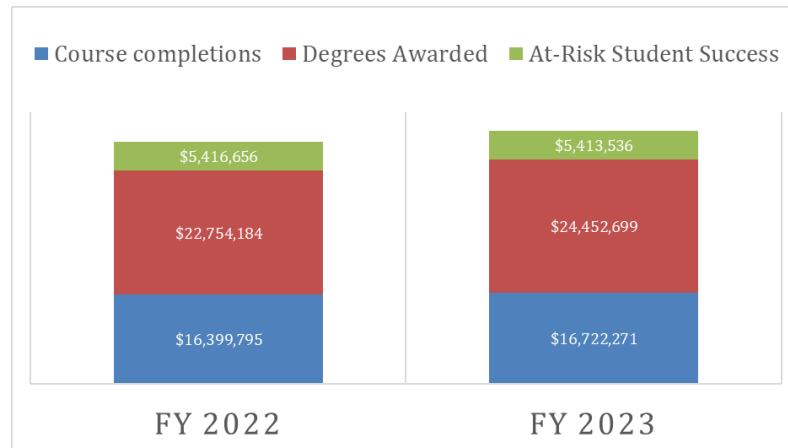
The graph below depicts the estimated sources of tuition and fee revenues for FY 2022 and FY 2023.



At nearly \$70 million per year, federal funds represent the largest single resource available to students to help cover the cost of tuition and fees. Federal funds consist primarily of Direct Student Loans and Pell Grants but also include Perkins Loans, Federal Work Study and Supplemental Educational Opportunity Grants. The University’s reliance on these federal funds underscores the importance of compliance with federal student aid regulations, as well as the need to maintain strong relationships with congressional leaders and policymakers in Washington D.C., Columbus and elsewhere. It is also essential to continue to articulate the value of a degree from Youngstown State University, with an emphasis on job-placement and career advancement for YSU graduates.

State Operating Appropriations

The Ohio Department of Higher Education distributes State Share of Instruction (SSI) dollars through a complex formula that is designed to financially reward campuses on the basis of student success. As depicted in the graph below, SSI funding is allocated based on (1) the number of courses successfully completed by students; (2) the number of degrees awarded to students; and (3) success among students who are identified as being at-risk, both academically and socioeconomically.



Notably, YSU's formula allocation will rise by 4.5% in FY 2023, despite just a 0.9% increase in the total statewide SSI. As shown in the table below, YSU's FY 2023 SSI allocation is the second highest percentage change among Ohio's state universities and is driven primarily by YSU's improved performance vis-à-vis student success outcomes, underscored by a 14% improvement in YSU's six-year graduation rate between 2014 and 2021.

Ohio State Universities	FY 2022	FY 2023	One-year change in SSI	
Akron	\$95,504,250	\$87,472,204	-8.4%	(\$8,032,047)
Bowling Green St.	84,046,350	87,349,426	3.9%	3,303,076
Cincinnati	224,566,000	232,806,788	3.7%	8,240,787
Cleveland State	79,306,658	79,879,944	0.7%	573,285
Central State	3,727,445	4,033,015	8.2%	305,570
Kent State	159,650,079	158,966,323	-0.4%	(683,756)
Miami University	79,472,033	82,051,969	3.2%	2,579,936
NEOMED	20,393,047	20,703,059	1.5%	310,012
Ohio State	403,957,163	417,608,197	3.4%	13,651,034
Ohio University	179,697,771	177,957,567	-1.0%	(1,740,204)
Shawnee State	13,812,769	13,811,804	0.0%	(964)
Toledo	110,699,803	111,081,581	0.3%	381,778
Wright State	83,209,807	76,988,019	-7.5%	(6,221,788)
Youngstown State	44,570,635	46,588,505	4.5%	2,017,870
Total	\$1,582,613,811	\$1,597,298,400	0.9%	\$14,684,589

Source: Ohio Department of Higher Education.

Academic Portfolio Adjustments

Over the past two years, the University has undertaken an in-depth analysis of its academic portfolio through the [Academic Program Enhancement and Effectiveness Initiative](#) (APEEI), an exemplar of shared governance that has facilitated data-informed decisions regarding program investment and disinvestment. Through the APEEI process, the Provost consulted with the college deans and department chairpersons to reduce faculty levels in certain programs, while increasing faculty investments in certain other areas. For FY 2023, the impact of this exercise resulted in a net increase of two (2) faculty positions, representing a net increase in budgeted costs totaling \$148,720 as summarized in the table below.

Faculty Separations:	Count	Budget Impact*
Article 11 Non-renewals	-9	(\$592,378)
Article 13 Layoffs	-5	(571,182)
Voluntary Separations	-10	(1,057,256)
	<u>-24</u>	<u>(\$2,220,817)</u>
Faculty Investments:	Count	Budget Impact*
Tenure track searches	12	\$1,289,071
Term searches	14	1,080,466
	<u>26</u>	<u>\$2,369,536</u>
Net investment in faculty	2	<u>\$148,720</u>

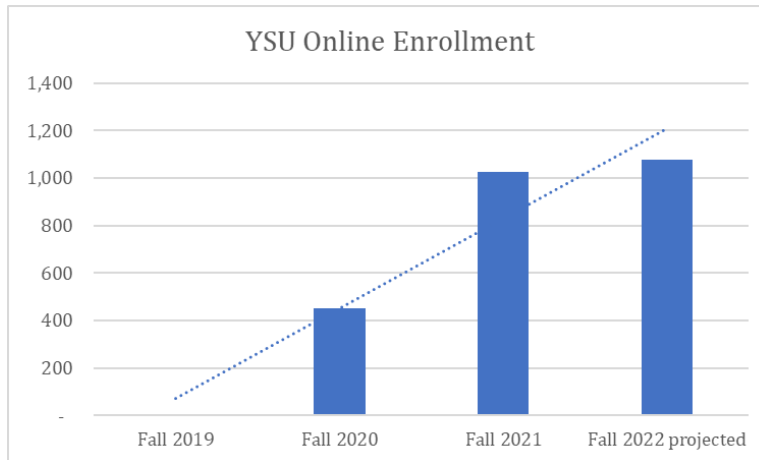
**Reflects base salary budget plus 36% for applicable fringe benefits.*

Additionally, part-time faculty expenses are projected to decrease by 11.4% in FY 2023 as the Office of Academic Affairs continues to implement instructional efficiencies, namely by maximizing the number of hours taught by full-time faculty, where possible.

Part-Time Faculty	FY 2022*	FY 2023	1-Year Flux	
	Estimated	Budget	%	\$
Part-time faculty	\$4,077,311	\$3,604,000	-11.6%	(\$473,311)
Faculty overload pay	679,500	665,000	-2.1%	(14,500)
Total part-time salaries	\$4,077,311	\$3,604,000	-11.6%	(\$473,311)
Fringe benefits	\$842,636	\$755,120	-10.4%	(\$87,516)
Total part-time faculty	\$4,919,947	\$4,359,120	-11.4%	(\$560,827)

**FY 2022 is estimated based on actual financial performance year-to-date.*

YSU's enrollment strategy includes efforts to increase market share in the distance education sector. Notwithstanding a negative enrollment trend overall, YSU has effectively leveraged its partnership with Academic Partnerships LLC to expand online programming and dramatically grow online enrollment over the past three years. For fall 2022, online enrollment is projected to grow moderately by 4%, driven in part by the new MSN program in Nursing Education that will come online this year.

Academic Portfolio Adjustments (continued)


Projections for FY 2023 indicate moderate enrollment growth that will increase both revenues and expenses associated with online programming. As a result, net revenues associated with YSU online programs are projected to increase by 3% in FY 2023.

YSU Online Programs	FY 2022*	FY 2023	1-Year Flux	
	Estimated	Projection	%	\$
Revenue:				
MBA program tuition	\$4,367,700	\$4,534,060	3.8%	\$166,360
Education programs tuition	2,394,965	2,514,713	5.0%	119,748
Nursing programs tuition	2,406,314	2,526,630	5.0%	120,316
Non-resident surcharge	21,080	21,080	0.0%	0
SSI funding estimate	998,142	1,043,058	4.5%	44,916
Total Gross Revenue	\$10,188,201	\$10,639,541	4.4%	\$451,340
Expenses:				
Revenue share with AP (50%)	\$4,595,030	\$4,798,241	4.4%	\$203,212
Faculty salaries/fringes	1,706,158	1,809,892	6.1%	103,734
Faculty stipends	179,950	190,000	5.6%	10,050
Virtual Assistants	381,660	400,000	4.8%	18,340
Distance Ed. Office Operations	579,237	603,288	4.2%	24,052
Tuition remission	329,958	329,958	0.0%	0
Indirect costs**	1,339,748	1,399,100	4.4%	59,351
Scholarship expenses	20,500	20,500	0.0%	0
Total Expenses	\$9,132,240	\$9,550,979	4.6%	\$418,739
Net, revenues less expenses	\$1,055,960	\$1,088,562	3.1%	\$32,601

*FY 2022 is estimated based on actual financial performance year-to-date.
 **Indirect costs are calculated using YSU's federal IDC rate of 26.3% x 50% of gross revenue.

While these actions represent significant adjustments to YSU's academic portfolio, more aggressive actions are required given an unfavorable enrollment outlook marked by a projected 15% decrease in the number of college-going high school graduates in Ohio between 2017 and 2029, compounded by a crowded and intensely competitive higher education market in Ohio, western Pennsylvania and online.

General Fund Expenses

General fund expenses are summarized by functional expense category in the table below. Overall, budgeted expenses in FY 2023 are generally flat at just 0.5% lower than in the prior fiscal year.

	FY 2022*	FY 2023	1-Year Flux	
Academic Excellence & Support	\$80,998,966	\$81,603,822	0.7%	\$604,855
Student Success & Student Experience	27,869,757	28,574,676	2.5%	704,920
Institutional Support	21,408,534	24,096,112	12.6%	2,687,578
Plant Operation & Maintenance	17,418,224	17,873,121	2.6%	454,897
Intercollegiate Athletics	14,183,275	14,746,249	4.0%	562,974
One-time adjustments	(8,878,755)	(14,593,979)	64.4%	(5,715,224)
Total General Fund	\$153,000,000	\$152,300,000	-0.5%	(\$700,000)

**FY 2022 budget adjusted based on actual financial performance through the 3rd quarter (3/31/22).*

Academic Excellence & Support includes expenses directly associated with classroom instruction, academic administration, curriculum development, and instructional information technology. The 0.7% increase in this category is mainly due to planned salary increases for faculty and staff in academic areas, as well as increased expenses associated with online programming.

Student Success & Experience includes expenses that support student admissions, financial aid and scholarships, student services administration, counseling and career guidance, and social and cultural development programming for students. The 2.5% increase in this category is largely the result of the University having invested in new staff positions dedicated to student success and student services, including the addition of full-time staff in Student Counseling Services, Undergraduate Admissions and the Bursar's office.

Institutional Support includes fiscal operations, general administration, executive management, administrative information technology, and public relations. The 12.6% increase here is the result of increased costs for information technology that last year was defrayed by federal COVID relief funding.

Plant Operation & Maintenance (POM) includes building repairs, custodial services, grounds-keeping, and utilities, i.e., electricity, water, and natural gas. The 2.6% increase in FY 2023 is mainly due to a 115% increase in costs for general liability insurance necessitated by added coverage for cybersecurity.

The amount shown here for Intercollegiate Athletics represents general fund support for the University's athletic programs and does not reflect other revenue earned by the Athletic Department (see Appendix C for detail). The 4% increase in FY 2023 is due in part to a \$100,000 gender equity enhancement for women's sports, as well as the expansion of the team rosters for lacrosse, men's swimming, and cross country, which helped drive a roughly \$237,000 increase in scholarship costs.

General Fund Expenses by Functional Category

The following table provides additional detail showing the functional activities included in the various expense categories budgeted for FY 2023. Taken together, Academic Excellence & Support and Student Success & Experience comprise 72% of total budgeted expenses in FY 2023, totaling \$110 million. Of this, 54% or \$87 million is allocated for Academic Excellence & Support, while 19% or \$29 million is allocated to Student Success & Experience. The remaining share of budgeted expenses are tied to other costs associated with operating the University.

	FY 2023	% of Total	
Academic Excellence & Support			
General Academic Instruction	\$58,138,849	38.2%	72% of resources are allocated for Academic Excellence and Student Success
Community Education	2,800	0.0%	
Preparatory Remedial Instruction	48,774	0.0%	
Instructional Information Tech	1,273,288	0.8%	
Individual and Project Research	436,215	0.3%	
Community Service	8,569	0.0%	
Public Broadcasting Services	385,442	0.3%	
Library	2,795,896	1.8%	
Museums and Galleries	238,630	0.2%	
Educational Media Services	5,348,116	3.5%	
Academic Support Information Tech	789,667	0.5%	
Ancillary Support	1,542,760	1.0%	
Academic Administration	10,200,889	6.7%	
Academic Personnel Development	209,333	0.1%	
Course and Curriculum Development	184,594	0.1%	
	<u>\$81,603,822</u>	<u>53.6%</u>	
Student Success & Student Experience			
Student Scholarships	\$10,493,718	6.9%	
Auxiliary Enterprises Student	4,397,342	2.9%	
Student Service Administration	11,475	0.0%	
Social and Cultural Development	3,278,391	2.2%	
Counseling and Career Guidance	2,518,088	1.7%	
Financial Aid Administration	1,430,051	0.9%	
Student Admissions	3,144,391	2.1%	
Student Records	2,825,409	1.9%	
Student Health Services	475,811	0.3%	
	<u>\$28,574,676</u>	<u>18.8%</u>	
Institutional Support			
Fiscal Operations	\$1,704,187	1.1%	
General Administration	11,627,162	7.6%	
Administrative Information Tech	5,617,846	3.7%	
Public Relations Development	5,146,916	3.4%	
	<u>\$24,096,112</u>	<u>15.8%</u>	
Plant Operation & Maintenance			
Building Maintenance	\$5,753,661	3.8%	
Custodial Services	2,599,152	1.7%	
Utilities	4,945,500	3.2%	
Landscape and Grounds Maintenance	952,577	0.6%	
Security and Safety	3,622,231	2.4%	
	<u>\$17,873,121</u>	<u>11.7%</u>	
Intercollegiate Athletics			
	\$14,746,249	9.7%	
One-time Adjustments			
Transfer from Budget Stabilization Fund	(\$6,300,000)	-4.1%	
Prior year carry-forward funds	(2,763,286)	-1.8%	
COVID Relief / spending controls	(5,530,693)	-3.6%	
	<u>(\$14,593,979)</u>	<u>-9.6%</u>	
	<u>\$152,300,000</u>	<u>100.0%</u>	

General Fund Expenses by Natural Classification

The following table depicts general fund expenses arranged by natural classification. FY 2023 personnel expenses reflect 2% base salary adjustments for full-time faculty and staff, and a net increase in faculty positions. As the Office of Academic Affairs implements instructional efficiencies, part-time faculty and overload expenses are projected to decrease substantially, despite a roughly 2% increase in the rate of pay for part-time faculty. Operating expenses are projected to be lower overall but an increase is budgeted for *Contracted Fees & Services* to reflect growing costs for liability insurance and software.

	FY 2022*	FY 2023	1-Year Flux	
	Estimated	Budget	%	\$
Personnel				
Full-service faculty (includes searches in progress)	\$28,085,867	\$28,759,124	2.4%	\$673,257
Faculty overload pay	679,500	665,000	-2.1%	(14,500)
Part-time faculty	4,077,311	3,604,000	-11.6%	(473,311)
Summer school faculty	2,200,000	2,200,000	0.0%	0
Dept. Chairperson Stipends	404,063	398,640	-1.3%	(5,423)
Subtotal - Faculty	\$35,446,740	\$35,626,764	0.5%	\$180,024
Staff	\$31,872,760	\$32,510,215	2.0%	\$637,455
Faculty stipends, temp staff & student wages	4,829,111	4,933,861	2.2%	104,750
Fringe Benefits	26,743,628	27,594,591	3.2%	850,963
Total Personnel	\$98,892,239	\$100,665,431	1.8%	\$1,773,192
Operating Expenses				
Supplies	\$1,710,923	\$1,675,418	-2.1%	(\$35,505)
Business-Related Expenses and Travel	1,200,256	1,210,125	0.8%	9,869
Dues and Memberships	285,214	282,338	-1.0%	(2,876)
Public Relations & Communications	2,327,225	2,314,083	-0.6%	(13,142)
Repairs and Maintenance	3,787,856	3,815,730	0.7%	27,874
Utilities	4,710,241	4,710,241	0.0%	0
Library Acquisitions	1,092,445	1,092,445	0.0%	0
Equipment & Rentals Non-Facilities	406,478	396,960	-2.3%	(9,518)
Contracted Fees & Services	7,124,453	7,973,768	11.9%	849,315
Revenue Sharing (excludes AP)	640,347	867,247	35.4%	226,900
Miscellaneous	317,705	354,676	11.6%	36,971
Bad Debt	400,000	400,000	0.0%	0
Scholarships & Awards	10,656,850	10,260,482	-3.7%	(396,368)
Plan for Strategic Actions	500,000	500,000	0.0%	0
Match Funds & Unallocated Accounts	1,919,181	1,727,465	-10.0%	(191,716)
Spending reductions & vacancy savings	(3,228,186)	(4,311,039)	33.5%	(1,082,853)
	\$33,850,988	\$33,269,939	-1.7%	(\$581,049)
Transfers				
Transfers to other funds	\$7,274,156	\$8,284,325	13.9%	\$1,010,169
Transfers to auxiliaries for operations	18,283,318	19,143,591	4.7%	860,273
	\$25,557,474	\$27,427,916	7.3%	\$1,870,442
One-time Adjustments				
Transfer from budget stabilization reserve	(\$1,004,898)	(\$6,300,000)	526.9%	(\$5,295,102)
Transfer from prior year carry-forward	(4,295,804)	(2,763,286)	-35.7%	1,532,518
	(\$5,300,702)	(\$9,063,286)	71.0%	(\$3,762,585)
Total General Fund	\$153,000,000	\$152,300,000	-0.5%	(\$700,000)

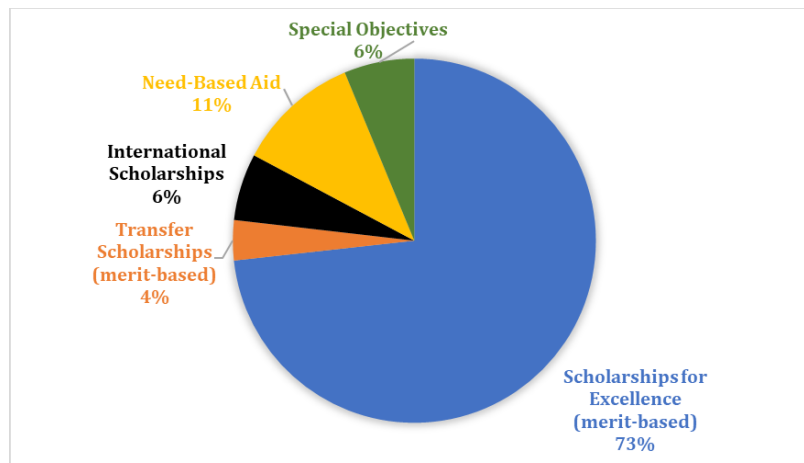
*FY 2022 is estimated based on actual financial performance through the third quarter (3/31/22).

Scholarships and YSU Foundation Support for Scholarships

Student scholarships remain an important part of the University’s enrollment strategy. For FY 2023, nearly \$21 million is forecasted for non-athletic student scholarships, including \$10.9 million in funding from the YSU Foundation and \$10 million in YSU general funds.

	FY 2023		
	Foundation	University	Total
Scholarships for Excellence (merit-based)			
Honors & Scholars	\$2,851,000		\$2,851,000
Trustees'	2,151,925		2,151,925
President's	1,020,601	\$871,194	1,891,795
Deans		1,389,150	1,389,150
Red & White		2,082,174	2,082,174
First Opportunity		906,356	906,356
MLK Merit		357,587	357,587
Provost		411,130	411,130
Academic Achievement		275,557	275,557
Total Scholarships for Excellence	\$6,023,526	\$6,293,148	\$12,316,674
Need-Based Aid			
Housing Grant		\$305,606	\$305,606
Trailblazer		366,451	366,451
PA State Grant Supplement	\$200,000	183,365	383,365
Penguin Assistance		611,215	611,215
Presidential Residential Leadership		178,475	178,475
Total Need Based	\$200,000	\$1,645,112	\$1,845,112
Transfer Scholarships (merit-based)			
Transfer Level 1		\$375,000	\$375,000
Transfer Level 2		150,000	150,000
PHI THETA KAPPA		74,400	74,400
Total Transfer Scholarships		\$599,400	\$599,400
International Scholarships (merit-based)		\$1,000,000	\$1,000,000
Supporting Other Scholarship Objectives	\$590,024	\$462,340	\$1,052,364
Donor Designated	\$4,093,824		\$4,093,824
GRAND TOTAL	\$10,907,374	\$10,000,000	\$20,907,374

Merit-based scholarships will make up 83% of total scholarship spending in FY 2023, which includes Scholarships for Excellence, Transfer Scholarships and International scholarships.



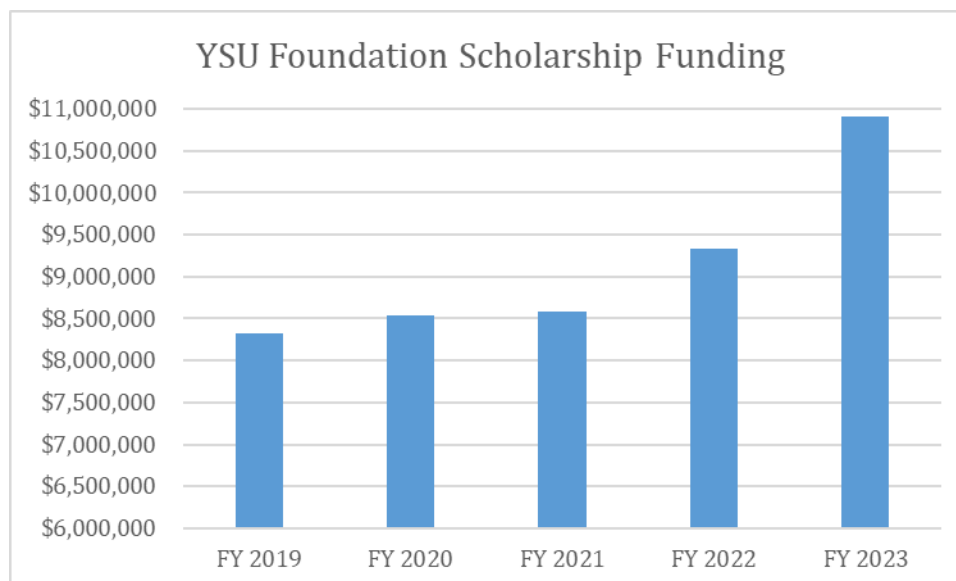
YSU Foundation Support for Student Scholarships

Scholarship support from the YSU Foundation is projected to cover 52% of non-athletic scholarship costs next year. YSU Foundation scholarship funding is projected to increase by 17% in FY 2023 to more than \$10.9 million. These scholarships are generally awarded directly to students and therefore are reflected as tuition revenue in the University’s general fund budget.

YSU Foundation funding	FY 2022	FY 2023	One-year flux	
Scholarships for Excellence	\$5,255,032	\$6,023,526	15%	\$768,494
Beecher Art & Theatre Award*	0	50,000	N/A	50,000
PA State Grant Supplement*	200,000	200,000	0%	0
Dana School of Music Scholarship*	27,212	50,000	84%	22,788
ROTC MS II Scholarship*	3,858	10,000	159%	6,142
Carl Nunziato Scholarship*	42,779	40,024	-6%	(2,755)
Use Projects Fund*	20,000	20,000	0%	0
Graduate Assistants*	283,194	350,000	24%	66,806
Undergrad Student Research Program*	20,000	20,000	0%	0
BaccMed Minority Recruitment*	N/A	50,000	N/A	50,000
Donor Designated**	3,476,500	4,093,824	18%	617,324
Total YSUF funding	\$9,328,575	\$10,907,374	17%	\$1,578,799

**Funds allocated at the request of the YSU Foundation.*
*** Donor Designated includes scholarship and programmatic funding.*

The YSU Foundation’s annual scholarship distribution is based on 4.5% of the average market value of its endowment (4% for donor designated) for the preceding twelve fiscal quarters. In other words, the level of scholarship support from the YSU Foundation correlates directly with the performance of its investment portfolio.



Auxiliary Services

Auxiliaries provide a variety of services that enhance campus life for YSU students, faculty, staff, alumni and visitors. Auxiliaries also generate revenue through sales and services, which helps support their operations. As summarized in the table below, the combined FY 2023 budgets for the University’s auxiliaries total \$36.4 million, which includes \$17 million in general fund support and \$19.4 million in income generated by each auxiliary. (See Appendix C for greater detail.)

Auxiliary Services:	FY 2023 Budget	1-Year Flux*	
		%	\$
Intercollegiate Athletics*	\$18,738,222	3.3%	\$600,474
Housing Services*	10,838,968	-2.2%	(245,866)
Parking Services	3,876,100	4.7%	175,000
Kilcawley Center*	1,713,365	-2.1%	(36,249)
Andrews Recreation & Wellness Center*	1,281,477	-2.9%	(38,364)
Total Auxiliary Budgets	\$36,448,132	1.7%	\$601,933
Less: Support from General Fund*	(17,032,591)	3.3%	(549,653)
Total Earned Income	\$19,415,541	-1.0%	(\$197,340)

**FY 2022 is adjusted based on actual financial performance through the 3rd quarter (3/31/22).*

The \$18.7 million Athletics budget is indicative of the long-standing institutional decision to support an NCAA-compliant Division I intercollegiate athletic program consistent with Board of Trustees Policy 3356-6-02. The 3% increase in FY 2023 is due in part to a \$100,000 gender equity enhancement for women’s sports, as well as the expansion of the team rosters for lacrosse, men’s swimming, and cross country, which helped drive a roughly \$237,000 increase in scholarship costs. The Athletic Department also augmented its compliance and training offices, resulting in approximately \$327,000 in added operating expenses. Notably, the Board of Trustees amended its bylaws earlier this year to create a new standalone Intercollegiate Athletics Committee, underscoring the importance of athletics to the University’s mission.

The FY 2023 budget for Housing Services is based on a planned occupancy rate of 90%, a reduction from the 95% planning assumption used for the prior fiscal year. To remain competitive and meet student demand for single rooms, the number of beds available in YSU residence halls will be reduced to 1,137—a reduction of 117 beds in FY 2023. These adjustments, combined with a 2.5% increase in room and board for incoming students, results in a 2.2% reduction in projected Housing revenues for FY 2023.

Parking Services’ FY 2023 budget is projected to increase by \$175,000, due in large part to increased revenues in the form of parking fines and increased sales of parking permits for campus contractors.

The FY 2023 budget for Kilcawley Student Center is reduced to reflect lower projected revenues from food services and bookstore commissions. And the reduction to the Andrews Recreation & Wellness Center budget reflects the elimination of its overhead expense in FY 2023.

Rich Center for Autism

Established in 1995, The Paula and Anthony Rich Center for the Study and Treatment of Autism is an externally funded unit of Youngstown State University.

Pursuant to the agreement between the Rich Center and YSU, the Rich Center's budget is included here for approval by the YSU Board of Trustees. The Rich Center will remain fully funded by external sources and will not receive direct funding support from the University. The University will, however, continue to provide approximately 15,500 square feet of space in Fedor Hall to house the Rich Center's classrooms, labs and administrative offices.

The Rich Center's proposed budget for FY 2023 has been approved by the Rich Center's Advisory Board and is based on a 9.6% increase in revenue and includes a 3% salary increase for instructional and support employees, and a 2% increase for management staff.

<u>Rich Center for Autism</u>	FY 2022	FY 2023	1-Year Flux	
	<u>Budget</u>	<u>Budget</u>	<u>%</u>	<u>\$</u>
Revenues				
Noncredit Tuition	\$1,862,151	\$1,965,216	5.5%	\$103,065
Cash Gifts	40,000	120,000	200.0%	80,000
Total Revenues	<u>\$1,902,151</u>	<u>\$2,085,216</u>	<u>9.6%</u>	<u>\$183,065</u>
Expenses				
<i>Personnel</i>				
Full- and Part-time Staff	\$1,146,046	\$1,198,060	4.5%	\$52,014
Temporary Staff	35,000	81,125	131.8%	46,125
Fringe Benefits	440,976	498,381	13.0%	57,405
Total Personnel	<u>\$1,622,022</u>	<u>\$1,777,566</u>	<u>9.6%</u>	<u>\$155,544</u>
<i>Operating Expenses</i>				
Supplies	\$42,279	\$43,800	3.6%	\$1,521
Travel and Related Expenses	2,250	2,250	0.0%	0
Information & Communication	20,500	20,500	0.0%	0
Facility Maintenance/Repairs	500	500	0.0%	0
Fees & Services	186,500	226,500	21.4%	40,000
Volunteer Services	14,000	0	-100.0%	(14,000)
Events & Promotions	3,600	3,600	0.0%	0
Miscellaneous / Reserve	10,500	10,500	0.0%	0
Total Operating Expenses	<u>\$280,129</u>	<u>\$307,650</u>	<u>9.8%</u>	<u>\$27,521</u>
Total Rich Center Expenses	<u>\$1,902,151</u>	<u>\$2,085,216</u>	<u>9.6%</u>	<u>\$183,065</u>

APPENDIX A – Revenue Detail, General Fund Budget

	FY 2022*	FY 2023	Annual change	
	Estimated	Budget	%	\$
STUDENT TUITION & FEES				
Instructional Fee	\$69,241,253	\$67,493,667	-2.5%	(\$1,747,586)
General Fee (includes Info. Sys. Fee)	17,745,071	17,828,667	0.5%	83,596
Accelerated Online Tuition	4,595,030	4,798,241	4.4%	203,212
Subtotal - Tuition & Fees	\$91,581,354	\$90,120,575	-1.6%	(\$1,460,779)
OTHER STUDENT FEES				
Non-resident Tuition Surcharge	\$2,377,740	\$2,316,637	-2.6%	(\$61,103)
Academic Fees	7,035,000	7,125,048	1.3%	90,048
Career Services Fee	50,181	15,054	-70.0%	(35,127)
Non-credit Instructional Fees	14,850	2,100	-85.9%	(12,750)
Miscellaneous Fees	125,000	124,200	-0.6%	(800)
Application Fees	300,000	336,500	12.2%	36,500
College Credit Plus/Jump Start	665,000	671,000	0.9%	6,000
Subtotal - Other Tuition & Fees	\$10,567,771	\$10,590,539	0.2%	\$22,768
STUDENT CHARGES				
Fines & Penalty Assessments	\$500,000	\$563,800	12.8%	\$63,800
Service Charges	567,500	587,850	3.6%	20,350
Subtotal - Student Charges	\$1,067,500	\$1,151,650	7.9%	\$84,150
Total - Tuition, Fees & Other Chrgs.	\$103,216,625	\$101,862,764	-1.3%	(\$1,353,861)
STATE SHARE OF INSTRUCTION				
Subtotal - State Appropriations	\$44,570,635	\$46,588,505	4.5%	\$2,017,870
OTHER SOURCES				
Investment Income for Operations	\$2,420,990	\$1,068,718	-55.9%	(\$1,352,272)
Administrative Charge - Auxiliaries	1,266,413	1,062,813	-16.1%	(203,600)
Alumni Relations	12,000	12,000	0.0%	0
Sales & Services of Educational Activities	3,000	2,500	-16.7%	(500)
Private Gifts, Unrestricted	87,000	85,000	-2.3%	(2,000)
Facility Rental, Athletics and University	292,386	325,000	11.2%	32,614
Indirect Cost Recoveries	1,000,000	730,000	-27.0%	(270,000)
Other-Miscellaneous	502,022	562,700	12.1%	60,678
Subtotal - Other Sources	\$5,583,811	\$3,848,731	-31.1%	(\$1,735,080)
TOTAL GENERAL FUND REVENUE	\$153,371,071	\$152,300,000	-0.70%	(\$1,071,071)
<i>*FY 2022 is estimated based on actual financial performance through the 3rd quarter (3/31/22).</i>				

APPENDIX B - Scholarship Budget Detail

	FY 2023		
	<u>Foundation</u>	<u>University</u>	<u>Total</u>
<u>Scholarships for Excellence (merit-based)</u>			
Honors & Scholars	\$2,851,000		\$2,851,000
Trustees'	2,151,925		2,151,925
President's	1,020,601	\$871,194	1,891,795
Deans		1,389,150	1,389,150
Red & White		2,082,174	2,082,174
First Opportunity		906,356	906,356
MLK Merit		357,587	357,587
Provost		411,130	411,130
Academic Achievement		275,557	275,557
Total Scholarships for Excellence	\$6,023,526	\$6,293,148	\$12,316,674
<u>Need-Based Aid</u>			
Housing Grant		\$305,606	\$305,606
Trailblazer		366,451	366,451
PA State Grant Supplement	\$200,000	183,365	383,365
Penguin Assistance		611,215	611,215
Presidential Residential Leadership		178,475	178,475
Total Need Based	\$200,000	\$1,645,112	\$1,845,112
<u>Transfer Scholarships (merit-based)</u>			
Transfer Level 1		\$375,000	\$375,000
Transfer Level 2		150,000	150,000
PHI THETA KAPPA		74,400	74,400
Total Transfer Scholarships		\$599,400	\$599,400
<u>International Scholarships (merit-based)</u>			
International Opportunity		\$181,018	\$181,018
International Deans		225,728	225,728
International President's		265,911	265,911
International Trustees'		18,934	18,934
International Plus		5,462	5,462
International Access Renewals		5,826	5,826
International Scholar Renewals		249,057	249,057
International Achievement Renewals		48,064	48,064
Total International Scholarships		\$1,000,000	\$1,000,000
<u>Supporting Other Scholarship Objectives</u>			
Housing Excellence & Housing Experience		\$72,340	\$72,340
BaccMed	\$50,000		50,000
Univ Serv Grt-in-Aid		11,000	11,000
5th Yr Grant-in-Aid		54,000	54,000
Urban Internship		11,000	11,000
Wolves Club YSU Match		32,000	32,000
YSU Alumni Legacy		3,500	3,500
Use Projects Fund	20,000		20,000
Carl Nunziato Scholarship	40,024		40,024
Undergrad Student Research Program	20,000		20,000
ROTC	10,000		10,000
Dana School of Music	50,000		50,000
Beecher Art & Theatre Award	50,000		50,000
Retention Fund		7,500	7,500
Graduate Assistantships	350,000	250,000	600,000
Miscellaneous Academic Affairs		21,000	21,000
Total Other	\$590,024	\$462,340	\$1,052,364
Donor Designated	\$4,093,824		\$4,093,824
GRAND TOTAL	\$10,907,374	\$10,000,000	\$20,907,374



APPENDIX C – Auxiliary Budgets

INTERCOLLEGIATE ATHLETICS				
	FY 2022 Adjusted	FY 2023 Budget	PERCENT CHANGE	CHANGE
REVENUE RECORDED IN THE GENERAL FUND*				
Tuition & Fees from Student Athletes	\$9,130,034	\$9,744,971	6.7%	\$614,937
State Share of Instruction Funding	1,153,019	1,304,736	13.2%	151,717
Total Athletic Revenue in Gen. Fund*	\$10,283,053	\$11,049,706	7.5%	\$766,654
REVENUE				
Football Tickets	\$375,000	\$320,000	-14.7%	(\$55,000)
Basketball Tickets	145,000	137,500	-5.2%	(7,500)
Guarantees	840,000	640,000	N/A	(200,000)
Program Sales	4,500	4,500	0.0%	0
Medical Services Commissions	45,000	50,000	11.1%	5,000
Concession Commissions	45,000	40,000	-11.1%	(5,000)
Royalty Commissions	60,000	75,000	25.0%	15,000
NCAA Revenue Sharing	1,050,000	1,250,000	19.0%	200,000
Program Ad. Sales/Recognition	275,000	260,000	-5.5%	(15,000)
Radio/Television Income	10,000	100,000	900.0%	90,000
Pouring Rights & Miscellaneous	155,000	180,000	16.1%	25,000
Football Tailgate	90,000	90,000	0.0%	0
Scoreboard Advertising:				
Football	235,000	225,000	-4.3%	(10,000)
Basketball	105,000	100,000	-4.8%	(5,000)
Stadium Loge Rentals	519,973	519,973	0.0%	0
Total Revenue	\$3,954,473	\$3,991,973	0.9%	\$37,500
TOTAL REVENUE	\$14,237,526	\$15,041,679	5.6%	\$804,154
GENERAL FUND ALLOCATION				
Total General Fund Support**	\$3,900,222	\$3,696,543	-5.2%	(\$203,680)
TOTAL RESOURCES	\$18,137,748	\$18,738,222	3.3%	\$600,474
EXPENSES				
Permanent Staff	\$4,616,175	\$4,977,135	7.8%	\$360,960
Temporary Staff	482,210	448,225	-7.0%	(33,985)
Fringe Benefits	2,046,550	2,173,356	6.2%	126,806
Scholarships	5,868,461	6,104,977	4.0%	236,516
Operating	5,094,352	5,004,529	-1.8%	(89,823)
Transfer, Inst. Work Study	30,000	30,000	0.0%	0
TOTAL EXPENSES	\$18,137,748	\$18,738,222	3.3%	\$600,474
*Tuition and state funding are recorded in the general fund but are presented here to illustrate the estimated revenue attributable to YSU student athletes.				
** General fund support for Athletics has been adjusted to illustrate the estimated impact of tuition and state funding revenue that is attributable to YSU student athletes. The FY 2023 general fund allocation for Athletics is \$14,746,249.				

APPENDIX C – Auxiliary Budgets

<u>KILCAWLEY CENTER</u>				
	FY 2022 Budget	FY 2023 Budget	PERCENT CHANGE	CHANGE
REVENUES				
Food Services Commissions	\$355,000	\$255,000	-28.2%	(\$100,000)
Bookstore Commissions	328,974	290,000	-11.8%	(38,974)
Pete's Treats Candy Counter	68,000	50,000	-26.5%	(18,000)
Graphic Center	35,000	35,000	0.0%	0
Recreation Room	3,000	1,000	-66.7%	(2,000)
Room Rental	2,000	1,000	-50.0%	(1,000)
Student ID Replacement	0	5,000		5,000
Vending and Misc. Sales & Service	24,500	500	-98.0%	(24,000)
Total Revenue	\$816,474	\$637,500	-21.9%	(\$178,974)
OTHER RESOURCES				
General Fund Allocation	\$1,119,222	\$1,075,865	-3.9%	(\$43,357)
TOTAL RESOURCES	\$1,935,696	\$1,713,365	-11.5%	(\$222,331)
EXPENSES				
Permanent Staff	\$461,504	\$454,804	-1.5%	(\$6,700)
Temporary Staff	305,000	260,000	-14.8%	(45,000)
Fringe Benefits	202,003	197,073	-2.4%	(4,930)
Administrative Charge	126,000	0	-100.0%	(126,000)
Operating	781,690	776,757	-0.6%	(4,933)
Inst. Work Study transfer	58,499	23,731	-59.4%	(34,768)
Transfer for Capital Improvements	1,000	1,000	0.0%	0
TOTAL EXPENSES	\$1,935,696	\$1,713,365	-11.5%	(\$222,331)

<u>ANDREWS RECREATION AND WELLNESS CENTER</u>				
	FY 2022 Budget	FY 2023 Budget	PERCENT CHANGE	CHANGE
REVENUES				
Faculty & Staff Memberships	\$20,000	\$25,000	25.00%	\$5,000
Guest Passes/Locker Rentals	6,000	6,000	0.00%	0
Program Fees	15,000	23,000	53.33%	8,000
Sponsorship income	15,000	17,000	13.33%	2,000
Total Revenues	\$56,000	\$71,000	26.79%	15,000
OTHER RESOURCES				
General Fund Allocation	\$1,278,442	\$1,210,477	-5.32%	(\$67,965)
TOTAL RESOURCES	\$1,334,442	\$1,281,477	-3.97%	(\$52,965)
EXPENSES				
Permanent Staff	\$361,663	\$373,781	3.35%	\$12,119
Temporary Staff	312,302	313,225	0.30%	923
Fringe Benefits	164,365	169,259	2.98%	4,894
Administrative Charge	77,600	0	-100.00%	(77,600)
Operating	398,512	405,212	1.68%	6,700
Inst. Work Study Transfer	20,000	20,000	0.00%	0
Total Expenses	\$1,334,442	\$1,281,477	-3.97%	(\$52,965)

APPENDIX C – Auxiliary Budgets

HOUSING SERVICES				
	FY 2022	FY 2023	PERCENT	
	Budget	Budget	CHANGE	CHANGE
REVENUES				
Room and Board	\$10,418,834	\$10,174,468	-2.3%	(\$244,366)
Meal Plans	575,000	575,000	0.0%	0
Food Commissions	10,000	10,000	0.0%	0
Misc. Fees	56,000	49,500	-11.6%	(6,500)
Rentals-Guests and Special Groups	25,000	30,000	20.0%	5,000
Total Revenue	\$11,084,834	\$10,838,968	-2.2%	(\$245,866)
EXPENDITURES				
Permanent Staff	\$697,585	\$676,825	-3.0%	(\$20,761)
Temporary Staff	355,000	367,500	3.5%	12,500
Fringe Benefits	346,049	316,291	-8.6%	(29,758)
Administrative Charge	912,813	912,813	0.0%	0
Operating	7,288,499	7,450,472	2.2%	161,973
Inst. Work Study (transfer)	30,000	50,000	66.7%	20,000
Debt Service transfer	1,379,888	465,067	-66.3%	(914,821)
Capital Improvements (transfer)	75,000	600,000	700.0%	525,000
Total Expenses	\$11,084,834	\$10,838,968	-2.2%	(\$245,866)

PARKING SERVICES				
	FY 2022	FY 2023	PERCENT	
	Budget	Budget	CHANGE	CHANGE
REVENUES				
Faculty & Staff Permits	\$530,000	\$510,000	-3.8%	(\$20,000)
Student Permits/Transportation Fee	825,000	839,000	1.7%	14,000
Penguin Promise Transportation Fee*	2,050,000	2,111,000	3.0%	61,000
Parking Fines	75,000	175,000	133.3%	100,000
Parking Fees-Special Events	110,000	110,000	0.0%	0
Daily Parking Fees	51,000	51,000	0.0%	0
Parking Meters	5,000	5,000	0.0%	0
Parking Permits-Contracted Service	40,000	60,000	50.0%	20,000
Control Card Replacement	100	100	0.0%	0
Weekly Permits	15,000	15,000	0.0%	0
Total Revenues	\$3,701,100	\$3,876,100	4.7%	\$175,000
EXPENDITURES				
Permanent Staff	\$424,359	\$427,844	0.8%	\$3,485
Temporary Staff	417,000	417,000	0.0%	0
Fringe Benefits	243,328	244,722	0.6%	1,394
Administrative Charge	150,000	150,000	0.0%	0
Shuttle Service	363,000	363,000	0.0%	0
Other Operating	1,156,744	1,326,865	14.7%	170,121
Debt Service	395,203	395,203	0.0%	0
Transfers Capital Improvements	536,466	536,466	0.0%	0
Inst. Work Study Transfer	15,000	15,000	0.0%	0
Total Expenses	\$3,701,100	\$3,876,100	4.7%	\$175,000

*Because the transportation fee was folded into the Penguin Tuition Promise general fee in FY 2019, those revenues are recorded in the General Fund. Consequently, a portion of this fee income is transferred to Parking from the General Fund.

APPENDIX D – Miscellaneous Salary Rates

<i>Part-Time Faculty (per semester hour workload)</i>	
With Baccalaureate (or equivalent qualifications)	\$665
With Masters degree	\$820
With Doctorate or Juris Doctor	\$1,075
<i>Fellowships</i>	\$10,000
<i>Ph.D. Assistantships Stipends (sciences and engineering)</i>	\$23,500-\$30,000
<i>Graduate Assistants</i>	
Stipend for students in STEM departments	\$10,000
Stipend for students in all other academic departments	\$7,500
<i>Graduate Teaching Assistants</i>	
Stipend for students in STEM departments	\$10,000
Stipend for students in all other academic departments	\$8,750
<i>Student Employee Hourly Wage Rates*</i>	
Basic Level	\$ 9.30 - \$10.00
Intermediate Level	\$10.00 - \$13.00
Advanced Level	\$13.00 - \$15.00
<p><i>*Note: Student employee hourly wage rates are subject to revision, pending any applicable cost of living adjustments, as required by Ohio minimum wage law.</i></p>	