



**BOARD OF TRUSTEES
FINANCE AND FACILITIES COMMITTEE**

**Allen L. Ryan, Jr., Chair
Sergul A. Erzurum, Vice Chair
All Trustees are Members**

**Wednesday, December 11, 2024
3:46 p.m. or immediately following
previous meeting**

**Board Room
Tod Hall**

AGENDA

A. Disposition of Minutes for Meeting

B. Old Business

C. Committee Items

1. Consent Items*

C.1.a. = Tab 1 a. Resolution to Renew and Amend the Internal Audit Charter

C.1.b. = Tab 2 b. Resolution to Renew and Amend the Audit Subcommittee Charter

**C.1.c. = Tab 3 c. Resolution to Modify and Retitle Smoke, Tobacco, and Vape-Free Environment Policy,
3356-4-01**

2. Action Items

**C.2.a. = Tab 4 a. Resolution to Approve a Pledge of Student Fees to Support a Bond Issuance Not to Exceed
\$30,000,000 to Renovate Kilcawley Student Center**
Neal McNally, Vice President for Finance and Business Operations, will report.

C.2.b. = Tab 5 b. Resolution to Approve the FY2024 Affordability and Efficiency Report
Neal McNally, Vice President for Finance and Business Operations, will report.

C.2.c. = Tab 6 c. Resolution to Approve a Waiver of Fees for YSU College Credit Plus Courses

C.2.d. = Tab 7 d. Resolution to Approve Interfund Transfers
Steve Hoffmaster, Associate Vice President for Finance and Controller, will report.

*Items listed under the Consent Agenda require Board approval; however they may be presented without discussion as these items include only non-substantive changes.

3. Discussion Items

C.3.a. = Tab 8 **a. Quarterly Update on the FY 2025 Operating Budget**
Neal McNally, Vice President for Finance and Business Operations, will report.

C.3.b. = Tab 9 **b. Planning and Construction Projects Update**
John Hyden, Associate Vice President for Facilities and Support Services, and
Rich White, Director of Planning and Construction, will report.

c. Report of Audit Subcommittee
A verbal report of the Audit Subcommittee will be presented.
Richard C. Fryda, will report.

D. New Business

E. Adjournment



**RESOLUTION TO RENEW AND AMEND
THE INTERNAL AUDIT CHARTER**

WHEREAS, the Internal Audit Charter (the Charter) defines the internal audit activity's purpose, authority, and responsibility; and

WHEREAS, the Charter establishes the internal audit activity's functional reporting relationship with the audit subcommittee, authorizes access to records, personnel, and physical properties relevant to the performance of engagements, and defines the scope of internal audit activities; and

WHEREAS, the professional standards of the Institute of Internal Auditors require the Internal Audit Charter be approved by the Board; and

WHEREAS, the professional standards of the Institute of Internal Auditors have been updated effective January 2025; and

WHEREAS, a new version of Internal Audit Charter was prepared to align with the new Standards; now, therefore,

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby renew the Internal Audit Charter, attached hereto.

**Board of Trustees Meeting
December 12, 2024
YR 2025-**

Youngstown State University
Internal Audit Charter

Introduction:

This charter is prepared in accordance with the Institute of Internal Auditors' (IIA) guidance as described later under the heading "Standards for the Professional Practice of Internal Auditing."

Purpose and Mission:

Internal audit is an independent and objective assurance and consulting activity designed to add value to improve the operations of Youngstown State University. The mission of internal audit is to enhance and protect organizational value by providing risk-based and objective assurance, advice, and insight. It assists the university in accomplishing its objectives by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of the university's risk management, control, and governance processes.

Role:

The internal audit activity is established by the Board of Trustees ("Board") and its responsibilities are defined by the Audit Subcommittee ("Subcommittee") of the Board as part of its oversight role as defined in the Audit Subcommittee Charter.

Standards for the Professional Practice of Internal Auditing:

IA shall adhere to the mandatory elements of The Institute of Internal Auditors' (IIA) International Professional Practices Framework (IPPF), including the Core Principles for the Professional Practice of Internal Auditing, the Code of Ethics, the International Standards for the Professional Practice of Internal Auditing (the *Standards*), and the Definition of Internal Auditing. This mandatory guidance constitutes principles of the fundamental requirements for the professional practice of internal auditing and for ensuring the effectiveness of the internal audit activity's performance.

Authority:

Authority is granted for full, free, and unrestricted access to any and all of Youngstown State's records, physical properties, and personnel relevant to any function under review. All employees are expected to assist the internal audit activity in fulfilling its roles and responsibilities. The internal audit activity will also have free and unrestricted access to the Subcommittee and the Board.

Documents and information provided to the internal audit during a review will be handled in a prudent and confidential manner.

The Internal Auditor will report functionally to the Subcommittee and administratively (i.e., day-to-day operations) to the Vice President for Finance & Business Operations. The Internal Auditor collaborates with external providers engaged to assist in the direction and operation of the internal audit activity as determined by the management and the Subcommittee.

Internal Audit Charter
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The Subcommittee will:

- Approve the internal audit charter.
- Approve the risk-based internal audit plan.
- Approve the internal audit budget and resource plan.
- Receive communication from the Internal Auditor on the internal audit activity's performance relative to its plan and other matters.
- Approve decisions regarding the appointment and removal of the Internal Auditor.
- Make appropriate inquiries of management and the Internal Auditor to determine whether there is inappropriate scope or resource limitations.

Independence and Objectivity:

The internal audit activity will remain free from interference by any element in the University, including matters of audit selection, scope, procedures, frequency, timing, or report content to permit maintenance of a necessary, independent and objective mental attitude.

Internal auditors will have no direct operational responsibility or authority over any of the activities audited. Accordingly, they will not implement internal controls, develop procedures, install systems, prepare records, or engage in any other activity that may impair an internal auditor's judgment.

Internal auditors will exhibit the highest level of professional objectivity in gathering, evaluating, and communicating information about the activity or process being examined. Internal auditors will make a balanced assessment of all the relevant circumstances and not be unduly influenced by their own interests or by others in forming judgments.

The internal audit activity may provide consulting services to assist with opportunities for improving internal controls or provide other guidance as needed. This consulting service would not impede independence since management retains operational responsibility.

The Internal Auditor will confirm to the Subcommittee, at least annually, the organizational independence of the internal audit activity.

Scope on Internal Audit Activities:

The scope of internal auditing encompasses, but is not limited to, the examination and evaluation of the adequacy and effectiveness of the University's governance, risk management, and internal controls as well as the quality of performance in carrying out assigned responsibilities to achieve the University's stated goals and objectives. This includes:

- Evaluating risk exposure relating to achievement of the University's strategic objectives.
- Evaluating the reliability and integrity of information and the means used to identify, measure, classify, and report such information.

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- Evaluating the systems established to ensure compliance with those policies, plans, procedures, laws, and regulations which could have a significant impact on the University;
- Evaluating the means of safeguarding assets and, as appropriate, verifying the existence of such assets;
- Evaluating the effectiveness and efficiency with which resources are employed;
- Evaluating operations or programs to ascertain whether results are consistent with established objectives and goals and whether the operations or programs are being carried out as planned;
- Monitoring and evaluating governance processes;
- Monitoring and evaluating the effectiveness of the University's risk management processes;
- Performing consulting and advisory services related to governance, risk management and control as appropriate for the University;
- Reporting periodically on the internal audit activity's purpose, authority, responsibility, and performance relative to its plan;
- Reporting significant risk exposures and control issues, including fraud risks, governance issues, and other matters needed or requested by the Subcommittee;
- Evaluating specific operations at the request of the Subcommittee or management, as appropriate.

Responsibility:

The Internal Auditor, in collaboration with external providers engaged to assist in direction and operation of internal audit activities, has the responsibility to:

- Submit, at least annually, to senior management and the Committee a risk-based internal audit plan for review and approval;
- Communicate to senior management and the Committee the impact of resource limitations on the internal audit plan;
- Review and adjust the internal audit plan, as necessary, in response to changes in the university's risks, operations, programs, systems, and controls;
- Communicate to senior management and the Committee any significant interim changes to the internal audit plan;
- Ensure each engagement is properly executed, including the establishment of objectives and scope, the assignment of appropriate and adequately supervised resources, the documentation of work programs and testing results, and the communication of engagement results with findings, recommendations, and auditee's corrective action plans and implementation dates;
- Follow up on engagement findings and corrective actions and report periodically to senior management and the Committee corrective actions not effectively implemented;
- Ensure the principles of integrity, objectivity, confidentiality, and competency are applied and upheld;
- Ensure internal audit staff collectively possesses or obtains the knowledge, skills, and other competencies needed to meet the requirements of the internal audit charter;
- Ensure emerging trends and successful practices in internal auditing are considered;
- Seek to ensure conformance of IA with the Standards;
- Administer the university's anonymous reporting hotline.

Approved this ____ day of _____, 2023

 Michelle DiLullo
 Internal Auditor

 Chair of the Audit Subcommittee

 Neal McNally
 Vice President for Finance & Business Operations

**Youngstown State University
Internal Audit Charter**

Introduction

This charter is prepared in accordance with the Institute of Internal Auditors' (IIA) guidance as described later under the heading "Global Internal Audit Standards."

Purpose and Mission

The purpose of the internal audit function is to strengthen Youngstown State University's ability to create, protect, and sustain value by providing the Audit Subcommittee of the Board of Trustees and management with independent, risk-based, and objective assurance, advice, insight, and foresight.

The internal audit function enhances Youngstown State University's:

- Successful achievement of its objectives.
- Governance, risk management, and control processes.
- Decision-making and oversight.
- Reputation and credibility with its stakeholders.
- Ability to serve the public interest.

Youngstown State University's internal audit function is most effective when:

- Internal auditing is performed by competent professionals in conformance with the IIA's Global Internal Audit StandardsTM which are set in the public interest.
- The internal audit function is independently positioned with direct accountability to the Audit Subcommittee.
- Internal auditors are free from undue influence and committed to making objective assessments.

The mission of Youngstown State University internal audit is to enhance and protect organizational value by providing risk-based and objective assurance, advice, and insight. It assists the university in accomplishing its objectives by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of the university's risk management, control, and governance processes.

Commitment to Adhering to the Global Internal Audit Standards

Youngstown State University's internal audit function will seek to adhere to the mandatory elements of The Institute of Internal Auditors' International Professional Practices Framework, which are the Global Internal Audit Standards and Topical Requirements.

Internal Audit Charter
Date Last Reviewed 12-2024

Mandate

Authority

The internal audit function's authority is created by its direct reporting relationship to the Audit Subcommittee. Such authority allows for unrestricted access to the Audit Subcommittee.

The Audit Subcommittee authorizes the internal audit function to:

- Have full unrestricted access to all functions, data, records, information, physical property, and personnel pertinent to carrying out internal audit responsibilities. Internal auditors are accountable for confidentiality and safeguarding record and information.
- Allocate resources, set frequencies, select subjects, determine scopes of work, apply techniques, and issue communications to accomplish the function's objectives.
- Obtain assistance from the necessary personnel of Youngstown State University and other specialized services from within or outside Youngstown State University to complete internal audit services.

Independence Organizational Position, and Reporting Relationships

Internal Audit will be positioned at a level in the organization that enables internal audit services and responsibilities to be performed without interference from management, thereby establishing the independence of the internal audit function (See "Mandate" section.) Internal audit will report functionally to the Audit Subcommittee and administratively (for example, day-to-day operations) to the Vice President for Finance & Business Operations. This positioning provides the organizational authority and status to bring matter directly to senior management and escalate matters to the Audit Subcommittee, when necessary, without interference and supports the internal auditors' ability to maintain objectivity.

Internal audit will confirm with the Audit Subcommittee, at least annually, the organizational independence of the internal audit function. If the governance structure does not support organizational independence, Internal Audit will document the characteristics of the governance structure limiting independence and any safeguards employed to achieve the principle of independence. Internal Audit will disclose to the Audit Subcommittee any interference internal audit encounters related to the scope, performance, or communication of internal audit work and results. The disclosure will include communicating the implications of such interference on the internal audit function's effectiveness and ability to fulfill its mandate.

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Changes to Mandate or Charter

Circumstances may justify a follow-up discussion between Internal Audit, the Audit Subcommittee, and senior management on the internal audit mandate or other aspects of the internal audit charter. Such circumstances may include but are not limited to:

- A significant change in the Global Internal Audit Standards.
- A significant reorganization within the organization.
- Significant changes in Internal Audit, Audit Subcommittee, and/or senior management.
- Significant changes to the organization's strategies, objectives, risk profile, or the environment in which the organization operates.
- New laws or regulations that may affect the nature and/or scope of internal audit services.

Audit Subcommittee Oversight

To establish, maintain, and ensure that Youngstown State University's internal audit function has sufficient authority to fulfill its duties, the Audit Subcommittee will:

- Discuss with Internal Audit and senior management the appropriate authority, role, responsibilities, scope, and services (assurance or advisory) of the internal audit function.
- Ensure Internal Audit has unrestricted access to and communicates and interacts directly with the Audit Subcommittee, including private meetings without senior management present in accordance with Ohio public meeting laws.
- Discuss with Internal Audit and senior management other topics that should be included in the internal audit charter.
- Participate in discussions with Internal Audit and senior management about the "essential conditions," described in the Global Internal Audit Standards, which establish the foundation that enables an effective internal audit function.
- Approve the internal audit function's charter, which includes the internal audit mandate and the scope and types of internal audit services.
- Review the internal audit charter periodically with Internal Audit to consider changes affecting the organization, such as changes in type, severity, and interdependencies of risks to the organization: and approve the internal audit charter periodically.
- Approve risk-based internal audit plan
- Provide input to the internal audit function's human resources administration and budgets.
- Receive communications from Internal Audit about the internal audit including its performance relative to its plan.

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- Make appropriate inquiries of senior management and Internal Audit to determine whether scope or resource limitations are inappropriate.

The Office of Internal Audit is established by the Board of Trustees and its responsibilities are defined by the Audit Subcommittee as part of its oversight functions as defined in the Audit Subcommittee's charter.

IA's responsibilities are guided by the Audit Subcommittee as part of its oversight function to promote and protect the integrity of Youngstown State University.

Internal Audit Roles and Responsibilities

Ethics and Professionalism

Internal Audit will ensure that internal auditors:

- Seek to adhere to the Global Internal Audit Standards, including the principles of Ethics and Professionalism: integrity, objectivity, competency, due professional care, and confidentiality.
- Understand, respect, meet, and contribute to the legitimate and ethical expectations of the organization and be able to recognize conduct that is contrary to those expectations.
- Encourage and promote an ethics-based culture in the organization.
- Report organizational behavior that is inconsistent with the organization's ethical expectations, as described in applicable policies and procedures.

Objectivity

Internal Audit will ensure that the Internal Audit function remains free from all conditions that threaten the ability of internal auditors to carry out their responsibilities in an unbiased manner, including matter of engagement selection, scope, procedures, frequency, timing, and communication. If Internal Audit determines that objectivity may be impaired in fact or appearance, the details of the impairment will be disclosed to the appropriate parties.

Internal Audit will maintain an unbiased mental attitude that allows them to perform engagements objectively such that they believe in their work product, do not compromise quality, and do not subordinate their judgement on audit matters to others, either in fact or appearance.

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Internal Audit will have no direct operational responsibility or authority over any of the activities they review. Accordingly, Internal Audit will not implement internal controls, develop procedures, install systems, or engage in other activities that may impair their judgement, including:

- Assessing specific operations for which they had responsibility within the previous year.
- Performing operational duties for Youngstown State University or its affiliates.
- Initiating or approving transaction external to the internal audit function.
- Directing the activities of any Youngstown State University employee that is not employed by the internal audit function, except to the extent that such employees have been appropriately assigned to the internal audit teams or to assist internal auditors.

Internal Audit will:

- Disclose impairments of independence or objectivity, in fact or appearance, to appropriate parties and at least annually to the Audit Subcommittee, management, or others.
- Exhibit professional objectivity in gathering, evaluating, and communicating information
- Make balanced assessments of all available and relevant facts and circumstances.
- Take necessary precautions to avoid conflicts of interest, bias, and undue influence.

Managing the Internal Audit Function

The Internal Auditor along with outside services provided by shared services agreement with Kent State University has the responsibility to:

- At least annually, develop a risk-based internal audit plan that considers the input of the Audit Subcommittee and senior management. Discuss the plan with the Audit Subcommittee and senior management and submit that plan to the Audit Subcommittee for review and approval.
- Communicate the impact of resource limitations on the internal audit plan to the Audit Subcommittee and senior management.
- Review and adjust the internal audit plan, as necessary, in response to changes in Youngstown State University's business, risks, operations, programs, systems, and controls.
- Communicate with the Audit Subcommittee and senior management if there are significant interim changes to the internal audit plan.
- Ensure internal audit engagements are performed, documented, and communicated in accordance with the Global Internal Audit Standards.

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- Follow up on engagement findings and confirm the implementation of recommendations or action plans and communicate the results of internal audit services to the Audit Subcommittee and senior management periodically and for each engagement as appropriate.
- Ensure the internal audit function collectively possesses or obtains knowledge, skills, and other competencies and qualifications needed to meet the requirements of the Global Internal Audit Standards and fulfill the internal audit mandate.
- Identify and consider trends and emerging issues that could impact Youngstown State University and communicate to the Audit Subcommittee and senior management as appropriate.
- Consider emerging trends and successful practices in internal auditing.
- Establish and ensure adherence to methodologies designed to guide the internal audit function.
- Ensure adherence to Youngstown State University's relevant policies and procedures unless such policies and procedures conflict with the internal audit charter or the Global Internal Audit Standards. Any such conflicts will be resolved or documented and communicated to the Audit Subcommittee and senior management.
- Coordinate activities and consider relying upon the work of other internal and external providers of assurance and advisory services. If Internal Audit cannot achieve the appropriate level of coordination, the issue must be communicated to senior management and if necessary escalated to the Audit Subcommittee.

Communication with the Audit Subcommittee and Senior Management

Internal Audit will report periodically to the Audit Subcommittee and senior management regarding:

- The internal audit function's mandate.
- The internal audit plan and performance relative to its plan
- Internal audit budget.
- Significant revisions to the internal audit plan and budget.
- Potential impairments to independence, including relevant disclosures as applicable.
- Significant risk exposures and control issues, including fraud risks, governance issues, and other areas of focus for the Audit Subcommittee that could interfere with the achievement of Youngstown State University's strategic objectives.
- Results of assurance and advisory services.
- Resource requirements.

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- Management’s responses to risk that the internal audit function determines may be unacceptable or acceptable of a risk that is beyond Youngstown State University’s risk appetite.

Scope and Types of Internal Audit Services

The scope of internal audit services covers the entire breadth of the organization, including all of Youngstown State University’s activities, assets, and personnel. The scope of internal audit activities also encompasses, but is not limited to, the objective examination of evidence to provide independent assurance and advisory services to the Audit Subcommittee and management on the adequacy and effectiveness of governance, risk management, and control processes for Youngstown State University.

The nature and scope of the advisory services may be agreed with the party requesting the service, provided the internal audit function does not assume management responsibility. Opportunities for improving the efficiency of governance, risk management, and control processes may be identified during advisory engagements. These opportunities will be communicated to the appropriate level of management.

Internal audit services may include:

- Evaluating whether risks relating to achievement of Youngstown State University’s strategic objectives are appropriately identified and managed.
- Evaluating whether the actions of Youngstown State University’s officers, directors, management, employees, and contractors or other relevant parties comply with Youngstown State University’s policies, procedures, and applicable laws, regulations, and governance standards.
- Evaluating whether the results of operations and programs are consistent with established goals and objectives
- Evaluating whether operations and programs are being carried out effectively, efficiently, ethically, and equitably.
- Evaluating whether established processes and systems enable compliance with the policies, procedures, laws, and regulations that could significantly impact Youngstown State University.
- Evaluating whether the integrity of information and the means used to identify, measure, analyze, classify, and report such information is reliable.
- Evaluating whether resources and assets are acquired economically, used efficiently, and sustainably, and protected adequately.
- Evaluating management’s system of internal controls to determine their presence, adequacy, effectiveness and efficiency and when needed, recommending improvements

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to the system of internal controls to address identified exposure to risk and performance deficiencies in practices and procedures.

- Reporting significant risk exposures, internal control issues and fraud risk.
- Monitoring and evaluating the effectiveness of the organization’s risk management system.
- Reviewing specific operations at the request of the Audit Subcommittee or management as appropriate.

Approved this ____day of _____, 2024

Michelle DiLullo
Internal Auditor

Chair of the Audit Subcommittee

Neal McNally
Vice President for Finance & Business Operations

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**RESOLUTION TO RENEW AND AMEND
THE AUDIT SUBCOMMITTEE CHARTER**

WHEREAS, the Audit Subcommittee Charter (the Charter) defines the subcommittee's purpose, authority, and responsibility; and

WHEREAS, the Charter establishes the subcommittee's relationship with the Finance and Facilities Committee of the Board of Trustees, authorizes access to records, personnel, and physical properties relevant to the performance of oversight responsibilities, and defines the structure of the subcommittee; and

WHEREAS, the Charter is reviewed and approved by the audit subcommittee at least every third year as part of its oversight of the subcommittee functions; and

WHEREAS, periodic review of Audit Subcommittee Charter was performed in conjunction with the recently updated Office of Internal Audit Charter,

WHEREAS, the Charter was updated to align with Youngstown State University Board of Trustees' by-laws,

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby renew the Audit Subcommittee Charter, attached hereto.

**Board of Trustees Meeting
December 12, 2024
YR 2025-**

Purpose

The primary function of the Audit Subcommittee is to assist the Board of Trustees in fulfilling its oversight responsibilities for the institution's accounting and financial reporting processes and audits by monitoring:

- the integrity of the University's financial statements,
- the independence, qualifications, and performance of its external and internal auditors,
- the University's system of internal controls, and
- the University's compliance with laws, regulations and codes of conduct.

Subject to State Auditor's role and requirements, the Audit Subcommittee will be responsible for the appointment, compensation, retention, oversight and evaluation of the University's external and internal auditors. The Audit Subcommittee shall maintain an effective, open avenue of communication among the external auditors, internal auditors, senior management and the Board of Trustees.

The Subcommittee's function is one of oversight, and as such it recognizes that management is responsible for preparing the financial statements and that the external auditors are responsible for auditing those financial statements.

The Subcommittee has the authority to retain legal, accounting and other advisors to assist in the performance of its responsibilities. The University shall compensate the independent auditors and advisors employed by the Audit Subcommittee and provide for associated administrative expenses.

Structure

The Audit Subcommittee is a subcommittee of the Finance & Facilities Committee of the Board of Trustees of Youngstown State University. Board members are appointed by the Governor of the State of Ohio. The Board will seek to ensure financial expertise on the Audit Subcommittee through appointments and training. ~~Further, no member of the Audit Subcommittee may concurrently serve on the Investment Committee.~~

Meetings

The Audit Subcommittee shall meet at least quarterly and at any other convenient date on an as-needed basis. The Audit Subcommittee may ask members of management or others to attend Audit Subcommittee meetings and provide pertinent information when needed. The Audit Subcommittee shall meet periodically with management, external auditors and the independent Internal Auditor.

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12-2015 Audit Subcommittee Charter

Functions and Responsibilities

Internal Control

1. Review with management, Internal Audit and external auditors the adequacy and effectiveness of the University's policies for assessing and managing risk.
2. Examine internal and external auditors' findings of weaknesses and recommendations for the improvement of internal controls. Monitor management's response to and implementation of internal control recommendations.

Financial Reporting

1. Review annual financial statements prior to public release and discuss such statements with management and the independent auditors.
2. Discuss any changes in accounting principles, significant judgment areas and significant or complex transactions (including any off-balance sheet structures) that occurred. Consider management's handling of proposed audit adjustments identified by the independent auditors.
3. Consult with auditors and accounting personnel on the integrity of the internal and external financial reporting process. Determine if key reporting objectives are being met.

Independent Auditors

1. Serve as the authority to which the independent auditors report.
2. Review, at least annually, all relationships between the independent auditors and the University and assess the independent auditors' independence.
3. Review the audit scope and approach of the independent auditors' examinations and direct the auditors to areas that, in the Audit Subcommittee's opinion, require more attention. Audit engagement letters are to be addressed to the Audit Subcommittee rather than to management.
4. Discuss with the independent auditors any significant findings, difficulties, disagreements with management, restrictions on scope of the audit, or limitations on information or personnel encountered while performing the audit.
5. Pre-approve all significant audit and permitted non-audit services and related fees to be performed by the University's independent auditors. The Chairperson of the Audit Subcommittee shall have the authority to review and approve all such proposals and shall report back to the full Subcommittee at each meeting.

Internal Auditors

1. Review and examine the objectivity, effectiveness and resources of the internal audit function.
2. Concur in the appointment or replacement of the provider of internal audits services.
3. Review the internal audit plan for the current year and review the risk assessment procedures used to identify projects included in the plan.
4. [Review the internal audit charter and mandate.](#)
5. Review the results of internal audit activities and track the progress of the internal audit plan.

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Youngstown State University
Audit Subcommittee Charter

Other

1. Ensure that appropriate code(s) of conduct/ethics are formalized in writing. Review management's monitoring of compliance therewith, including changes or waivers to the code(s).
2. Review legal and regulatory matters that may have a material impact on the financial statements and the related compliance policies and procedures.
3. Ensure that procedures exist for the receipt, retention and treatment of complaints regarding accounting, internal controls or auditing matters, including procedures for the confidential, anonymous submission by employees of concerns regarding questionable accounting or auditing matters. Periodically review summary reports of such complaints.
4. Review and assess, at least every three years, the Audit Subcommittee's charter and performance, and submit changes to the charter for approval of the Board.
5. Recommend to the Board policies for hiring employees or former employees of the independent auditor.
6. Perform other oversight functions as requested by the Board of Trustees.

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12-2015 Audit Subcommittee Charter

Purpose

The primary function of the Audit Subcommittee is to assist the Board of Trustees in fulfilling its oversight responsibilities for the institution's accounting and financial reporting processes and audits by monitoring:

- the integrity of the University's financial statements,
- the independence, qualifications, and performance of its external and internal auditors,
- the University's system of internal controls, and
- the University's compliance with laws, regulations and codes of conduct.

Subject to State Auditor's role and requirements, the Audit Subcommittee will be responsible for the appointment, compensation, retention, oversight and evaluation of the University's external and internal auditors. The Audit Subcommittee shall maintain an effective, open avenue of communication among the external auditors, internal auditors, senior management and the Board of Trustees.

The Subcommittee's function is one of oversight, and as such it recognizes that management is responsible for preparing the financial statements and that the external auditors are responsible for auditing those financial statements.

The Subcommittee has the authority to retain legal, accounting and other advisors to assist in the performance of its responsibilities. The University shall compensate the independent auditors and advisors employed by the Audit Subcommittee and provide for associated administrative expenses.

Structure

The Audit Subcommittee is a subcommittee of the Finance & Facilities Committee of the Board of Trustees of Youngstown State University. Board members are appointed by the Governor of the State of Ohio. The Board will seek to ensure financial expertise on the Audit Subcommittee through appointments and training.

Meetings

The Audit Subcommittee shall meet at least quarterly and at any other convenient date on an as-needed basis. The Audit Subcommittee may ask members of management or others to attend Audit Subcommittee meetings and provide pertinent information when needed. The Audit Subcommittee shall meet periodically with management, external auditors and the independent Internal Auditor.

Date Last Reviewed _____ 12-2024 _____

Functions and Responsibilities

Internal Control

1. Review with management, Internal Audit and external auditors the adequacy and effectiveness of the University's policies for assessing and managing risk.
2. Examine internal and external auditors' findings of weaknesses and recommendations for the improvement of internal controls. Monitor management's response to and implementation of internal control recommendations.

Financial Reporting

1. Review annual financial statements prior to public release and discuss such statements with management and the independent auditors.
2. Discuss any changes in accounting principles, significant judgment areas and significant or complex transactions (including any off-balance sheet structures) that occurred. Consider management's handling of proposed audit adjustments identified by the independent auditors.
3. Consult with auditors and accounting personnel on the integrity of the internal and external financial reporting process. Determine if key reporting objectives are being met.

Independent Auditors

1. Serve as the authority to which the independent auditors report.
2. Review, at least annually, all relationships between the independent auditors and the University and assess the independent auditors' independence.
3. Review the audit scope and approach of the independent auditors' examinations and direct the auditors to areas that, in the Audit Subcommittee's opinion, require more attention. Audit engagement letters are to be addressed to the Audit Subcommittee rather than to management.
4. Discuss with the independent auditors any significant findings, difficulties, disagreements with management, restrictions on scope of the audit, or limitations on information or personnel encountered while performing the audit.
5. Pre-approve all significant audit and permitted non-audit services and related fees to be performed by the University's independent auditors. The Chairperson of the Audit Subcommittee shall have the authority to review and approve all such proposals and shall report back to the full Subcommittee at each meeting.

Internal Auditors

1. Review and examine the objectivity, effectiveness and resources of the internal audit function.
2. Concur in the appointment or replacement of the provider of internal audits services.
3. Review the internal audit plan for the current year and review the risk assessment procedures used to identify projects included in the plan.
4. Review the internal audit charter and mandate.
5. Review the results of internal audit activities and track the progress of the internal audit plan.

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Youngstown State University
Audit Subcommittee Charter

Other

1. Ensure that appropriate code(s) of conduct/ethics are formalized in writing. Review management's monitoring of compliance therewith, including changes or waivers to the code(s).
2. Review legal and regulatory matters that may have a material impact on the financial statements and the related compliance policies and procedures.
3. Ensure that procedures exist for the receipt, retention and treatment of complaints regarding accounting, internal controls or auditing matters, including procedures for the confidential, anonymous submission by employees of concerns regarding questionable accounting or auditing matters. Periodically review summary reports of such complaints.
4. Review and assess, at least every three years, the Audit Subcommittee's charter and performance, and submit changes to the charter for approval of the Board.
5. Recommend to the Board policies for hiring employees or former employees of the independent auditor.
6. Perform other oversight functions as requested by the Board of Trustees.

Date Last Reviewed _____ 12-2024 _____

12-2015 Audit Subcommittee Charter



**RESOLUTION TO MODIFY AND RETITLE
SMOKE, TOBACCO, AND VAPE-FREE ENVIRONMENT POLICY, 3356-4-01**

WHEREAS, University Policies are being reviewed and reconceptualized on an ongoing basis; and

WHEREAS, this process can result in the modification of existing policies, the creation of new policies, or the deletion of policies no longer needed; and

WHEREAS, action is required by the Board of Trustees prior to replacing and/or implementing modified or newly created policies, or to rescind existing policies.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the modification of the University Policy stated above and attached hereto.

**Board of Trustees Meeting
December 12, 2024
YR 2025-**

3356-4-01 Smoke, ~~tobacco, and vape~~-free environment.

Responsible Division/Office: Finance and Business Operations
 Responsible Officer: VP for Finance and Business Operations
 Revision History: January 1997, November 2006, December 2011,
 June 2015, December 2019; December 2024
 Board Committee: Finance and Facilities
 Effective Date: **December 5, 2019**12, 2024
 Next review: 2024/2029

- (A) Policy statement. Youngstown state university is dedicated to providing a healthy, comfortable, and productive work and living environment for its employees and students and adhering to the smoking prohibition requirements in Chapter 3794. of the Revised Code. ~~The success of creating and maintaining a mutually acceptable work and living environment will depend upon the thoughtfulness, consideration and cooperation of smokers and nonsmokers.~~
- (B) Scope. This policy applies to students, employees, visitors and third parties doing business on campus and to all university-owned, leased, or managed facilities, outdoor areas, and vehicles.
- (C) Purpose. To comply with Ohio state smoking law; pursuant to Chapter 3794. of the Revised Code, and to limit the exposure of university students, employees, and visitors community to the effects of tobacco use smoking, nicotine, including secondhand smoke, electronic smoking devices (e.g., electronic cigarettes, electronic cigars, electronic hookah, electronic pipe), vaping/vapor, and aerosolized devices and products.
- (D) Definitions.
- (1) ~~“Tobacco use.” For purposes of this policy, “tobacco use” means the use of any tobacco or nicotine product, whether intended to be lit or not, including smoking, as defined below, as well as the use of electronic cigarettes or any other devices intended to simulate smoking or tobacco use or deliver nicotine, and the use of smokeless tobacco, such as snuff and chewing tobacco, and any other form of loose-leaf smokeless tobacco. “Smoking” means inhaling, exhaling, burning, or carrying any lighted or heated tobacco product or plant product intended for inhalation in any~~

manner or in any form. “Smoking” includes the use of an electronic smoking device and a vapor product. “Smoking” does not include the burning of incense in a religious ceremony.

- (2) ~~“Smoking.” Inhaling, exhaling, burning, or carrying any lighted or heated product intended for inhalation in any manner or any form. This includes, but is not limited to, cigarettes, electronic or e-cigarettes, electronic cigars, electronic pipes, vaping devices, or any apparatus that creates an aerosol or vapor in any manner or in any form.~~
- (E) Parameters. Smoking, vaping, and tobacco use are specifically is prohibited in the following university locations:
- (1) All university-owned or leased buildings and vehicles.
 - (2) Outdoor areas where smoke may enter the building through an entrance, overhang, windows, vents, loading dock or other openings to a building or other structure.
 - (3) All residence halls.
 - (4) Any outdoor patio that is not physically separated from a building.
 - (5) All outdoor events, such as but not limited to athletic events, concerts, or other performances, award ceremonies, and public speakers;
 - (6) ~~Fountain~~ The Becker family fountain commons seating area outside of Kilcawley;
 - (7) All outdoor areas posted as non-smoking.
- (F) Violations of paragraphs (E)(1) to (E)(4) of this rule are violations of state law, Chapter 3794. of the Revised Code, and university policy. Violations of paragraphs (E)(5) to (E)(7) of this rule are violations of university policy only.
- (G) Smoking ~~shall be~~ is permitted in the following places owned or leased by Youngstown state university:

- (1) All outdoor areas not specifically listed in this rule; and
 - (2) Outdoor areas at least fifty feet away from the entrance, overhang, windows, vents, loading dock or other openings to a building or other structure, provided that smoke does not inadvertently enter the building
- (H) Smoking cessation. Smoking cessation support ~~will be made~~ is available ~~periodically~~ to members of the university community wishing to cease smoking
- (I) Procedures
- (1) Complaints of violations of this policy may be brought to the attention of the vice president of finance and administration. Complaints of violations of state law may also be brought in accordance with reporting guidelines provided by the Ohio department of health
 - (2) "Smoking prohibited" signs will be posted in accordance with Chapter 3794, of the Revised Code
 - (3) Smokers are required to dispose of all smoking ~~and tobacco~~ litter in the receptacles provided in ~~selected~~ areas where smoking is permitted.
- (J) Enforcement
- ~~(1) All employees and students share in the responsibility for adhering to and enforcing this policy.~~
 - ~~(2) Individuals who violate this policy will be issued a university smoking prohibition warning, which could result in employee or student discipline. Individuals who violate state law and are reported to the department of health may be fined up to one hundred dollars subject to fines and penalties.~~



**RESOLUTION TO APPROVE
A PLEDGE OF STUDENT FEES TO SUPPORT A
BOND ISSUANCE NOT TO EXCEED \$30,000,000 TO
RENOVATE KILCAWLEY STUDENT CENTER**

WHEREAS, the 160,500 square-foot Kilcawley Center first opened in 1965 and has functioned as a cornerstone of campus life and a catalyst for student engagement, community-building and personal growth; and

WHEREAS, Kilcawley Center has not undergone a major renovation since 1979 and has accumulated significant levels of deferred maintenance and, in its current state, is insufficient for the needs and expectations of today's generation of college students; and

WHEREAS, over the past 24 months, the administration has had extensive dialogue with multiple campus constituencies, including students, faculty, alumni and staff concerning the future viability of Kilcawley Center; and

WHEREAS, the university has developed a viable plan to substantially renovate Kilcawley Center through a multifaceted financing strategy that includes an ongoing fundraising campaign, state capital appropriations, and bonded indebtedness.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the Kilcawley Center renovation project and financing plan, as outlined in Exhibit A made part hereof; and

BE IT FURTHER RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve a pledge of student fees in support of a bond issuance not to exceed \$30,000,000 to be used to finance the renovation of the Kilcawley Student Center.

**Youngstown State University
Fee Pledge Request - \$30,000,000
December 2024**

I. Project Overview

Youngstown State University requests the authority to pledge fees to secure general receipts bonds in an aggregate amount not to exceed \$30,000,000 for the purposes of renovating YSU's student union, known as Kilcawley Center. The YSU Board of Trustees first approved this project in December 2022. The Board is scheduled to approve the project financing plan on December 12, 2024; and the final bond resolution will be approved by the Trustees in January 2025.

The university has developed a multi-faceted financing plan that includes private gifts and state capital appropriations, in addition to bond proceeds.

For this transaction, the Ohio Attorney General's office has appointed bond counsel from the Dinsmore law firm; and YSU's banking services partner, PNC, will serve as underwriter. Consideration will be given to both short- and long-term options, both variable and fixed rate instruments, both taxable and tax-exempt, and a variety of public offerings or direct placement options.

Submission: December 2024

**Youngstown State University
Fee Pledge Request - \$30,000,000
December 2024**

II. Project Costs and Financing Plans

Pending the opening of project bids on January 8, 2025, the University has established a preliminary construction budget as follows:

Construction	\$36,064,000
Architect & Engineering Fees	2,914,718
Contingency	3,000,000
Furniture, Fixtures & Equipment	2,372,820
Moving and misc. costs	109,000
Branding	334,482
% for the Arts	97,530
Advertising	18,000
Testing	\$50,000
	<u>\$44,960,550</u>

Youngstown State University requests the authority to pledge fees in support of an issuance of obligations in an amount not to exceed \$30,000,000. Current plans indicate that YSU would need to issue approximately \$28 million in new debt. However, the university is requesting authority of up to \$30 million as an added contingency. Project funding sources are summarized as follows:

Bonded indebtedness	28,096,228
State capital appropriations	13,385,972
Private gifts	1,456,738
University funds	2,021,612
	<u>\$44,960,550</u>

Based on the current interest rate environment, it is estimated that YSU's maximum annual debt service obligation for the proposed debt issuance will be \$1,823,000 per year, based on a true interest rate no greater than 4.50% over 30 years.

On November 12, 2024, YSU launched a fundraising campaign to support this renovation project, with the goal of raising \$10 million in private gifts and donations. To date, YSU has raised \$5.8 million in private gifts, including \$1,456,736 in cash already received and available for construction, plus \$4 million in future pledges that will be used to help service the debt associated with the proposed bond issuance.

Additional financing detail and the debt service schedule appear on the following page.

- Assuming current market conditions and a project fund of \$28.1 million, the University would recognize **\$54.3 million in additional debt service and a true interest cost of 4.50%**

Sources	
Par Amount	26,220,000
Premium	2,134,045
Total Sources	28,354,045
Uses	
Project Fund	28,096,228
Cost of Issuance	150,000
Underwriter's Discount	104,880
Additional Proceeds	2,937
Total Uses	28,354,045
Financing Statistics	
True Interest Cost (TIC)	4.50%
All-In TIC	4.54%
Total Debt Service	54,291,149
Maximum Annual Debt Service (MADS)	1,822,775
Aggregate Total Debt Service	127,304,865
Aggregate MADS	8,932,068

FYE (6/30)	Exiting D/S	Proposed Series 2025			Aggregate D/S
		Principal	Interest	Total D/S	
2024	4,966,905	-	-	-	4,966,905
2025	6,851,211	-	292,086	292,086	7,143,297
2026	7,347,847	-	1,331,025	1,331,025	8,678,872
2027	7,401,848	-	1,331,025	1,331,025	8,732,873
2028	7,508,531	-	1,331,025	1,331,025	8,839,556
2029	7,601,043	-	1,331,025	1,331,025	8,932,068
2030	7,590,855	-	1,331,025	1,331,025	8,921,880
2031	5,590,019	500,000	1,318,525	1,818,525	7,408,544
2032	5,582,231	530,000	1,292,775	1,822,775	7,405,006
2033	5,579,763	555,000	1,265,650	1,820,650	7,400,413
2034	5,570,566	585,000	1,237,150	1,822,150	7,392,716
2035	356,400	615,000	1,207,150	1,822,150	2,178,550
2036	353,800	645,000	1,175,650	1,820,650	2,174,450
2037	355,700	680,000	1,142,525	1,822,525	2,178,225
2038	357,000	715,000	1,107,650	1,822,650	2,179,650
2039	-	750,000	1,071,025	1,821,025	1,821,025
2040	-	790,000	1,032,525	1,822,525	1,822,525
2041	-	830,000	992,025	1,822,025	1,822,025
2042	-	870,000	949,525	1,819,525	1,819,525
2043	-	915,000	904,900	1,819,900	1,819,900
2044	-	960,000	858,025	1,818,025	1,818,025
2045	-	1,010,000	808,775	1,818,775	1,818,775
2046	-	1,065,000	756,900	1,821,900	1,821,900
2047	-	1,120,000	702,275	1,822,275	1,822,275
2048	-	1,175,000	644,900	1,819,900	1,819,900
2049	-	1,235,000	584,650	1,819,650	1,819,650
2050	-	1,300,000	521,275	1,821,275	1,821,275
2051	-	1,365,000	454,650	1,819,650	1,819,650
2052	-	1,440,000	382,725	1,822,725	1,822,725
2053	-	1,515,000	305,156	1,820,156	1,820,156
2054	-	1,595,000	223,519	1,818,519	1,818,519
2055	-	1,685,000	137,419	1,822,419	1,822,419
2056	-	1,775,000	46,594	1,821,594	1,821,594
Total	73,013,717	26,220,000	28,071,149	54,291,149	127,304,865

**Youngstown State University
Fee Pledge Request - \$30,000,000
December 2024**

III. Fee Impact

The proposed debt issuance will have no direct impact on student tuition and fees. While Youngstown State University may use unrestricted student fee revenue to support the debt service related to this request, the tuition and fees that are covered by the legislatively controlled cap are not expected to increase as a direct result of this action.

Youngstown State University
Fee Pledge Request - \$30,000,000
December 2024

IV. Project Description

The proposed debt issuance would provide funding for a single project that represents Youngstown State University's number one capital priority: Renovations to Kilcawley Student Center.

Youngstown State is planning to make major renovations to its student union facility, known as Kilcawley Center. This 160,500 square-foot facility first opened in 1965 and has functioned as a cornerstone of campus life and a catalyst for student engagement, community building and personal growth. However, Kilcawley Center has not undergone a major renovation since 1979 and, consequently, has become outdated and insufficient for the needs and expectations of YSU's 12,164 students. Moreover, the building's mechanical systems have accumulated a deferred maintenance backlog that would cost more than \$20 million to fully address. This renovation project would remediate these issues and preserve this mission-critical facility for generations of YSU students to come.

Renovations are slated to begin in May 2025 with completion targeted for September 2027. This \$45 million project will completely redesign and reconfigure this centerpiece of student life on YSU's campus. The renovated center will modernize and enhance the student experience, creating a vibrant hub where innovation, collaboration and community will flourish.

Youngstown State University
Fee Pledge Request - \$30,000,000
December 2024

V. Financial Ratio Analysis

Through the 1997 enactment of Senate Bill 6, the 122nd General Assembly established a standardized method for monitoring the financial health of Ohio’s state-assisted colleges and universities. Subsequently, the administrative rules used to guide the implementation of S.B. 6 identified three financial ratios to evaluate an institution’s fiscal health. The rules also established threshold factors for ranges of ratios, and created a weighted score of the threshold factors, termed the *composite score*, which provides a summary statistic to evaluate an institution’s financial stability. The ratios and composite score are described in greater detail below, including how Youngstown State University performed when these measures are applied to its FY 2021, FY 2022, FY 2023 and FY 2024 audited financial statements—the most up-to-date financial data available.

*NOTE: The FY 2024 data shown in *italics* reflect the ratios and composite score when \$30,000,000 in debt is added to the actual FY 2024 calculations. Also, related debt service expenses have been added to the calculations. Other factors not considered here include the impact of the new debt on the university’s expendable net assets, the future retirement of existing debt obligations, and future changes in revenues and expenses.

1. Viability Ratio

The viability ratio is defined as expendable net assets divided by plant debt. This ratio is a measure of an institution’s ability to retire its long-term debt using available current resources. A viability ratio in excess of 100% indicates that the institution has expendable fund balances in excess of its plant debt. Pursuant to this analysis, a viability ratio of 60% or greater is considered good, while a ratio below 30% might be a cause for concern. Youngstown State University’s viability ratios for FY 2021, FY 2022, FY 2023 and FY 2024 are as follows:

<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2024*</u>
127.0%	121.7%	105.9%	116.6%	<i>116.6%</i>

2. Primary Reserve Ratio

The primary reserve ratio is defined as expendable net assets divided by total operating expenses. This ratio is one measure of an institution’s ability to continue operating at current levels without future revenues. Pursuant to this analysis, a ratio of 10% or greater is considered good, while a ratio below 5% would be a cause for concern. Youngstown State University’s primary reserve ratios for FY 2021, FY 2022, FY 2023 and FY 2024 are as follows:

<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2024*</u>
44.3%	33.8%	34.4%	38.9%	38.9%

3. Net Income Ratio

The net income ratio represents the change in total net assets divided by total revenues. This ratio is an important measure of an institution's financial status in terms of current year operations. A negative net income ratio results when an institution's current year expenses exceed its current year revenues. A positive net income ratio indicates that the institution experienced a net increase in current year fund balances. Youngstown State University's net income ratios for FY 2021, FY 2022, FY 2023 and FY 2024 are as follows:

<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2024*</u>
18.2%	-0.04%	-0.01%	2.3%	2.3%

4. Composite Score

The ratios are translated into a single composite score by assigning individual scores to ranges of ratios, weighting the individual scores, and summing the weighted scores. The primary reserve score is weighted more heavily than is the viability ratio, which in turn is weighted more heavily than the net income ratio. This scoring process effectively emphasizes the need for campuses to have strong expendable fund balances, manageable plant debt, and a positive operating balance.

The minimum acceptable composite score is any score above 1.75. Institutions with composite scores at or below this level merit special monitoring, and would be placed on fiscal watch if the ratio analysis yielded a composite score at or below this level for two consecutive years. The highest possible score is a 5.0. Youngstown State University's composite scores have been above the minimum threshold:

<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2024*</u>
4.2	3.4	3.4	3.8	3.5

Youngstown State University
Fee Pledge Request - \$30,000,000
December 2024

VI. Financial Outlook and Bond Rating

According to its FY 2024 audited financial report, Youngstown State's financial position remains strong, having reported total assets of \$352,935,947 and liabilities of \$215,528,438. Net assets, which represent the value of the university's assets after liabilities are deducted, increased by \$7,596,114 in FY 2024 to \$149,587,707 or 2.2% of total assets. This year looks even better, with student enrollment up by 10.7% this semester, and first quarter revenues up by nearly 8%.

The University's existing debt has received high marks from independent bond-rating agencies. Moody's rating for the University is A2 with a stable outlook. Standard & Poor's rating of the University is an A+ with a stable outlook.

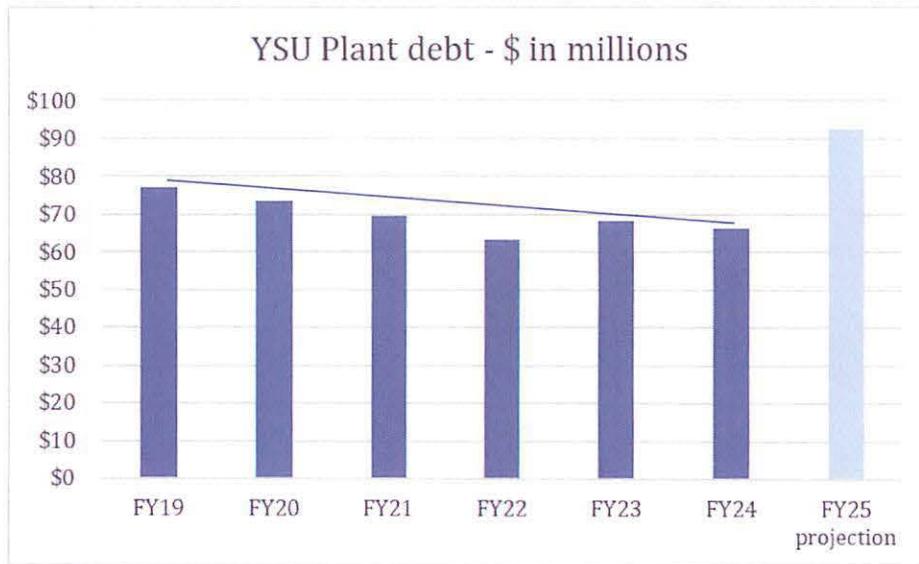
These ratings indicate that the University's ability to meet its debt obligations is considered strong, as shown in Moody's and S&P's scale below.

Long-Term Bonds				
Moody's			S & P	Description
Aaa1	Aaa2	Aaa3	AAA	Best quality with little or no investment risk.
Aa1	Aa2	Aa3	AA	High quality with low investment risk.
A1	A2	A3	A	High quality with moderate investment risk.
Baa1	Baa2	Baa3	BBB	Good quality with some investment risk.
Ba1	Ba2	Ba3	BB	Medium quality with some investment risk.
B1	B2	B3	B	Medium quality with higher investment risk.
Caa1	Caa2	Caa3	CCC	Low quality and susceptible to default.
Ca1	Ca2	Ca3	CC	Low quality and highly vulnerable to default.
C1	C2	C3	C	Lowest quality and extremely vulnerable to default.
-	-	-	D	In payment default (S&P rating only).

**Youngstown State University
Fee Pledge Request - \$30,000,000
December 2024**

VII. Institutional Plant Debt

Youngstown State has a demonstrated history of responsibly managing its debt obligations. Over the past five years, YSU's plant debt *decreased* by \$10.9 million (-14%).





**RESOLUTION TO APPROVE THE
FY2024 AFFORDABILITY AND EFFICIENCY REPORT**

WHEREAS, Section 3333.95 of the Ohio Revised Code requires the Chancellor of Higher Education to maintain an Efficiency Advisory Committee to ensure that each state college and university prepares an affordability and efficiency report to identify examples of and opportunities for shared services, streamlined administrative operations, and shared best practices in efficiencies among institutions; and

WHEREAS, the Chancellor requires that the Boards of Trustees at each state college and university annually approve each institution's affordability and efficiency report; and

WHEREAS, the Ohio Department of Higher Education has provided a template through which to document and report each institution's efficiency and affordability report; and

WHEREAS, Youngstown State University's FY2024 efficiency and affordability report is a product of a collaborative process that included input from various levels of campus stakeholders to assess progress and capture examples of efficiencies, academic practices, policy reforms, cost savings, redeployment of savings and tangible benefits to students; and

WHEREAS, Youngstown State University's FY2024 report provides evidence of affordability and efficiency in various categories, including direct savings, deferred revenue (direct savings to students), and cost avoidance that would otherwise increase expenses; and

WHEREAS, Youngstown State University faculty provide a high-quality education as evidenced by licensure and certification results, job placement and other measures, and staff contributions to student and institutional success, while tuition and total cost of attendance as reported via IPEDS are amongst the lowest in the state; and

WHEREAS, all sections of the report indicate that Youngstown State University continues to make substantial progress in all categories required by the report; and

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the FY2024 efficiency and affordability report, attached hereto.



FY24 Efficiency Reporting Template

Introduction:

Ohio Revised Code section 3333.95 requires the chancellor of the Ohio Department of Higher Education (DHE) to maintain an “Efficiency Advisory Committee” that includes an “efficiency officer” from each state institution of higher education (IHE). Each IHE must then provide an “**efficiency report**” updated annually to DHE, which is compiled by the chancellor into a statewide report shared at year end with the governor and legislature. The committee itself meets at the call of the chancellor.

There are a number of topics that are required to be addressed per the Ohio Revised Code. Specifically, ORC Section 3333.951(C) requires IHEs to report on their annual study to determine the cost of textbooks for students enrolled in the institution. ORC 3333.951(B) requires Ohio’s co-located colleges and universities to annually review best practices and shared services and report their findings to the Efficiency Advisory Committee. ORC 3345.59(E) requires information on efficiencies gained as a result of the “regional compacts” created in 2018.

The reporting template also requests information regarding college debt and debt collection practices, among other things.

Your Efficiency Report Contact: Alex Penrod, Special Assistant to the Chancellor for External Affairs, 614-995-7754 or apenrod@higher.ed.ohio.gov. Please provide your institution’s efficiency report by **Friday, November 15, 2024** via email.



As in previous years, the Efficiency Reporting Template is structured into the following sections:

- **Section I: Efficiency and Effectiveness** – This section captures information on progress made from strategic partnerships and practices that are likely to yield significant savings and/or enhance program offerings.
- **Section II: Academic Practices** – This section covers areas more directly related to instruction, with an emphasis on actions taken to reduce the costs to students of textbooks, including the options of Inclusive Access and Open Educational Resources.
- **Section III: Policy Reforms** – This section captures state IHE responses to suggested policy reforms originating from state initiatives, including transcript withholding and Second Chance Grants as created in Sub. SB 135.
- **Section IV: Future goals** – In the spirit of continuous improvement, the DeWine-Husted administration continues to request feedback on steps the state can take to support your institution's goals.

For purposes of this report, efficiency is defined on a value basis as a balance of quality versus cost:

- Direct cost savings to students (reducing costs)
- Direct cost savings to the institution (reducing costs)
- Cost avoidance for students (reducing costs)
- Cost avoidance to the college/university (reducing costs)
- Enhanced advising, teaching (improving quality)
- IP commercialization (improving quality)
- Graduation/completion rates (improving quality)
- Industry-recognized credentials (improving quality)
- Experiential learning (improving quality)

These are examples only. Please consider your responses to address broader measures of efficiency, quality, cost and value. Please also note that this is only a template. Feel free to respond in any additional way you believe is helpful.



YOUNGSTOWN STATE UNIVERSITY

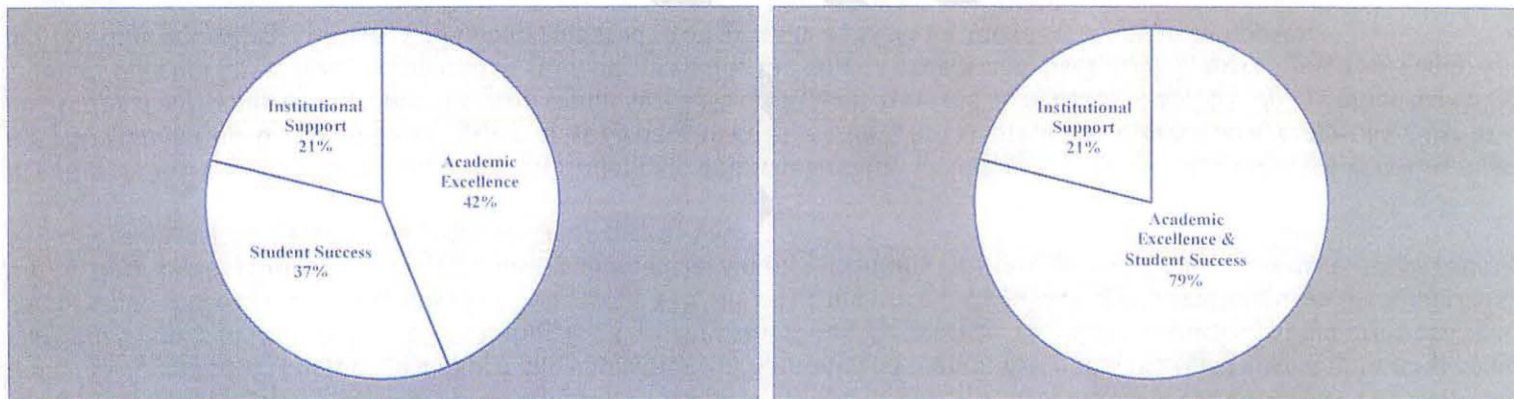
Section I: Efficiency and Effectiveness

Benchmarking

Each institution should regularly identify and evaluate its major cost drivers, along with priority areas that offer the best opportunities for efficiencies. Institutions should also track their progress in controlling costs and improving effectiveness.

1. How do expenditures on instruction and academic support benefit your institutional mission and priorities?

At YSU, expenditures are driven by strategic goals and desired outcomes, which can be summarized as *academic excellence* and *student success*. In fact, YSU's operating budget is organized to ensure such outcomes, as shown in Figure 1 below.



2. Other than HEI, what other data, metrics, or benchmarks does your institution utilize to evaluate operational efficiencies and the appropriate balance of instructional vs. administrative expenses? How is such data utilized by your institution? Please summarize and provide an overview of your performance based on each measure.

YSU tracks a variety of key metrics and performance indicators, including:



- **Affordability and Access**

Since YSU's founding in 1908, access to an affordable college education has been a cornerstone of the university's mission. Even today, YSU remains one of the most affordable universities in the state and region. YSU offers the third lowest tuition rate among state universities in Ohio. In fact, YSU's tuition is 13% below the statewide average. YSU also has the lowest net price of attendance compared to those same institutions (\$11,740 versus \$18,787). The net price is calculated by subtracting from the total costs of tuition/fees, books/supplies, food and housing all financial aid (not including loans). This lower net cost reflects a \$28,188 to \$42,282 savings across four or six years of attendance at YSU.

In addition, YSU spends \$20 million a year on student aid and scholarships, including \$10 million in private scholarships raised by the YSU Foundation. Based on YSU's review of NCES data, in 2021-22, 84% of YSU students received an average of \$4,987 in institutional aid, while for the other 12 main campuses, 89% of students received an average of \$6,561. On the other hand, YSU students take out fewer loans compared to students attending the other 12 main campuses in Ohio. Incredibly, YSU's endowment per full-time equivalent student is \$32,054 compared to an average \$18,683 for the other 12 main campuses.

- **Student Success**

YSU has increased the graduation rate from 30% in 2017 (2009 cohort) to 52% (2017 cohort). With academic preparation remaining relatively unchanged during this period, a 22% increase in the graduation rate indicates that initiatives YSU has put in place have been very effective supporting student success. Those initiatives were: implemented a functional degree-audit system (Penguin Pass); implemented an advising system that triggers engagement with students when academic performance or other issues are identified; implemented a faculty/staff alert system for proactive student engagement; introduced a student success seminar for all incoming students helping them to understand and engage in behaviors that support academic success; and adjusted advising leadership structures in the colleges that provides more uniformity in student support services across all academic areas.

- **Comparative Analysis of Peer Institutions**

YSU annually reviews data from the National Center for Education Statistics (NCES) related to the number of management positions. For Fall 2022, the number of full-time equivalent management positions is 70 for YSU and averages 187 for the 12 other main campuses. For 2022-23, the 12-month full-time equivalent enrollment was 9,907 and 15,273, for YSU and the other 12 main campuses, respectively. Consequently, there are 142 students for every management position at YSU, while there are on average, 82 students for every management position for the other 12 main campuses. (Source: 2023 Customized Feedback Report.)

The American Association of Trustees and Alumni publishes How Colleges Spend Money. YSU monitors this report to benchmark against the other 12 main campuses, including the universities with the same Carnegie Classification designation. For 2021, YSU's



administrative cost to instructional cost ratio was 0.26 that was also the same number for the other 12 main campuses. This means that at YSU and at the other 12 institutions, 26cents of every dollar spent is on administration, and 74cents of every dollar is spent on instruction. For 2021, the universities with the Master's Colleges and Universities – Larger Programs designation, spent 38cents of every dollar on administrative expenses compared to YSU's 26cents of every dollar spent on administrative expenses. Consequently, YSU spends 12cents less per dollar spent on administrative expenses.

- **Ongoing Academic Program Review**

YSU has undertaken intensive academic program review via the Academic Program Effectiveness and Enhancement Initiative. Each academic program is assessed annually from the perspectives of alignment with mission, market (student interests in programs, available jobs, and institutional competition), and margin. Through this initiative, the academic portfolio has been redesigned and faculty appointments have been strategically reallocated.

YSU rates its academic programs annually and categorizes each as either continuous quality improvement (CQI) or Detailed Analysis. While the CQI programs are consistently modifying academic programs and course offerings, the Detailed Analysis programs work closely with the Office of Academic Affairs, including marketing, to modify the academic program and course offerings to make the academic programs more marketable and gain increased market share of enrollment. YSU is in the third cycle of this approach, and it will be integrated into the Ohio Department of Higher Education (ODHE) led review of low enrolled courses and programs and duplicative programs. The results of this assessment will be presented to the Board of Trustees in March 2025 and transmitted to ODHE.

Collectively, this information provides evidence of YSU's effectiveness in using its resources to foster student success through academic excellence.

Facilities Planning

1. How has your institution employed planning and changing use of campus space to reduce costs and increase efficient use of capital resources?

YSU continues to engage in robust planning exercises to assign space and to allocate capital resources. Virtually all of YSU's capital projects encompass improvements to existing space, as opposed to adding new space. YSU uses an [online form](#) to help evaluate requests to modify, renovate and/or change the use of space on campus. And a committee of key stakeholders that includes the provost, CFO and facilities director, makes ultimate decisions regarding the assignment of



space. These internal processes ensure the optimal and efficient use of capital resources. Note: the acute reduction in state of Ohio capital appropriations over time has made robust capital planning an imperative.

2. How have recent enrollment trends, including changing demographics and the increased utilization of distance learning, impacted facilities planning at your institution?

Since 2010, the trend in YSU's overall enrollment levels has reduced the need to add net new space on campus. In addition, roughly 13% of YSU's student body is now enrolled exclusively in online courses and programs. The rise in YSU's online offerings has also reduced the need for net new building space. However, nothing has impacted facility planning at YSU more than the acute reduction in YSU's levels of state capital appropriations, which have declined dramatically over the past 40 years. An analysis of YSU's historical capital appropriations shows that, when adjusted for CPI inflation, funding has fallen by 91% since the mid-1980's.

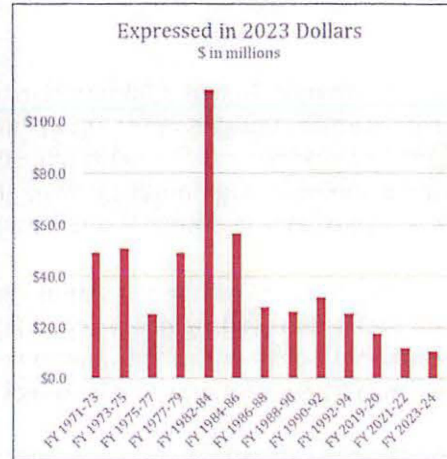
This acute decline in state capital funding has led to steady growth in deferred building maintenance and bonded indebtedness statewide. Increasingly, universities like YSU must shift operating dollars to support building and infrastructure needs. This decline in state capital funding has eroded YSU's ability to plan for scheduled maintenance and has resulted in a 'break-fix' schedule whereby repairs are often made upon building system failure. In turn, this has increased the need for 'swing space' on campus—that is, unassigned reserve space where departments can be temporarily relocated while their permanent space is being repaired or renovated. In this regard, YSU does *not* have excess building space.

For reference, YSU's historical capital appropriations are summarized below:



Capital Biennium*	YSU Capital Appropriations
FY 1971-73	\$6,400,000
FY 1973-75	\$7,100,000
FY 1975-77	\$4,300,000
FY 1977-79	\$9,400,000
FY 1982-84	\$34,572,000
FY 1984-86	\$18,912,000
FY 1986-88	\$10,080,000
FY 1988-90	\$9,863,000
FY 1990-92	\$13,303,000
FY 1992-94	\$11,562,178
FY 2019-20	\$14,584,003
FY 2021-22	\$10,260,000
FY 2023-24	\$10,556,247

*For illustrative purposes; does not reflect every capital biennium over this time period.



3. What benchmarks or data sources does your institution use to assess demand for physical space?
YSU uses IPEDS datasets to benchmark against other Ohio state universities and other select peer institutions. This benchmarking analysis uses comparisons that include the number of facilities staff FTE, net assignable square footage, gross square footage, and the amount of each university's total E&G budget. An example of this benchmarking analysis is summarized below:

Ohio Public Universities	Total Staff # Fall 2020*	Net Assignable Square Footage**	Staff per 1M NASF
Bowling Green University ¹	31	4,523,723	6.85
Central State University ²	33	964,858	34.20
Cleveland State ¹	33	4,831,731	6.83
Kent State University	126	5,663,376	22.25
Miami University	111	7,208,565	15.40
NEOMED ¹	25	471,494	53.02
Ohio State University	887	29,992,938	29.57
Ohio University	156	7,376,448	21.15
Shawnee State University	10	682,943	14.64
University of Cincinnati	201	13,035,025	15.42
University of Akron	88	7,789,798	11.30
University of Toledo	91	7,099,494	12.82
Wright State University	56	2,350,116	23.83
Youngstown State University	42	3,871,217	10.85
Average	135	6,847,266	19.87
Average without outliers ¹	77	5,066,830	18.49

Select Peer Universities	Total Staff # Fall 2020*	Gross Square Footage	Staff per GSF
Austin Peay State University (TN)	33	2,371,577	139.15
Central Connecticut State University	34	4,009,957	84.79
Central Washington University	64	3,207,902	199.51
Eastern Kentucky University	91	2,895,013	314.33
Eastern Washington University	72	2,701,010	266.57
Purdue University Fort Wayne	27	3,000,000	90.00
Saint Cloud State University (MN)	32	3,216,000	99.50
Southeastern Louisiana University	87	2,981,408	291.81
University of Central Missouri	36	3,735,755	96.37
Youngstown State University	42	4,311,235	97.42
Average	52	3,242,988	167.94
Average without outliers ¹			171.68

Select Peer Universities	Total Staff # Fall 2020*	E&G Budget**	Staff per \$10M of budget
Austin Peay State University (TN)	33	\$150,235,000	2.20
Central Connecticut State University	34	\$233,317,904	1.46
Central Washington University	64	\$215,156,000	2.97
Eastern Kentucky University	91	\$276,087,000	3.30
Eastern Washington University	72	\$181,928,000	3.96
Purdue University Fort Wayne	27	\$194,000,000	1.75
Saint Cloud State University (MN)	32	\$166,661,000	1.92
Southeastern Louisiana University ¹	87	\$123,316,000	7.06
University of Central Missouri	36	\$153,600,000	2.34
University of Central Oklahoma	54	\$174,549,000	3.09
Youngstown State University	42	\$172,612,881	2.43
Average	52	\$181,951,162	2.95
Average without outlier ¹	54	\$179,268,541	2.54

¹Outliers based on survey sample.

*Source: National Center for Education Statistics - Integrated Postsecondary Education Data System (IPEDS), <https://nces.ed.gov/ipeds/use-the-data>.

**E&G budget information sourced from individual university websites and reflects unrestricted educational and general revenues; years of data available varies by institution but ranges from FY19 to FY22.



Regional Compacts

ORC Section 3345.59 requires regional compacts of Ohio’s public institutions, with an executed agreement in place by June 30, 2018, for institutions to collaborate more fully on shared operations and programs. The section identifies areas to be addressed to improve efficiencies, better utilize resources and enhance services to students and their regions. Per paragraph E of that section:

(E) Each state institution of higher education shall include in its annual efficiency report to the chancellor the efficiencies produced as a result of each compact to which the institution belongs.

Specific to the Regional Compact in which your institution is a member, please describe collaborations that have occurred within the regional compacts and the efficiencies or enhanced services provided in any of the relevant categories below.

Category	Description
Reducing duplication of academic programming	<p>Discussions continue with the Northeast Ohio Regional Compact.</p> <p>Charged by the YSU Board of Trustees, YSU’s Office of Academic Affairs implemented a comprehensive and fully-integrated Academic Program Enhancement and Effectiveness Initiative (APEEI) in Fall 2020. APEEI culminated in Spring 2021 with the provost’s final recommendations to the YSU Board of Trustees.</p> <p>Curricular Efficiency, the second phase of APEEI, began in Spring and Summer 2021 and continued in Fall 2022. Program directors and faculty in each academic program conducted a thorough review of the courses currently being offered as well as inactive courses remaining in the catalog. Upon completion of the review, program faculty conducted curricular mapping of core courses and electives as well as a curricular complexity review.</p> <p>APEEI continues in Fall 2024 and Spring 2025. Program directors and faculty continue to update program goals and strategic actions on individual “dashboards” on an annual basis. Points of emphasis beginning in Fall 2024 include:</p> <ul style="list-style-type: none"> • Mission Statement—The mission statement establishes a common understanding of the uniqueness of each program and the vision to keep the program current



	<p>and relevant. The mission statement should articulate the future direction of the program. The following factors are integral to the mission statement: (1) a program’s focus on teaching, research, or both; (2) how the program will look in 3-5 years and beyond; and (3) how the program will measure success.</p> <ul style="list-style-type: none"> • SMART Goals—Each program is to annually develop, revise, and update its SMART goals. These goals, supporting the mission statement, should be specific, measurable, achievable, relevant, and time bound while guiding the program’s growth and continual improvement. <p>Deans, chairs, program directors, and program faculty also have access to annual “scorecards” containing relevant program data.</p> <p>The Office of Academic Affairs revised its Continuous Quality Improvement (CQI) model in Fall 2024 to better represent the ongoing cycle of continuous program improvement. The streamlined approach consolidated the YSU program categories, eliminating “Grow,” “Sustain,” and “Adjust.” The new categories are as follows:</p> <ul style="list-style-type: none"> • Continuous Quality Improvement: For programs currently demonstrating positive trajectories based upon current quantitative and qualitative data. • Detailed Analysis: For programs needing further exploration based upon current quantitative and qualitative data. This category is broken down further into two sub-categories: Focus+ (for programs identified as falling short of their full market share potential) and Sunset (for programs identified for phase-out due to reasons such as low enrollment, limited market demand, or misalignment with the institution’s strategic priorities and long-term goals). <p>In conjunction with its APEEI and Curricular Efficiency initiatives, YSU is also complying with ORC 3345.35, which requires that the board of trustees of each state institution of higher education evaluate all courses and programs the institution offers based upon enrollment and duplication of its courses and programs with those of other state institutions of higher education within a geographic region. The focus on courses and programs with low enrollment and duplicative programs is consistent with the work already being done for APEEI and Curricular Efficiency.</p>
Implementing strategies to address workforce education needs of the region	<ol style="list-style-type: none"> 1. During FY 2024, as it was becoming clear that Easter Gateway Community College (EGCC) was likely to close and leave thousands of Ohioans without college access,



	<p>YSU began taking active steps to fill that void by expanding workforce education programming in the Mahoning and Upper Ohio Valley regions. With the assistance of the Ohio Department of Higher Education, YSU was able to quickly standup 60 new associate degree and certificate programs aimed at addressing the workforce needs of the region. New programs include welding, machining, engineering technology, cyber-security and many more. YSU also offered a one-time introductory tuition rate that amounted to a 42% price-discount that helped drive a 318% increase in the number of associate degree students at YSU this fall, including 475 students who transferred from EGCC.</p> <ol style="list-style-type: none"> 2. In addition, YSU's Workforce Education & Innovation (WEI) programs continue to prepare the current and future workforce with industry 4.0 skills through alternative learning pathways focused on advanced manufacturing, energy storage, information technology, business and professional skills. These workforce and education programs serve YSU students, K-12, companies and community members looking to upskill, reskill or enter into new career pathways. Learners are engaged through the online YSU Skills Accelerator and through classroom, hybrid and experiential learning at any one of our training centers, leveraging our integrated WERC@YSU approach to developing in-demand industry skills. 3. YSU's Small Business Development Center allows students to participate in YSU's integrated research and commercial projects, supported through industry and government-led projects. 4. In addition, the IT Workforce Accelerator at YSU was established last year by Ohio House Bill 33 and consists of public-private partnerships between YSU and key industry stakeholders, including IBM, WIA and Cisco, which together will deliver in-demand technology skills-training around software development, cybersecurity, cloud, artificial intelligence, networking and telecommunications.
Sharing resources to align educational pathways and to increase access within the region	Discussions continue within the Northeast Ohio Regional Compact.



Reducing operational and administrative costs to provide more learning opportunities and collaboration in the region

1. YSU continues to partner with regional compact member Kent State University to share various administrative services, including internal audit, database administration and IT security. (Notably, YSU and KSU recently signed the sixth renewal for shared database administration services.) YSU has partnered with four other state universities, including Kent State, to jointly contract with Ellucian as the single vendor for each partner university's enterprise technology platform. Ongoing discussions among NEO Compact institutions Youngstown State, Kent State and NEOMED are now centered around a possible expansion in shared IT services.
2. By using joint-purchasing contracts, leveraged by the IUC and the Ohio Department of Administrative Services, YSU saved \$2.2 million on goods and services during FY 2024.
3. Through YSU's membership in the IUC-Insurance Consortium, expenses for property and casualty insurance were reduced by an estimated 20% or nearly \$200,000 in FY 2024.

Enhancing career counseling and experiential learning opportunities for students

Career Counseling

During FY 2024, YSU supported career counseling on campus and regionally with Northeast Ohio Compact institutions through the following endeavors:

- YSU's STEM college participates in Ohio I/C Engineering Directors virtual meetings. This group consists of internship and co-op engineering directors from Cleveland State University, the University of Akron, the University of Toledo, Case Western Reserve University, the University of Dayton, the University of Cincinnati, and YSU. Two additional universities have been added to the group this year: Miami and University of Dayton. This group meets once a month to discuss career-related items, the transition from face-to-face events to virtual events, and other topics.
- The college of STEM also participated in the Ohio Cooperative and Education Association Conference. Members of the organization includes university representation from various Ohioan higher education institutions, government officials, employers, and guest. Youngstown State University has officially been selected to host the 2027 OCEA



Conference in the Youngstown Area.

- YSU's Williamson College of Business Administration continues to participate in the Export Program through the State of Ohio. The WCBA Export Program recruits students for programs across YSU's campus as well as the University of Akron and Kent State University. Students attend an Export course in WCBA during the spring semester. The course is delivered by the Director of Ohio SBDC Export Assistance Network. After completing the Exporting course, students are placed with a company in Ohio for a full-time, 12-week, paid internship. The internship is credit-bearing. Relationships are built with exporting companies, and companies are reimbursed half of the intern wages through the Ohio Development Services Agency.
- YSU participates in the Northcoast Consortium for Career Advancement, a consortium of Northeast Ohio colleges and universities, to share best practices, discuss common concerns, and identify opportunities to provide collaborative programming.
- YSU co-hosted NOTED (Northern Ohio Teacher Education Day), an annual education job fair/interview day, in conjunction with 10 other Northeast Ohio colleges and universities.

Experiential Learning

Sokolov Honors College

Experiential learning through community engagement offers students a unique opportunity to foster personal growth, apply classroom knowledge to real-world settings, network, and develop a deeper understanding of societal issues. By working directly with community partners, students gain hands-on experience that further develops their problem solving, communication and leadership skills, while seeing first-hand the impact of their contributions in tangible ways. Community engagement provides a collaborative environment in which a strong foundation is formed that prepares students for their future careers, lifelong learning, and an appreciation for the value of community engagement.

During the 2023-2024 academic year, the Sokolov Honors students recorded more than 40,345 hours of community engagement, resulting in an economic impact of \$1,151,463.42.



Following are the top five examples of the organizations with which honors students served last academic year, the number of hours, and estimated economic impact.

1. Dr. Abdu Penguin Pen Pals – received a gift from Shell Polymers Monaca to support the expansion of the Pen Pal initiative to additional local elementary schools. 232 students served as Pen Pals for a total of 5,560 hours with an economic impact of \$158,697.
2. American Heart Association – Students in the first-year seminar – Intro to Honors, assembled team where they developed a fundraising strategy, learned about the mission of AHA and heart health, received instruction about hands-only CPR and the usage and placement of AED devices. The result was honors students achieving the highest sponsorship – Gold, raising over \$15,000 to support the Go Red for Women initiative. The number of students participating included 361 with the 1805 hours spent engaged with the American Heart Association Partner. This time resulted in an economic impact of \$51,514.
3. Transcribing Club –3,039 hours, \$86,738 economic impact
4. United Way of Youngstown and the Mahoning Valley - 1076 hours, \$30,695 economic impact
5. Traditions Health – 501 hours, \$14,308 economic impact

Honors students are required to complete at least one seminar approved as community-engaged learning. In Spring 2024, 400 students completed Campus Community Partnerships Seminar. This seminar requires engagement, reflection, reciprocity and public dissemination of information, allowing students to work closely with community partners to address the partner’s stated need. In Spring 2024, 25 partners participated in the seminar, as follows:

- ACLD School and Learning Center
- American Heart Association
- Archangel Michael Greek Orthodox Church
- Direction Home of Eastern Ohio
- Easterseals of Mahoning, Trumbull & Columbiana Counties



- Economic Action Group
- Youngstown Neighborhood Development Corporation
- Habitat for Humanity of Mahoning Valley
- Heart Reach Neighborhood Ministries
- Youngstown Jewish Federation
- Mahoning Valley Sojourn to the Past
- MyPath Mahoning Valley
- No Limits Alternative Center
- Oak Hill Collaborative
- OH WOW!
- Ohio Living Vivo Center
- PBS Western Reserve
- Rocky Ridge Neighborhood Association
- Sight for All United
- St. Patrick's Community Gardens
- The Rich Center for Autism/TOPS
- Traditions Health
- United Way Youngstown and the Mahoning Valley
- Youngstown Blue Coats
- Library of Congress/YSU Transcribing Club

Community Engagement conference in April 2024. Additionally, the conference featured the following presentations:

- 21 presentations (plus the Campus Community Partnership posters)
- 43 partners represented as presenters or project collaborators
- 47 presenters spanning students, faculty, staff, and partners

Other notable partnerships with the community include:

- A collaboration with the Mahoning County Prosecutors Office with the honors magazine seminar has allowed students to learn about the MCPO and the way it



engages with the community. Additionally, students wrote stories about the MCPO, which were published in the community partner's annual report and Justice Journal.

- Honors launched a community partner breakfast, which brought together 15 representatives from community organizations to brainstorm ways to more effectively work together to meet community needs in Campus Community Partnerships seminar. Partner feedback was positive, and community organizations exchanged knowledge with one another while in shared physical space.

Beeghly College of Liberal Arts, Social Sciences, and Education

- BCLASSE promotes internships and field experiences that provide experiential learning opportunities for students to apply knowledge from classrooms and textbooks in real-world situations. These efforts include over 187,000 hours of experience in practicum, internship, and teacher candidate placements in the Department of Teacher Education and Leadership Studies, as well as internship placements in programs in the liberal arts and social sciences.
- In coursework, students are afforded a variety of less formal opportunities for experiential learning. Examples include Moot Court competition, student research in collaboration with faculty members, class trips to historical sites, and faculty-led study abroad.
- In addition, BCLASSE programs offer experiential learning opportunities through cocurricular activities: student groups honors societies, student publications, professional conferences, and academic competitions. The philosophy program sponsors the Ethics Bowl competition. English organizes the English Festival for area middle and high school students, with college English majors assisting with logistics and leading workshops. During History Day, college history majors serve as judges for presentations by area high school students.



- Students work in support roles and also help to develop exhibits for the Youngstown Historical Center for Industry and Labor. They work with autistic children at the Rich Center for autism. They serve as tutors and activity leaders for United Way afterschool programs, as well as similar programs sponsored by the University. Through the Honors College, BCLASSE majors accumulate thousands of hours of volunteer service to area nonprofit organizations.
- The College also provides a wide range of career development opportunities, including meetings with program graduates and other professionals in the fields of education, psychology, English, anthropology, law, forensics, sociology, history, philosophy, government, and public management. They participate in professional development through Legal Education Day and through hands-on training sessions conducted by area school administrators for education programs.

Bitonte College of Health and Human Services

- Students engaged in our ALCS 4821 gain 500 hours of experiences within a long-term care organization. Examples include home & community-based services, assisted living facilities, and skilled nursing facilities.
- Athletic training students completed approximately 8,700 clinical experience hrs. Where they were able to utilize skills and knowledge gained in the classroom with real patients under the supervision and mentorship of their preceptor. Students are engaged in clinical experiences across 5 semesters while enrolled in the program. Each experience builds off previous experience and previously learned knowledge leading to students who identify the acquisition of confidence and competence in their skills and knowledge upon graduation and transition into professional healthcare practice.
- Dental Hygiene students (43) participated in approximately 378 hours of practical experience per student, totaling 16,248 hours of patient care per year.
- Dietetic students partner with community groups to promote engagement with nutrition-related resources and events such as farmers markets, community



gardening, school gardening, Mercy and Southwood's Hospital-sponsored health events, Ohio Nutrition Action Glenwood Fresh Market, neighborhood pantries, and public library facilities.

- Dietetic students participating in our Medical Nutrition Therapy course complete 16 - 20 hours/semester at a community organization or campus organization doing Nutrition-related activities such as Food Bank organization of food for distribution to maximize nutritional content, nutrition education to food bank users (development of flyers that focus on canned produce/recipes), food prep and service at community-based non-profits like the Rescue Mission and Red Door Cafe, working with Mercy Health Community Outreach Dietitian to provide food demos and nutrition education to identified at-risk populations, working with the Office of the Dean of Students on developing and implementing programs to assist YSU students.
- Exercise Science students participate in 400 hours of experience per student totaling 20,400 hours last year.
- Exercise Science students participating in KSS 3730 create fitness classes in the community for special Olympic athletes, older adults at the Vivo Center, and local elementary schools.
- Public health students complete 10 hours of community service every semester with local organizations.
- Public Health students completed 350 hours each totaling 2,800 hours.
- MPH supported 9 students in community-based participative research and strategies to address identified needs through program planning, implementation and evaluation skills.
- MLT/MLS students participated in 27,000 hours of clinical internships
- Physical Therapy placed 151 students in clinical rotations for a total of 46,935 hours.
- Respiratory care students are engaged in community service and are required to complete over 1,000 hrs. of clinical experiences in various aspects of respiratory care. The students are further required to complete another 100 hours of community service in a non-respiratory care related endeavors and must keep a signed log of all experience and then reflect on what they have learned and the



impact to societal health it may have to improving one's quality of life Entry-level Bachelor of Science in Nursing completed 78,180 clinical hours.

- Nursing students in our ADN program attend the Rescue Mission to serve meals as well as attend our community kitchen where they provide wellness education and resources to the underserved mental health population.
- RN to BSN program completed 2,360 clinical hours.
- Master of Science in Nursing completed 16,660 of practicum hours in acute care and family practice related locations in addition to offering community support and optimize care for patients in our community.
- Social work students in the bachelor's degree program completed over 450 hours each totaling 31,050 hours of experiential learning in various community organizations.
- Social work students in the master's degree program complete over 540 hours each totaling 46,980 hours on experiential learning at various organizations.

Cliffe College of Creative Arts

ART and McDONOUGH MUSEUM OF ART

- Mural and Site-Specific Painting class has completed nearly 10 murals within the region, including Andrews Avenue Memory Mural Project, three murals for the city of East Liverpool, Trek Coffee House, Vallourec Star, Deibel Park (YSU), and others.
- Ceramics classes make bowls for the biannual Empty Bowls. Ticket donations go directly to the Rescue Mission of the Mahoning Valley to help provide over 300 meals daily. Attendees select a one-of-a-kind handmade bowl created by local art students, faculty, alumni, and community artists and enjoy a bowl of soup in with artisan bread.
- **Pop-Up Display and Holiday Sale Event** for art students and Youngstown Holiday Market. Students gain exposure, connect with other artists, and sell artwork.
- **Mock Networking Art Reception for Professional Artists is an annual event that allows art students to exhibit their work and interact with prospective**



employers and buyers. Cliffe College Career Exploration and Development staff person gave a brief presentation to student regarding networking skills. The Student Art Association also presented a fashion show to teach students about different ways to dress depending on event type (e.g., exhibition, interview, selling work).

- In December, a follow up **Meet and Greet** event is scheduled where students will practice asking questions of the graduating seniors who will be showing their work in the McDonough. This will allow the graduating seniors to practice their elevator pitch with the other students and faculty present.
- McDonough Museum of Art hosts multiple Lit Youngstown events annually, including the Fall Literary Festival, writing workshops, and poetry and literature readings.
- McDonough Museum of Art collaborates annually with The Links to host events, including writing workshops, tutoring, and emerging artists.
- DANA SCHOOL OF MUSIC and UNIVERSITY THEATRE
- YSU String Project involves more than 50 elementary and secondary string students from around the region. The project—which is taught by graduate and undergraduate students in Dana School of Music (DSM), serves mostly underprivileged students whose school districts do not offer orchestra class—provides free 30-minute private lessons for string players (bass, cello, violin, viola) during the week and ensemble experiences and technique classes on Saturday morning.
- YSU Youth Orchestra and Symphonette includes more than 125 middle and high school students from around the region. Youth Orchestra membership is by audition, and the group performs advanced orchestral literature. The groups provide college scholarships, and many members pursue music studies at the university level. Symphonette offers a middle school-level orchestra experience, and most members continue into the Youth Orchestra. Several area schools no longer offer orchestra courses, and these groups fill that void.



- The Annual YSU Summer Music Camp & Dana Vocal Performance Clinic is an immersive experience for secondary school students (100 annually). The camp is designed to nurture young instrumentalists and vocalists and enhance their musical abilities. Throughout the week-long program, attendees engage in various educational activities, including masterclasses, ensemble rehearsals, individual lessons, and workshops led by DSM & University Theatre faculty members. A team of Dana Student Counselors supervise the middle and high school students and assistance with instruction.
- YSU Bands are continuously engaged with the community, including Marching Pride Guests (throughout the football season, HS bands rehearse and perform with Pride members); “Jam the Gym” annual event that includes high school musicians as Pep Band members for a basketball game; Side-by-Side HS and MS Honor Bands (secondary school students spend a day at YSU working with faculty and students and perform an evening concert); music faculty, staff, and students interact with nearly 500 secondary students.
- Various groups (e.g., string quartet) and studios (e.g., guitar, piano) within the music school routinely perform for retirement communities, health care facilities, and other similar venues.
- University Theatre collaboration with area elementary schools that includes designing and making puppets to support teaching, including academic and social topics.

College of Science, Technology, Engineering, and Mathematics (STEM)

Many STEM programs and courses incorporate experiential projects as assignments in STEM including the following:

- CCET 3740: Construction Management seeks community projects for students to apply the knowledge they learn to work on actual community projects such as Stambaugh Auditorium front steps renovation, new entranceways on Cafaro Hall, downtown Youngstown parking redesign for bike trail head, and the city park adjacent to B&O Station.



- The YSU Data Mine provides students with the opportunity to work with industry partners. The partners provide data and ask the students to examine the data for actionable insights. This year, three teams of students worked with industrial/agency liaisons from DriveOhio, TeamNEO, and YSU Student Experience in the YSU Data Mine.
- STEM undergraduate and graduate students are strongly encouraged to engage in internships and co-ops as described below:

Course Information			Course Enrollment
STEM 3790	Internship	Fr/Soph	10
STEM 3791	Co-op	Fr/Soph	3
STEM 4890	Internship	Jr/Sr	56
STEM 4891	Co-op	Jr/Sr	12
STEM 5890	Internship	Graduate	20
ENST 3790	Internship	Envi Sci, Undergrad	10
MATL 8050	Internship	Mat Sci, Grad	1

Collaboration and pathways with information technology centers, adult basic and literacy education programs and school districts

The IT Workforce Accelerator at YSU consists of public-private partnerships between YSU and key industry stakeholders, including IBM, WIA, and Cisco, which together will deliver in-demand technology skills-training around software development, cybersecurity, cloud, artificial intelligence, networking, and telecommunications.

Enhancing the sharing of resources between institutions to expand capacity and capability for research and development

Youngstown State University's Excellence Training Center (ETC) is a shared-use facility, supporting the interests of the Mahoning Valley Innovation and Commercialization Consortium (MVICC) comprised of academic, industrial, and economic development organizations. The YSU ETC houses a full spectrum of manufacturing equipment. The center provides training and research opportunities for YSU students and faculty, institutional collaborators, regional career and tech centers, and industry professionals to accelerate innovation and technology adoption.

Identifying and implementing the best use of university regional campuses

Not applicable—YSU does not have regional branch campuses.



Other initiatives not included above

2023-2024 YSU-BaccMed & NEOMED

YSU-BaccMed applicants are academically strong students who often apply to pre-medical pathway programs nationwide. YSU and NEOMED admissions leaders met throughout the year to continue to develop new ways to enhance the existing relationship. NEOMED now regularly attends YSU recruiting event, such as Penguin Preview Day and the summer YSU-BaccMed Camp. NEOMED is opening a College of Dentistry in Fall 2025. Discussions on early assurance pathways are underway between YSU and NEOMED.

Additionally, honors offered professional development opportunities to YSU-BaccMed students, including an annual day trip to Ohio Medical Education Day, which connects students with medical school admissions officers and students across the state majoring in Pre-Medicine. YSU sponsored 25 students who attended OMED which was held at NEOMED in October 2023.

One student attendee described the experience as follows –

- “I would describe the experience as extremely insightful and valuable as I was able to learn quite a lot about the intricate world of medical school.”

In partnership with US Army Health Professions Scholarship Program recruiters, students gained hands on experience through a suture workshop while learning about opportunities to pursue the HPSP program, which provides full funding for medical school to qualified applicants. Additionally, physicians from Mercy Health partnered with YSU to voluntarily teach a senior YSU-BaccMed course that provided clinical rotations at various locations in the community.

Also, YSU alum and former director of the Ohio Department of Health Dr. Amy Acton visited campus and welcomed YSU-BaccMed students to an exclusive meeting with her. She shared her journey with the students, who learned from the experience.

Student feedback included –

- “She is one of the reasons I decided being a doctor was a possibility for me. I’ve heard her speak before and we come from similar backgrounds. Hearing her speak again at this lecture taught me that resilience always paves a way.”



The partnership with NEOMED continues to deepen with both institutions involving the other in conversations and planning that address recruiting, educating and retaining future physicians in the State. The more we unite our efforts beginning as undergraduate students, the greater the opportunity to achieve the desired outcomes.

As noted earlier, YSU continues to take steps to minimize low-enrolled courses. The most recent decision breakdown to minimize 179 low-enrolled and “action needed” courses:

- 50%--Offer course less often
- 22%--Eliminate course
- 15%--Offer fewer sections in the future
- 7%--Change course modality
- 6%--Merge with another course

The most recent decision breakdown to minimize 65 low-enrolled and “action needed” undergraduate programs:

- 37%--Maintain program
- 31%--Sunset/Suspend
- 22%--Curriculum redesign
- 3%--In teach-out
- 2%--Combine with another institution

Building upon these steps, YSU will continue to use the *Ohio Department of Higher Education Guidance* while considering the six factors to determine recommended actions for courses that fall below the chancellor’s definition of “low enrollment.” The examples of data points within the *Guidance* will be used in future analyses. In addition, a newly-acquired space planning software, 25Live, has been critical in optimizing course schedules and room usage while determining how much space is needed at YSU. Efficient space usage is critical in order for YSU to reduce costs and address deferred maintenance.



Finally, YSU administrators have invested considerable resources to determine section enrollments that are consistent with the total cost of teaching course sections.

Co-located Campuses

ORC Section 3333.951(B) requires Ohio’s co-located colleges and universities to annually review best practices and shared services in order to improve academic and other services and reduce costs for students, and to report their findings to the Efficiency Advisory Committee.

(B) Each state institution of higher education that is co-located with another state institution of higher education annually shall review best practices and shared services in order to improve academic and other services and reduce costs for students. Each state institution shall report its findings to the efficiency advisory committee established under section 3333.95 of the Revised Code. The committee shall include the information reported under this section in the committee's annual report.

Co-located campus: Not applicable to YSU

Section II: Academic Practices

This section covers areas more directly related to instruction, with an emphasis on savings strategies related to the cost of textbooks, and the expanded use of alternative instructional materials.

Textbook Affordability

Textbook Cost Study and Reducing Textbook Costs for Students

ORC Section 3333.951(D) requires Ohio’s public colleges and universities to do the following on an annual basis:



(D) Each state institution of higher education shall conduct a study to determine the current cost of textbooks for students enrolled in the institution, and shall submit the study to the chancellor of higher education annually by a date prescribed by the chancellor.

ORC Section 3333.951(C) requires Ohio’s public colleges and universities to report their efforts toward reducing textbook costs for students.

(C) Each state institution of higher education annually shall report to the efficiency advisory committee on its efforts to reduce textbook costs to students.

Your institution’s submission of information via the annual Efficiency Report is used to satisfy these statutory requirements. **Please attach one spreadsheet with two tabs.** The first tab should include the analysis of textbook costs developed by your institution as shown in Table 1 below. The second tab should include the analysis of the number of courses that utilized other sources of information as shown in Table 2 below.

Table 1	
Category	Amount
Average cost for textbooks that are new	\$67.00
Average cost for textbooks that are used	\$60.05
Average cost for rental textbooks	\$49.70
Average cost for eBook	\$68.97

Table 2	
Category	Number of Courses
Did not require students to purchase course materials; includes OER and/or institutionally provided materials	11
Exclusively used OER materials	19
Used OER materials together with purchased course materials	0
Provided course materials through inclusive access	285 total for all 3 terms



Other Textbook Affordability Practices

What other practices, if any, does your institution utilize to improve college textbook affordability?

Please provide any relevant information in the table below.

Initiative	Explanation of Initiative	Cost Savings to Students
First-Day Ready	An inclusive access and general affordability initiative that provides digital materials to students at a reduced price.	\$789,561
Textbook Rental program	Students have the option of renting books in lieu of purchasing books.	\$58,798 (estimate based on average price of books rented vs. sold)
Textbook Buyback program	Students have the option of selling back purchased books to Bookstore.	\$5,595
Textbook price-match guarantee	The YSU Barnes & Noble will match the lowest price (advertised by other vendors) for books and instructional materials sold.	N/A

Please provide contact information for the person completing this section of the Efficiency Report, so that we may follow up if we have questions.

Section III: Policy Reforms

Special Purpose Fees Policy

Limitations on increases in instructional and general fees have traditionally been set by the General Assembly within biennial operating budgets. Limitations on special purpose fee increases, alternatively, are fairly new beginning with Am. Sub. HB 49 of



the 132nd General Assembly. Section 381.160 of Am. Sub. HB49 precluded increases in special purpose fees and establishing new special fees, at universities, except for certain categories of fees specifically exempted in law from the fee limitations. Am. Sub. HB 166 of the 133rd General Assembly continued the special purpose fee restriction but additionally required the Chancellor to review and approve new special purpose fees and increases in existing special purpose fees at universities and community colleges. This same level of special purpose fee restraint has been continued in every biennial budget since, including the current biennial budget Am. Sub. HB 33 (Section 381.260(A)(1)(c)).

1. Please include a table that separately shows general and special fee totals for each of the past five years.
The following table reflects revenue collected from general fees i.e., all fees assessed uniformly to all enrolled students, and other special purpose fees that are optional and/or the result of decisions unique to individual students, such as chosen program of study and participation in extracurricular activities.

YSU Revenue Collected		
	General Fees	Special Purpose Fees
FY20	\$70,055,819	\$24,403,545
FY21	\$70,606,034	\$21,226,410
FY22	\$71,562,328	\$19,701,301
FY23	\$79,322,533	\$20,915,623
FY24	\$85,778,690	\$22,341,974

2. What criteria are used to determine whether a course or lab fee is appropriate?
YSU uses a strictly cost-based approach in determining the need for and appropriateness of special purpose fees, including course fees and lab fees.

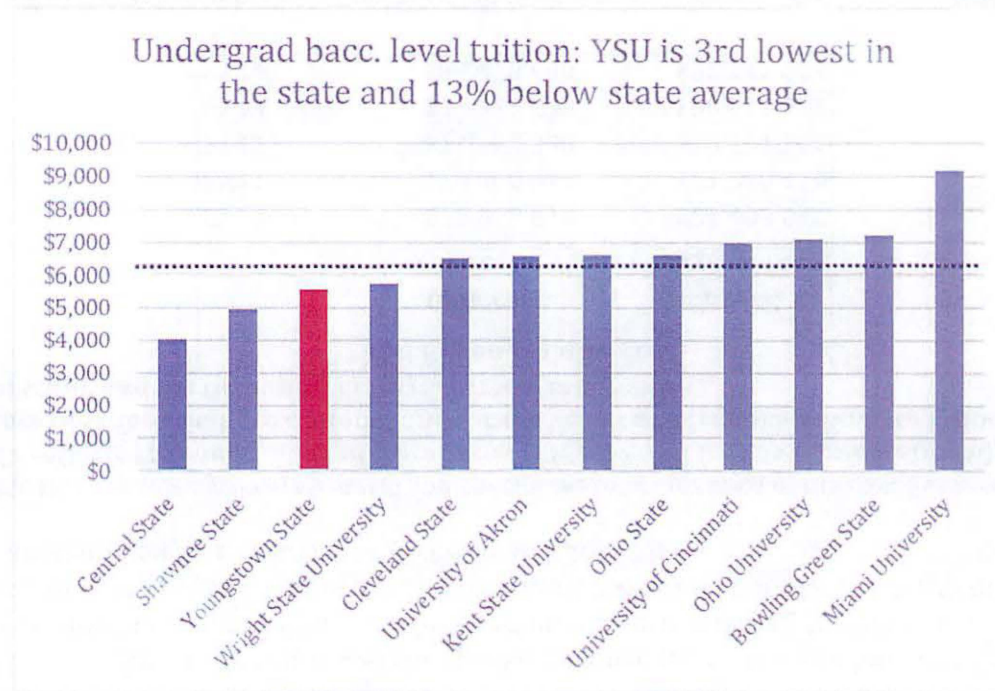
Additional Practices

Some IHE's may implement practices that make college more affordable and efficient, but which have not been the topic of a specific question in this reporting template. This section invites your institution to share any positive practices you have implemented that benefit student affordability and/or institutional efficiency.



Please share any additional best practices your institution is implementing or has implemented.

As a best practice regarding student access and affordability, YSU's tuition remains one of the most affordable in the state of Ohio. And unlike the two universities with lower tuition—Central and Shawnee State—YSU does not receive millions of dollars of supplemental state funding each year to offset our low tuition price.



Section IV: Future Goals



The DeWine-Husted administration recognizes that each IHE faces unique challenges and opportunities with respect to the institution's highest priority goals over the next several years. With that in mind, please provide any suggestions about possible roles the state could play in supporting your institutional goals.

Please provide your thoughts and suggestions regarding ways the State of Ohio can further support strength, resiliency and reputational excellence in Ohio's post-secondary education system.

The State of Ohio, including Ohio Department of Higher Education, Governor and Lieutenant Governor, and the legislature can play a role by developing financial incentives that directly and consistently support institutions that sponsor economic prosperity by providing in-demand career pathways at an affordable price.

Despite our exceptionally low tuition price—just \$265/credit hour for two-year programs and \$460/credit hour for bachelors level programs—Youngstown State University is now *THE* post-secondary education provider for the region that includes Mahoning, Jefferson, Columbiana and Trumbull counties. YSU provides a comprehensive array of both career and degree offerings, including direct workforce training, like commercial truck driving licensure, aviation certification, and a variety of certificates, credentials and badges, as well as degrees at the associates, bachelors, masters and doctoral levels.

Thank you for completing the FY24 Efficiency Reporting Template. We appreciate the important role Ohio's colleges and universities play in supporting Ohio students, economic growth, world-class research and the overall success for our state.



**RESOLUTION TO APPROVE A WAIVER OF FEES
FOR YSU COLLEGE CREDIT PLUS COURSES**

WHEREAS, state law requires the Chancellor's approval to waive any portion of tuition and fees charged to students enrolled at a state college or university in Ohio; and

WHEREAS, the procedures established by the Ohio Department of Higher Education also require that the Board of Trustees approve a waiver of student tuition and fees; and

WHEREAS, the University proudly participates in the state of Ohio's College Credit Plus dual enrollment program that allows students to earn both college and high school credits at the same time; and

WHEREAS, the University wishes to optimize its College Credit Plus program by offering a three-tiered tuition and fee structure that effectively waives a portion of regular undergraduate tuition and fees.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the waiver of tuition and fees to establish a three-tiered College Credit Plus fee structure, as depicted on **Exhibit A** and made part hereof.

EXHIBIT A

Waiver	Amount Waived per credit hour	Adjusted Rate with Waiver
College Credit Plus (self-pay students)		
In high school instruction by high school teacher	\$418.55	\$41.64
In high school instruction by YSU faculty	\$394.69	\$65.50
Online or campus instruction by YSU faculty	\$329.19	\$131.00



**RESOLUTION TO APPROVE
INTERFUND TRANSFERS**

WHEREAS, University Policy Number 3356-3-11.1, Budget Transfers, requires Board of Trustees approval for inter-fund transfers of \$100,000 or more for operating purposes or for any purpose other than a specific capital improvement project, for capital improvements or construction projects of \$500,000 or more, and for transfers out of operating reserves regardless of amount; and

WHEREAS, certain accounting and budget adjustments and transfers outside the operating budget are necessary during the course of a fiscal year and at the end of a fiscal year.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the transfer of funds, attached hereto.

**Board of Trustees Meeting
December 11, 2024
YR 2025-**



YOUNGSTOWN STATE UNIVERSITY
Interfund Transfers Requiring Board Approval
Transfers Outside of the Operating Budget
Requested Transfers for Second Quarter FY2025

FROM	TO	AMOUNT	REASON
General Fund (Unrestricted fund 119000)	Radiology Tech Lab - Cushwa Hall (Unrestricted Plant Fund)	\$700,000	To fund new Radiology Technology lab in Cushwa Hall.

YOUNGSTOWN STATE UNIVERSITY
General Fund and Auxiliary Enterprises
Budget to Actual and Actual to Actual Comparison
1st Quarter (July 1 thru September 30)

Revenue	Fiscal Year 2025		Actual as a % of Budget	Business Indicator	Actual Compared to Prior Year
	Budget	Actual			
Tuition and mandatory fees	\$ 95,573,314	\$ 50,869,068	53.2%	●	↑
Other tuition and fees	8,908,600	4,944,858	55.5%	●	↑
Student charges	1,171,500	424,667	36.2%	●	↑
State appropriations	51,206,809	12,753,654	24.9%	●	↑
Recovery of indirect costs	1,978,813	336,595	17.0%	●	↔
Investment income	3,500,264	725,620	20.7%	●	↑
Other income	944,700	276,954	29.3%	●	↓
Auxiliary enterprises	19,183,488	9,479,811	49.4%	●	↑
Total	\$ 182,467,488	\$ 79,811,227	43.7%	●	↑

- On/Above target
- Caution
- Warning

Expenses	Fiscal Year 2025		Actual as a % of Budget	Business Indicator	Actual Compared to Prior Year
	Budget	Actual			
Wages	\$ 84,362,085	\$ 17,341,061	20.6%	●	↑
Benefits	31,706,836	6,541,802	20.6%	●	↑
Scholarships	17,002,777	4,665,667	27.4%	●	↑
Operations	24,151,281	10,490,478	43.4%	●	↑
Plant & maintenance	15,347,586	4,651,253	30.3%	●	↑
Fixed asset purchases	1,815,170	308,659	17.0%	●	↓
Transfers	10,015,231	9,997,725	99.8%	●	↑
Total	\$ 184,400,966	\$ 53,996,645	29.3%	●	↑

- On/Below target
- Caution
- Warning

YSU Capital Projects Summary:

Board Projects Update 11/15/2024

Projects in Progress:

Student Center Renovation
YSU 2324-22

\$43M (Capital Funds/Local/Philanthropy) AE Works
We are well into the design process, and the project is moving forward. Bid advertisements will start November 24th with a bid opening on January 3rd. We anticipate a contract and notice to proceed by early March 2025.

Building Exterior Doors and Windows
YSU 2324-29

\$1.75M (Capital Funds) YSU Staff, Alex Downey and Sons
This project will address worn and damaged door and window systems on building exteriors across campus. This project is on schedule for a Fall 2024 completion.

Accessibility Services Relocation
YSU 2324-30

\$320k (Local Funds) Bostwick, B&B Contractors
This project will convert former classrooms on the 3rd floor of DeBartolo Hall to accommodate Accessibility Services. This project is underway and should be complete by late November/early December 2024.

M66 Parking Lot Construction
YSU 2526-1

\$890k (Local Funds) GPD Group, Marucci-Gaffney
A new parking lot will be constructed along Arlington Street. Bids were recently opened, and a contract is being processed. This project will begin as soon as possible with a November completion.

Projects Out for Bids:

- None at this time.

Projects at Controlling Board for Release of Funds:

- RAPIDS Grant, Kohli Hall equipment.

Request for Architect/Engineer Qualifications Advertisements:

- None at this time.

Projects in Development for 2025:

Garfield Building Renovations Phase 1
YSU 2324-15

\$1.5M (Capital Funds) PrimeAE Group
This project was to replace/rebuild the roof on the Garfield Building, but after careful evaluation by our consultant, the building is structurally deficient and may be cost prohibitive to rebuild. Further evaluation is pending.

Emergency Generator Upgrades
YSU 2324-19

\$1M (Capital Funds) YSU Staff

This project will upgrade and replace worn and failing emergency generators across campus. A bidding and construction schedule will be developed once YSU Engineering staff complete the bid documents. Start and completion dates have yet to be determined.

Additional Projects in Development:

- **Silvestri Hall Lower Level** – Renovation of the lower level of Silvestri Hall for Kilcawley Center staff.
- **Cafaro Suite** – Renovation of the Cafaro Suite in Cafaro Hall.
- **Building Exterior Door and Windows Phase 2**
- **Rich Center Renovation**