



**YOUNGSTOWN
STATE
UNIVERSITY**

**BOARD OF TRUSTEES
FINANCE AND FACILITIES COMMITTEE**

**Michael A. Peterson, Chair
Capri S. Cafaro, Vice Chair
All Trustees are Members**

**Wednesday, December 4, 2019
2:30 p.m. or immediately following
previous meeting**

**Kilcawley Center
President's Suites**

AGENDA

- A. Disposition of Minutes for Meeting Held September 4, 2019**
- B. Old Business**
- C. Committee Items**

1. Finance and Facilities Action Items

- Tab C.1.a. a. Resolution to Amend and Align Tuition and Fees for Online and Related Programs**
Sal Sanders, Dean of Graduate Studies, will report.
- Tab C.1.b. b. Resolution to Reduce the Out-of-State Surcharge for the YSU MFA-Creative Writing Program, Effective Fall 2020**
Sal Sanders, Dean of Graduate Studies, will report.
- Tab C.1.c. c. Resolution to Approve the 2019 Affordability and Efficiency Report**
Neal McNally, Vice President for Finance and Business Operations, will report.
- Tab C.1.d. d. Resolution to Approve Interfund Transfers**
Katrena Davidson, Controller, will report.

2. Finance and Facilities Discussion Items

- Tab C.2.a. a. Quarterly Update on the FY 2020 Operating Budget**
Neal McNally, Vice President for Finance and Business Operations, will report.
- Tab C.2.b. b. Planning and Construction Projects Update**
John Hyden, Associate Vice President, University Facilities, and Rich White, Director of Planning and Construction, will report.

Tab C.2.c.

c. Report on Facilities Maintenance Projects

Rich White, Director of Planning and Construction, will report.

d. Report of Audit Subcommittee

A verbal report of the Audit Subcommittee will be presented. Michael A. Peterson will report.

e. Report of Investment Subcommittee

A verbal report of the Investment Subcommittee will be presented. Charles T. George will report.

D. New Business

E. Adjournment



**RESOLUTION TO AMEND AND ALIGN TUITION AND FEES FOR
ONLINE AND RELATED PROGRAMS**

WHEREAS, Ohio law provides that Boards of Trustees of state-assisted institutions of higher education shall supplement state subsidies by income from charges to students, including an "instructional fee" for educational and associated operational support of the institution and a "general fee" for non-instructional services, and that these two fees shall encompass all charges for services assessed uniformly to all enrolled students and shall be identified as "tuition"; and

WHEREAS, Ohio law also provides that each Board may establish special purpose fees, service and housing charges, fines and penalties and that a tuition surcharge shall be paid by all students who are not residents of Ohio; and

WHEREAS, the Board has established tuition and fees unique to online programs offered in partnership with Academic Partnerships, LLC; and

WHEREAS, the University has determined that it is necessary to amend and realign certain tuition and fees as a result of its partnership with Academic Partnerships, LLC; and

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the changes in tuition and fees, as detailed in Exhibit __,

Tuition and Fees for Online AP & Non-AP Programs

Fee Description	Current Rates, Non-AP	Current AP Rates, Proposed New Non-AP Rates
Master of Business Administration¹		
Tuition and Fees:		
In-state		\$450.00
Instructional	\$446.59	
Information Service Fee	\$10.20	
Program Fee	\$50.00	
Per credit hour total	\$506.79	\$450.00
Distance Education Fee (per course)	\$100.00	
Course Fees (range from \$20 - \$350)	\$20 - \$350	
Non-resident Surcharge:		
Non-resident Surcharge	\$278.20	\$5.00
Master of Science in Education²		
Tuition and Fees:		
In-state		\$415.00
Instructional	\$446.59	
General Fee	\$58.11	
Information Service Fee	\$10.20	
Per credit hour total	\$514.90	\$415.00
Distance Education Fee (per course)	\$100.00	
Course Fees (range from \$20 - \$350)	\$20 - \$350	
Health Center Fee (per semester)	\$34.00	
Non-resident Surcharge:		
Non-resident Surcharge	\$250.00 ³	\$5.00

Non-AP programs will be assessed the same tuition and fees, including the non-resident surcharge, as the corresponding AP online program as described below:

¹ Non-AP online MBA will be assessed the same as the AP MBA online program, effective Spring 2020.

² MSED non-AP programs that are no longer offered on campus and only offered exclusively online, where students were previously enrolled in these programs and will now be enrolled in the AP online curriculum, will be assessed the same as the MSED AP online programs, effective Fall 2019.

³ Affordable Tuition Advantage rate, if applicable, is \$15.00 per credit hour.

Note: Students enrolled in a non-AP program that will no longer be offered on campus who will be enrolled in the AP online curriculum will be assessed the same as the corresponding AP online program.



**RESOLUTION TO REDUCE THE OUT-OF-STATE SURCHARGE FOR
THE YSU MFA-CREATIVE WRITING PROGRAM,
EFFECTIVE FALL 2020**

WHEREAS, Ohio law provides that Boards of Trustees of state-assisted institutions of higher education shall supplement state subsidies by income from charges to students, including an "instructional fee" for educational and associated operational support of the institution and a "general fee" for non-instructional services, and that these two fees shall encompass all charges for services assessed uniformly to all enrolled students and shall be identified as "tuition"; and

WHEREAS, Ohio law also provides that each Board may establish special purpose fees, service and housing charges, fines and penalties and that a tuition surcharge shall be paid by all students who are not residents of Ohio; and

WHEREAS, the tuition of all Universities in the North Eastern Ohio Master of Fine Arts (NEOMFA) consortium is equal, the lower out-of-state surcharge set by NEOMFA partner universities makes it more difficult to attract students to enroll in the MFA program at YSU;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve this resolution to reduce the out-of-state surcharge for the YSU MFA-Creative Writing Program, effective Fall 2020 as detailed in Exhibit ___.

**Proposal to reduce out-of-state surcharges for YSU MFA-Creative Writing Program,
effective Fall 2020**

Background:

YSU offers the Master of Fine Arts in Creative Writing Program through a consortial program with the University of Akron, Cleveland State University and Kent State University. The tuition charged to all students in this program is standardized at all partnership universities. It has recently come to my attention that Cleveland State University has reduced their out-of-state surcharge to \$3.85 per credit hour, while YSU charges \$15.00 - \$250.00 per credit hour or \$180.00 - \$3,000 per semester (Cost varies with Affordable Tuition Advantage). Since all students can take classes at all of the partner campuses, this difference in the out of state surcharge makes YSU less attractive than Cleveland State University.

NEOMFA out-of-state tuition rates by campus:

CSU:	\$ 3.85 per credit
KSU:	\$463.00 per credit
YSU:	\$250.00 per credit (\$15.00 per credit for Affordable Tuition Advantage)
UAkron:	\$305.88 per credit

Proposed Resolution:

Resolution to lower the out of state surcharge for the YSU MFA-Creative Writing program to \$5.00/credit hour, effective Fall 2020.



**RESOLUTION TO APPROVE THE
2019 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 2019 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 2019 report provides evidence of affordability and efficiency in various categories, including direct savings, deferred revenue (direct savings to students), cost avoidance (that would otherwise increase expenses), funds raised (reducing pressure on fees), and savings or funds raised by auxiliary enterprises; 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

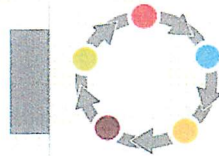
WHEREAS, all sections of the report indicate that Youngstown State University continues to make substantial progress in all categories required by the report; and

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the 2019 efficiency and affordability report as shown in Exhibit __ and made part hereof.



Department of
Higher Education

Mike DeWine, Governor
Randy Gardner, Chancellor



Affordability & Efficiency

FY19 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 periodically at the call of the chancellor.

Affordability and efficiency in higher education are high among the DeWine-Husted administration’s policy priorities; however, as compared to prior years, this year’s template is increasingly focused on identifying quantifiable measures of progress in evaluating how well we are addressing affordability and efficiency. DHE’s preference for report responses is, to the degree feasible, quantitative data as opposed to narrative responses. Please respond with specific numbers where available. In addition, some questions included in the past are not included this year in recognition of the progress made in implementing earlier recommendations. Finally, you will notice some new points of emphasis that reflect unique priorities of the DeWine-Husted administration.

The FY19 reporting template asks for updates on several topics included in prior reports and continues to require Ohio’s IHEs to conduct an annual study to determine the cost of textbooks for students enrolled in the institution pursuant to revised code section 3333.951(C). The FY19 template also continues to request information on efficiencies gained as a result of the “regional compacts” as outlined in revised code section 3345.59.

New to the reporting template this year are information requests regarding online and/or competency-based delivery models for education, financial literacy efforts related to college debt and debt collection practices. Eliminated from the reporting template are some specific questions related to contracting as well as administrative and academic practices, although the new template does request some institutional data on expenditures that may relate to contracting and other operational practices.

Your Efficiency Report Contact: Sara Molski, Project Manager, Fiscal and Legal Affairs, 614-728-8335, smolski@highered.ohio.gov. Please provide your institution’s efficiency report by **Friday, November 1, 2019** via email to smolski@highered.ohio.gov

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

- **Section I: Operational Efficiencies** – This section captures practices likely to yield significant savings that may be shared with students or benefit the institution generally. Topics include controlling costs in procurement, employee benefits, utilities and avoidance of duplication.
- **Section II: Academic Practices** – This section covers areas more directly related to instruction, such as the cost of textbooks, time-to-degree, and academic course and program reviews. Generally, our hope is that academic improvements may reduce student costs and/or improve student outcomes such as graduation rates, time to degree, student loan debt, etc.
- **Section III: Policy Reforms** – This section captures state IHE responses to suggested policy reforms originating in gubernatorial task force efforts, legislative joint committee reports, student loan debt advisory group reports, etc. In recent years, a number of stakeholder perspectives have been shared with institutions. Our hope is that institutions will respond to this stakeholder feedback.
- **Section IV: Student Benefit** – This section asks institutions to provide cost savings and/or resource generation in actual dollars for any major initiatives within the past fiscal year. Emphasis should be placed on highlighting major initiatives that may be considered best practices, rather than responding to specific recommendations from the Ohio Task Force on Affordability and Efficiency in Higher Education October 2015 report. To facilitate understanding, IHE's should advise if savings have been redeployed to students to reduce costs, or if they have been reinvested in some other manner for the benefit of students.
- **Section V: Future goals** – This section corresponds to Master Recommendation 2 of the Ohio Task Force on Affordability. It is designed to allow each institution to benchmark its respective five-year goals to its actual institutional cost savings or avoidance. In the spirit of continuous improvement, this section allows you to revise and/or update your five-year goals as needed. In addition, the DeWine-Husted administration would like to know more about possible roles the state could play in supporting your institutional goals; your input is requested in this section.

For purposes of this report, efficiency is defined as quality versus cost as a means to measure value:

- 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: Operational Efficiency

Affordability and efficiency in higher education are high among the DeWine-Husted administration’s policy priorities. DHE continues to encourage institutions to consider the Ohio Task Force on Affordability and Efficiency’s October 2015 report “Action Steps to Reduce College Costs” (Task Force) linked here: www.ohiohighered.org/sites/ohiohighered.org/files/uploads/affordability-efficiency/Action-Steps-to-Reduce-College-Costs_100115.pdf. Although this year’s template does not require each IHE to report on every recommendation of the Task Force, we are requesting that IHE’s provide the most recent information available on selected items.

As presented in Recommendation 3B of the Task Force, IHE’s have access to multiple joint purchasing agreements in the following categories:

- Copier/printer services
- Computer hardware
- Travel services
- Outbound shipping
- Scientific supplies and equipment
- Office supplies and equipment

Contract Type	Did your IHE participate in joint contracts in FY19? [yes, no, worked toward]	Monetary Impact
Copier/printer services	Worked toward	By fast tracking the second half of an internal Print Management project and moving to a cost ceiling, overall cost will be reduced.
Computer hardware	YES	<p>YSU used several collaborative contracts in FY19 for computer hardware:</p> <ul style="list-style-type: none"> • Brown/Dell IUC-PG contract savings of \$446,950. • Apple state of Ohio contract savings of \$26,399. • Logicalis state of Ohio contract with additional YSU negotiated discounts resulting in savings of \$350,897. <p>In Addition, YSU implemented a centrally-managed computer refresh strategy that reduced computer hardware refresh costs by 10% or \$254,000.</p>

Travel services	YES	YSU uses the IUC-PG contract with Enterprise for rental vehicles. Total savings in FY19 of \$53,591.
Outbound shipping	YES	YSU continued to use several collaborative contracts in FY19 for outbound shipping. The E&I cooperative contract with FedEx resulted in savings of \$878. The state of Ohio contract with UPS resulted in savings of \$1,722.
Scientific supplies & equipment	YES	YSU continued to use collaborative contracts from IUC-PG for scientific supplies/equipment. Total savings for this category is \$183,282.
Office supplies & equipment	YES	YSU continued to use collaborative contracts from IUC-PG (Office Depot) and Sourcwell (Staples) for office supplies/equipment. Total savings for this category is \$207,450.
Insurance (additional category added by YSU)	YES	YSU's participation in the IUC Risk Management & Insurance Consortium resulted in property and casualty insurance savings of \$477,129.

Per recommendation 4C of the Task Force, IHE's should evaluate opportunities for affinity relationships and sponsorships that can support students, faculty, and staff. Institutions can use these types of partnerships to generate new resources by identifying "win-win" opportunities with private entities that are interested in connecting with students, faculty, staff, alumni, or other members of their communities. Please complete the section below with the implementation status of your institution.

Did your institution initiate any new partnerships or sponsorships in FY19? If yes, please complete the below table for those new relationships.

Partnerships/Sponsorships	Description	Revenue Generated
LRC Realty / Enclave Student Housing	Public-private partnership (new)	\$35,000 in annual lease rental income to YSU.
Print Management, ComDoc as partner	Continued work toward implementing IUC contract	None to date
Commercial Card Program, JP Morgan as partner	Rebate on joint IUC-PG contract	\$78,613
Misc. Supplier Rebates	YSU negotiated rebates	\$19,066
Office Supplies & Equipment Rebates	FY19 rebates on Sourcwell contract (Staples) & IUC-PG contract (Office Depot)	\$23,856
Hallmark Campus Communities/ The Edge Student Housing	Public-private partnership (existing)	\$51,000 in annual lease rental income to YSU.

Barnes & Noble	Partnership (existing)	\$500,000 in annual commissions paid to YSU.
Chartwells	Partnership (existing)	YSU's outsourced dining and catering services generates \$523,000 in annual commission revenue that supports Student Affairs operations.
Under Armour; Rawling; The Game; Dolfin; Wilson/DeMarini	Sponsorships (existing)	\$50,000 in Athletics apparel/equipment/supplies and sponsorships are expected to increase to greater than \$100,000 annually
Athletics Sponsorships	Sponsorships (existing)	\$850,000 Athletics sponsorship income from various companies or agencies
YSU Foundation	Affinity Partnership (existing)	\$8.1 million in annual base support for student scholarships, including both merit- and need-based programs. \$90 million in gift funds raised and pledged to support projects that will directly benefit students, including renovations to the Jones Hall Student Success Center and other classroom buildings, the creation of an innovation and commercialization center, and student scholarships and work opportunities.
Pepsi Cola	Pouring Rights Sponsorship (existing)	\$55,000
Mercy Health	Sponsorship (existing)	\$50,000
New Athletic Sponsorships:		
Boardman Coin & Jewelry	Athletics (Football Videoboard)	\$1,550
CoreLife Eatery	Athletics (Print, Interactive Events)	\$1,500
Curbstone Coaches	Athletics (Radio)	\$475

DiBella's Subs	Athletics (Interactive Events)	\$2,000
Fast Trac Convenience Stores	Athletics (Print, Interactive Events)	\$4,500
Five Guys	Athletics (Signage)	\$2,500
Kedplasma	Athletics (Print, Interactive Events)	\$3,000
Knightline Embroidery & Screenprint	Athletics (Signage)	\$2,000
Life Storage	Athletics (Videoboard)	\$4,250
Meridian Healthcare	Athletics (Fliers Handout)	\$250
Morrone Mechanical	Athletics (Penguin Club Events)	\$3,760
National Safety Council – Ohio Chapter	Athletics (Print, Signage)	\$3,750
Neil Kennedy Recovery Centers	Athletics (Print)	\$1,560
Ohio Air National Guard	Athletics (Signage)	\$1,800
Ohio Living Park Vista	Athletics (Print)	\$3,250
One Health Ohio	Athletics (Print, Videoboard)	\$5,850
Raising Cane's Chicken Fingers	Athletics (Print, Interactive Events)	\$5,000
Rally's	Athletics (Signage, Interactive Events)	\$10,250
Roof Rite, Inc.	Athletics (Signage)	10,175
Shepherd of the Valley	Athletics (Print)	\$2,500
SportClips	Athletics (Print, Interactive Events)	\$1,500
Taylor Kia	Athletics (Print, Signage)	\$3,000
Texas Roadhouse	Athletics (Interactive Events)	\$2,000
Wentz Financial Group	Athletics (Radio)	\$2,000
Youth Intensive Services	Athletics (Print, Interactive Events)	\$575

If the IHE realized efficiencies gained in FY19 from already existing relationships, please identify, specifically including revenue generated. *Include in the table above or add a similar table.*

Employee health benefits continue to be a major cost driver for all IHE's. The Task Force recommendations addressed this issue in 5D, recommending that a statewide working group identify opportunities to collaborate on health-care costs. At this point we are especially

interested in learning about best practices that could be applicable around the state. Please provide the following information if your institution has generated any significant savings or health benefits improvements in FY 19

What initiatives or plan changes did the IHE implement in FY19 to manage or reduce healthcare costs?

YSU took a number of steps to reduce or otherwise control health care insurance costs, including:

- **Implemented a second PPO plan with a target price differential from the main PPO plan of -10% to allow choice for employees - 7/1/2018.**
- **Completed a RFP for Stop loss for the 7/1/2019 plan year.**
- **Added MMO's SmartChoice Program - 8/1/2019.**
- **Added MMO's Payment Integrity Program - 9/1/2019.**
- **Implemented MMO/ESI's SaveonSP program -10/1/19.**
- **Developed an RFP for medical and pharmacy benefits, with a desired effective date of 7/1/2020.**
- **Continuously conducted open enrollment education sessions to promote proper use of the health plan and to educate employees on all of the tools available.**

Has the institution achieved any expected annual cost savings through healthcare efficiencies in FY19? Please explain how cost savings were estimated. **YSU believes that the steps we've taken have helped to mitigate growth in healthcare inflation. However, given the upward national trend in healthcare costs, these actions taken by YSU have not necessarily resulted in savings as measured by reduced healthcare costs in FY 2019 compared to FY 2018.**

Energy Efficiencies seek to refine sustainable methods utilized by the institution to procure and use energy (resulting in more efficient use of energy), including but not limited to lighting systems, heating & cooling systems, electricity, natural gas, and utility monitoring. Again, we are especially interested in learning about best practices that could be applicable around the state. Please provide the following information if your institution has undertaken any significant energy savings projects in FY19.

FY19 Projects/Initiatives	Efficiencies Gained, including Monetary Impact
Summer Energy Curtailment Program	YSU's participation in the energy curtailment program with Hess Energy and Calpine Energy produced estimated savings of approximately \$200,000 in FY19.
Campus Utility Distribution Upgrades	\$881,012 (cost-avoidance funded by state capital expenditures for deferred maintenance); and resulting energy savings [estimate under development by Facilities Engineering staff]

Has the institution gained efficiencies in FY19 from previously implemented projects/strategies? If yes, please discuss cumulative efficiencies gained.

Yes. The university’s Phase I energy initiative implemented in 2008 focused on lighting and control enhancements, and continues to generate calculated estimated savings of \$1.2 million annually, and cumulatively \$14.4 million since inception in 2008.

YSU’s Phase II energy initiative was implemented in 2016 and involved the construction of an on-campus steam utility plant that resulted in energy savings of approximately \$2 million per year, and cumulatively \$6 million since construction was completed in 2016.

The Task Force charged DHE with developing a common measurement of administrative productivity. However, the Task Force also acknowledged that each institution should have the latitude to develop its own standards of the proper level of productivity for its campus units. DHE will provide specific financial data for each institution as part of this year’s reporting process. The Efficiency Advisory Committee will need to continue to evaluate this data and determine how best to utilize it taking into account the significant diversity of IHE’s and their missions throughout Ohio.

Specific institutional measures to be evaluated include:

- Average Expenditure per Student
- Total Revenue per Student
- Facility Cost per Student
- Square Feet per Student

Regional Compacts

Ohio Revised Code 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. Per O.R.C. §3345.59 {E} colleges and universities shall report within their annual efficiency reports the efficiencies gained as a result of the compact.

Please discuss efficiencies gained or opportunities for future partnerships as a result of each of the categories within the compact.

Category	Description	Monetary Impact
Reducing duplication of academic programming	Discussions underway with the Northeast Ohio Regional Compact.	TBD
	On September 5, 2019, the YSU Board of Trustees passed its “Take Charge of Future for Sustainability” resolution outlining an academic program effectiveness and advancement process. According to the resolution, this	TBD

Implementing strategies to address workforce education needs of the region

academic program effectiveness and advancement process will have actionable steps and outcomes with the Board to be updated no later than the March 2020 Board meeting regarding the process, feedback loops, and critical steps that will be utilized. Preliminary recommendations and insights are due no later than the December 2020 Board meeting. Well-considered recommended actions are due no later than the March and/or June 2021 Board meetings with the Office of Academic Affairs having engaged in consequential shared governance throughout the process. YSU's Mahoning Valley Innovation and Commercialization Center (MVICC) will be a workforce development, education, and entrepreneurial hub, connecting creative minds with the modern equipment of advanced manufacturing and the knowledge of the regional business community. By working collaboratively with the Mahoning Valley Manufacturers Coalition, Eastern Gateway Community College, Career and Technical Center, other K-12 educational providers, and area incubators, this multi-stakeholder center will become a driving force for economic growth and prosperity in the region.

\$12 million in capital expenditures expected over the next 18 months.

YSU is currently working with Jennifer Oddo, IBM Manager for Apprenticeships, to make YSU a leader in facilitating business with apprentices and awarding college credit through PLA for the training.

The Health Professions Department in YSU's Bitonte College of Health and Human Services is working this fall with the Youngstown City Fire Department to train their firefighters to be emergency responders. The first step of the plan involves training 30 of the current YFD firefighters to the Emergency Medical Technology (EMT) level. The second step of the action plan is to train a critical mass of the new YFD EMTs to the paramedic level in the subsequent year so that YFD can begin to provide its own advanced life support service.

	<p>YSU is actively involved in three state committees working to increase the number of individuals with post-secondary workforce credentials: (1) Prior Learning Assessment, (2) Competency Based Education, and (3) Finish for Your Future: Adult Learner Working Group.</p>	
	<p>Deans in each of the academic colleges have been tasked with created advisory boards (if boards do not already exist in that college) consisting of community business leaders and executives.</p>	
<p>Sharing resources to align educational pathways and to increase access within the region</p>	<p>Via the NEO Regional Compact, YSU is working with Kent State University, the University of Akron, Cleveland State University, and NEOMED to develop shared procurement strategies to take advantage of campus proximity to streamline the acquisition and delivery of goods and services common among these institutions. Areas under serious consideration include:</p> <ul style="list-style-type: none"> • Custodial Cleaning Equipment • Emergency Repair Services • Energy (Electricity and/or Natural Gas) • Janitorial and Sanitary Supplies • MRO Supplies (including tools) • Service Contracts (janitorial and/or maintenance services) • Systems Controls contracts 	<p>To be determined; \$100,000 to \$200,000 in annual savings possible.</p>
<p>Reducing operational and administrative costs to provide more learning opportunities and collaboration in the region</p>	<p>Operational and administrative cost reductions are anticipated in response to Inner University Council collaborative efforts (IUC-PG) regarding print management partnership with ComDoc.</p>	<p>± \$10,000 before soft costs and energy calculations.</p>
<p>Enhancing career counseling and experiential learning opportunities for students</p>	<p><i>CJFS 4807: Criminal Justice Internships</i> Students (undergraduate) from Lakeland Community College and Lorain County Community College register for and complete 3 – 12 academic hours through YSU.</p>	<p>\$3,522 savings to students</p>
<p>Enhancing career counseling and experiential learning opportunities for students</p>	<p><i>SCWK 4825: Field Work in Social Services</i> Students (undergraduate) from Lakeland Community College and Lorain County Community College register for and complete 6 academic hours through YSU.</p>	<p>\$8,386 savings to students</p>

Enhancing career counseling and experiential learning opportunities for students	<i>SCWK 6904: Field Education 1</i> Students (graduate) from Lakeland Community College and Lorain County Community College register for and complete 3 academic hours through YSU.	\$3,438 savings to students
Enhancing career counseling and experiential learning opportunities for students	<i>SCWK 7000: Advanced Direct Practice 1</i> Students (graduate) from Lakeland Community College and Lorain County Community College register for and complete 3 academic hours through YSU.	\$4,361 savings to students
Enhancing career counseling and experiential learning opportunities for students	Northeast Ohio Teacher Education Day: 12-school consortium in NEO providing a career fair/interview day for teacher education candidates. This event lowers the cost and competition for participating universities to provide the most school districts and educational organizations for student networking and interviews.	\$3,500 (estimate)
Enhancing career counseling and experiential learning opportunities for students	Northeast Consortium of Career Advancement (NCCA) and Professional Development consortium for NEO Career Services: Shared monetary resources provide professional development opportunities for staff across participating NEO universities	\$5,000 (estimate)
Enhancing career counseling and experiential learning opportunities for students	Ohio Means Internships and Co-Ops (OMIC2): Ohio grant. PI – YSU College of STEM, Co-lead YSU WCBA, and partnered with MCCTC, EGCC, CCTC, and TCTC (Rust Belt area). The Grant built relationships between all parties, provided scholarships for interns/co-op students from the various institutions and monetary reimbursements for employers. This grant led to the creating of the RAPID grants for our Tri-County area (Mahoning, Columbiana, and Trumbull).	YSU Total Grant Award: \$832,984
Enhancing career counseling and experiential learning opportunities for students	Ohio Means Internships and Co-Ops (OMIC3) assists with recruitment and awareness for the STEM Professional Services office to the College of STEM students. The OMIC Graduate Assistant currently attends Regional and State meetings. Also, the GA participated and co-presented at the 2019 OCEA Conference.	YSU Total Grant Award: \$29,000
Enhancing career counseling and experiential learning opportunities for students	Ohio Means Internships and Co-Ops (OMIC 4) – Regional Grant: Ohio grant shared with 9 NE OH 2- and 4-year higher education institutions (Stark State (PI), CSU, UA, KSU, YSU, Lakeland CC, Lorain CCC, North Central State, Tri-C). The YSU sub grant emphasis is on scholarships and	YSU Total Grant Award: \$30,500

Enhancing career counseling and experiential learning opportunities for students

monetary employer reimbursements for employers who offer internships/co-ops to Science students.

Ohio Cooperative Education Association (OCEA) – State organization: This group shares knowledge and resources within Experiential Learning. Working together to build a cohesive network between 4-year, 2-year Higher Ed institutions, high school guidance counselors, employers, State of Ohio, and bordering states.

Enhancing career counseling and experiential learning opportunities for students

Ohio Export Internship Program: YSU, through the Williamson College of Business, is one of 4 Universities to take part of the Export Program through the State of Ohio. WCBA Export Program recruits students for program across YSU’s campus as well as University of Akron students. Students attend an Export course in the spring semester in WCBA delivered by the Director of Ohio SBDC Export Assistance Network.

After taking course in Exporting, students are placed with company in Ohio for a full-time, 12-week, paid internship within Ohio. Internship is credit-bearing.

Relationships are built with exporting companies and companies are reimbursed half of the intern wages through Ohio Development Services Agency.

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

Oracle Database Administrator’s (DBA) are a unique and highly desired skillset for universities that need them to maintain their core systems environment. Through a contract with Kent State University, Youngstown State University is leveraging a pool of Oracle DBA talent at half the cost of maintaining the talent within the YSU IT Services team.

\$152,400 savings/year

YSU is exploring the possibility of creating a shared database management position with Kent State University and the University of Akron.

YSU’s Maag Library is pursuing initial discussions of increased collaboration with the Mahoning County Public Library system.

Through the Alternative Credit Project (ACP) provided through the American Council on Education, YSU offers alternative pathways for non-traditional/adult learners and active military/veteran students designed to accelerate time to degree completion. ACP provides students access to a pool of online courses at low cost that YSU will accept toward their degree. ACP is designed to make YSU four-year degrees more attainable by lowering costs and increasing flexibility. ACP encourages greater acceptance of students' alternative credit and creates a more flexible pathway toward post-secondary education attainment for the more than 32 million non-traditional students who may have some college credit but no degree (<http://cms.ysu.edu/ysu/althernative-credit-project>). YSU accepts selected courses from: Straighterline, Saylor, Ed4Online, JumpCourse, Pearson, and Sophia. The courses accepted were reviewed and approved by YSU faculty and are taught using a competence-based education format.

In addition to the above efforts, YSU also collaborates regionally on teacher education strategies with the following institutions:

- Ashland University
- Baldwin Wallace University
- Cleveland State University
- Hiram College
- Lake Erie College
- Malone University
- Notre Dame College
- University of Akron
- University of Mount Union
- Ursuline College
- Walsh University

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

YSU collaborated with Columbiana County Career & Technical Center on the RAPIDS 3 grant to support regional manufacturing workforce education equipment. Specifically, the collaboration facilitated the procurement of advanced nondestructive evaluation equipment (CT

\$716,666

	scanner) and advanced CNC cutting equipment (CNC waterjet), to be housed at YSU's Excellence Training Center.	
Identifying and implementing the best use of university regional campuses	Not applicable to YSU	N/A

Section II: Academic Practices

Textbook Affordability

Textbook Cost Study

Ohio Revised Code Section 3333.951(D) requires Ohio's public colleges and universities to annually conduct a study to determine the current cost of textbooks for students enrolled in the institution and submit the study to the Chancellor. Please attach the analysis of textbook costs developed by your institution labeled "[Institution Name - Academic Year - Textbook Cost Study]" Please summarize the results of your institution's study below.

Category	Amount
Average cost for textbooks that are new	\$71.71
Average cost for textbooks that are used	\$67.28
Average cost for rental textbooks	\$41.98 (used)
Average cost for eBook	\$43.00

Reducing Textbook Costs for Students

Ohio Revised Code Section 3333.951(C) requires Ohio's public colleges and universities to report their efforts toward reducing textbook costs for students. Please discuss all initiatives implemented, including those referenced below that ensure students have access to affordable textbooks.

1. Does your institution offer inclusive access purchasing of college textbooks? If yes, what percentage of courses participate? **Yes, YSU's Inclusive Access Courses make up a little over 5% of courses.**
2. Does your institution offer open educational resources (OER) in lieu of purchased materials? If yes, what percentage of courses participate? How many non-duplicative students benefit currently from OER? **Yes, 17 courses used free textbooks, with 383 students having benefited from this initiative, resulting in savings to students totaling \$44,730 in FY 2019.**
3. Is your institution a member of an organization that works to develop high-quality, low-cost materials including OER? If yes, what organization? Please describe. **Yes, YSU is a member of the Open Textbook Network that is operated by the University of Minnesota. These books can be downloaded for no cost, or printed at low cost. All textbooks are either used at multiple**

higher education institutions; or affiliated with an institution, scholarly society, or professional organization. YSU's main library offers 676 textbooks, with more being added all the time. YSU also partners with Top Hat, which provides interactive and fully customizable OER textbooks. YSU also partners with Barnes & Noble to promote the LoudCloud courseware platform that lowers the cost of learning materials, is easy to personalize, and ensures students have the course materials they need for academic success. Lastly, YSU is a member of OhioLINK, which provides access to an Open Course Content Library and inclusive access initiative with commercial publishers. YSU participates in webinars and workshops hosted by OhioLINK.

4. What other practices does your institution utilize to improve college textbook affordability? **YSU's bookstore partner, Barnes & Noble College, offers a price-match guarantee program that ensures that students are receiving the best possible price for books and course materials. This program results in annualized savings to students of \$15,000.**

Please provide any relevant information in the table below.

Initiative	Explanation of Initiative	Cost Savings to Students
Open Education Resources	Student access to free textbooks.	\$44,730
YSU Bookstore Price Match Program	Barnes & Noble program matches the lowest price (advertised by other vendors) for books and instructional materials sold.	\$15,000
First-Day Ready (inclusive access) and general affordability initiatives, including digital materials, e-books and textbook rentals.	Please see YSU's textbook cost study as required by Ohio Revised Code Section 3333.951(D) and attached to this report.	\$783,564

Textbook Selection Policy

Ohio Revised Code Section 3345.025 requires the board of trustees of each state IHE to adopt a textbook selection policy for faculty to use when choosing and assigning textbooks and other instructional materials. The policy shall include faculty responsibilities and actions faculty may take in selecting and assigning textbooks and other instructional materials. Examples of topics addressed within such a policy include textbook adoption deadlines, faculty ethics rules on personal use/resale of publisher-provided free textbooks, disclosure of personal interest/royalties and textbook ownership of faculty-use books.

1. Has your institution's board of trustees adopted a textbook selection policy consistent with Ohio Revised Code 3345.025? **No, not yet. However, a draft policy has been developed and will be presented to the YSU Board of Trustees for approval in December 2019 or March 2020. The draft policy is attached.**
2. Has your institution adopted a faculty textbook auto-adoption policy that assigns the previous semester's version of a textbook when a faculty member does not actively select a new edition by the federally-required date of class registration? **Article 28.2 of YSU's faculty agreement covers textbook and course materials selection as follows: "A faculty member may select the**

textbook(s) to be used in his/her courses unless the faculty member teaches a multi-section or sequential course, in which case the department faculty who are involved in teaching the course(s) shall provide for textbook selection. In multiple sections of sequential courses that are also prerequisites to advanced courses in the sequence, uniform texts will be selected. To assist the University to comply with Section 133 of the Higher Education Opportunity Act written notification shall be provided to the Chair regarding textbook and course material selection no later than seven (7) calendar days prior to the date established on the University Calendar of Operations as the Textbook Order Due Date. A faculty member's failure to provide textbook information by the date established in this article and section shall result in a default to the textbook and course materials previously utilized by the faculty in that course, if available, or if not available, equivalent textbook and/or course material to be used for the upcoming academic term shall be selected in consultation with the faculty." Similar language will be incorporated into YSU's new policy referenced above.

Please attach the policy in full length and label the file as "[Institution Name - Academic Year - Textbook Selection Policy]."

Time to Degree

Reducing time to degree is one of the most effective ways to reduce student costs. The Task Force offered several recommendations for assisting students in reducing time to degree, including developing an educational campaign to increase student awareness on the importance of maintaining an adequate course load, providing incentives for students to attend full-time and graduate on time. Institutions have also been encouraged to review academic programs to assure the number of hours necessary to earn a degree aligned with recommended standards.

Standardize Credits

Recommendation 7C of the Task Force was for institutions to streamline graduation requirements so that most bachelor's degree programs can be completed within 126 credit hours or less, and associate degree programs can be completed within 65 credit hours or less.

Please provide a spreadsheet list of every degree program at your institution that requires more than 65 credit hours to complete an associate degree and/or 126 credit hours to complete a bachelor's degree, list the number of credit hours required in a separate column and label the file "[Institution Name - Academic Year - Time to Degree Standardization]" Please complete the table below.

Percent of Programs that require more than the recommended minimum credit hours to earn a degree	Percent of FTE in programs that require more than the recommended minimum credit hours to earn a degree
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Bachelor's degree: 25.9% Associate degree: 56.7%	All YSU programs that require more than the recommended minimum credit hours are professionally accredited programs in music, education, health and human services, and engineering. The additional accreditation requirements required by these accredited programs are anticipated and allowed by ODHE guidelines.
Average number of credit hours earned by students awarded an associate degree in FY 19	Average number of credit hours earned by students awarded a baccalaureate degree in FY 19
105.035 average hours earned FY19	143.999 average hours earned FY19

Alternative Delivery Methods

Online and competency-based education are both growing dramatically as delivery platforms for higher education across the United States. Recommendation 7G of the Task Force was for institutions to consider developing or expanding programs that measure student success based on demonstrated competencies instead of through the amount of time students spend studying a subject.

1. Does your institution offer competency-based education? If yes, please provide a list of enrollment, degrees and course offerings. **No.**
2. Has your institution seen a difference in completion rates relative to traditional modes of education?
3. Have students experienced cost savings? How is the fiscal impact quantified?

Flexible delivery methods, such as distance learning, provide an opportunity to improve access by providing students with additional opportunities to complete their education. In fact, enrollment in such programs has increased dramatically in recent years.

1. Does your institution offer distance-based or online education? If yes, please provide a list of enrollment, degrees and course offerings.

YSU online degree programs:

- **6 Undergraduate**
- **6 Graduate programs for FY19 (6 new for Fall 2019 for a total of 12)**
- **1 Post-Master's certificate**

o **Online degree enrollments:**

Undergraduate Programs	Enrollments
Registered Nurse to Bachelor of Science in Nursing	49
Bachelor of General Studies	18
Bachelor of Science in Applied Science, Criminal Justice	23
Bachelor of Science in Respiratory Care	16
Bachelor of Science in Applied Science, Allied Health	52
Bachelor of Science in Applied Science, Public Health	15
Graduate Programs	
Master of Arts in Financial Economics	11
Master of Business Administration	68
Master of Health and Human Services	49
Master of Respiratory Care	17
Master of Science in Criminal Justice	12
Master of Science in Engineering	0
1 Post Master's Certificate	
Nurse Education	0
Total	330

- **Total Online course offerings: 838 for FY19. This total includes all online courses, not just the ones associated with online programs and also would include duplicate sections.**

2. Has your institution seen a difference in completion rates relative to traditional modes of education? **Completion rates for YSU's online students have been very similar to completion rates for on-campus students.**

3, Have your students experienced cost savings? How is the fiscal impact quantified? **Yes, certain fees are not charged to online students, such as the general and parking fees, and the student health center fee. Fee savings to online students is estimated to be \$30,000 based on YSU's online enrollment of 330.**

Course and Program Evaluation

Recommendation 8 of the Task Force was for institutions to evaluate courses and programs for enrollment and consideration of continuation. Per O.R.C 3345.35, the colleges and universities need to address this recommendation every five years. The next applicable date is FY22.

Is your institution currently undertaking, or within the past year undertook, a review of course and degree enrollment for consideration of possible changes such as continuation or termination? If yes, please explain and list specific courses and degrees. **On September 5,**

2019, the YSU Board of Trustees passed its “Take Charge of Future for Sustainability” resolution outlining an academic program effectiveness and advancement process. According to the resolution, this academic program effectiveness and advancement process will have actionable steps and outcomes with the Board to be updated no later than March 2020 regarding the process, feedback loops, and critical steps that will be utilized. Preliminary recommendations and insights are due no later than the December 2020 Board meeting. Well-considered recommended actions are due no later than the March and/or June 2021 Board meetings with the Office of Academic Affairs having engaged in consequential shared governance throughout the process.

What steps, if any, did your IHE take in FY19 to share courses/programs with partnering institutions? **Once YSU has fully implemented its academic program effectiveness and advancement process, YSU will pursue these discussions with potential partner institutions.**

If you implemented course/program sharing, please discuss efficiencies gained, including cumulative efficiencies to date.

Co-located Campuses

Ohio Revised Code Section 3333.951 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. Co-located campuses are then required to report their findings to the Efficiency Advisory Committee. (Reference also recommendation 9 from the Task Force.)

Co-located campus: _____ **Not applicable to YSU** _____

Type of Shared Service or Best Practice (IE: Administrative, Academic, etc.)	Please include an explanation of this shared service.	Monetary Impact from Shared Service

Section III: Policy Reforms

Financial Advising

Recommendation 10A of the Task Force was for institutions to provide financial literacy as a standard part of students’ education. In addition, the Ohio Attorney General’s Student Loan Debt Advisory Group report of June 2017 made a similar recommendation as well as

other proposals on how to improve processing of student accounts and debts. The report can be found at:

www.ohioattorneygeneral.gov/Files/Publications-Files/Publications-for-Schools/Ohio-Attorney-General-s-Student-Loan-Debt-Collecti.aspx

1. Has your institution considered the Ohio Attorney General's Student Loan Debt Advisory Group report recommendation on financial literacy? If so, please describe your institution's implementation. **Yes, YSU has given consideration to financial literacy recommendations. Action has been taken in the form of increased participation by the Bursar and Financial Aid offices in new student orientation events. Nuances of securing education funding, common financial problems, financial aid acceptance and procedure tips, actions to avoid and remedies for issues are all topics of presentations. Additionally, YSU's collections area has taken a very resolution-centered approach to student debt. Resolutions/collections staff works to offer in-depth support/counsel to educate students with financial challenges and misunderstandings with a goal of minimizing consequences, aiding a return to studies, and helping ensure better future outcomes. Students receive education on basic debt management, financial aid trouble spots, as well as financial advocacy between departments.**
2. Does your institution provide a standard course for incoming students that includes financial literacy education? **Yes, beginning with the 2017-18 academic year, all first-year YSU students are required take a First Year Experience course that includes financial literacy and advising coursework. In 2017-2018, 2,501 new students completed the online financial literacy module Transit (an Everfi, Inc. product) as part of the First Year Experience course. However, since not all freshmen are able to take the First Year Experience course in their first semester, only 81% of incoming freshmen completed module. In order to increase participation among new freshmen in the 2018-2019 academic year, YSU introduced the financial literacy training to students and their parents at summer Orientation and communicated that students were required to complete the module between the time they attended Orientation/registered for classes and the start of the term. This strategy resulted in 93% of freshman who completing the financial literacy module. During the 2019-2020 academic year, staff from the Financial Aid Office, the Bursar's Office, International Programs, and Student Success are designing a custom YSU financial literacy program so that we can deepen learning and be more proactive in ensuring our new students not only have education in basic financial literacy but also just-in-time education about YSU's financial aid and billing processes and policies.**
3. Does the course explain the institution's debt collection practices, fees, notifications and referral process to the AG? **Key information regarding notifications, fees, collections, and Attorney General certification of defaulted accounts is communicated through a variety of delivery channels. During orientation, Bursar's Office presenters cover topics such as bill notification methods, how to read and understand billing statements, late fees, and that bills are due in full on the due dates stated on each invoice as well as that short term in-semester pay plans are available for those who would benefit from spreading their balance over the semester. Students acknowledge their understanding of financial responsibility and policies electronically by signing a Promise to Pay/financial responsibility statement at registration. This document provides notice that payment in full is due on statement due date, that there is a deadline for withdrawals with refunds, and that the student is responsible for any costs incurred in the collection of a balance. Throughout a student's career, the Bursar Office website and YSU Bulletin remain excellent readily available sources of billing and**

policy information. For defaulting students, our collections/resolutions team conducts robust outreach in the form of letter, email, and call campaigns targeted to students who have not adhered to due dates and are at risk for Attorney General certification. The goal of these campaigns is to create student awareness of the Ohio Revised Code certification requirement, the impacts of their past due status and Attorney General certification, and that the university offers an alternative.

4. Does the institution have a process to inform students that they do not have to accept the entire student loan amount for which they are eligible? **Yes, YSU uses step-by-step instructions on how to accept the financial aid offer. YSU additionally displays aggregate individual student federal loan amounts borrowed and requires students to acknowledge that they have reviewed their aggregate federal student loan amounts borrowed to date before they can accept federal loans for a new award year.**

Financial Aid

Ohio IHEs should strive to meet guidance issued by the U.S. Department of Education (USDE) on April 15, 2019: (<https://ifap.ed.gov/eannouncements/041519RecWhatPostInstShouldWork2Avoid.html>).

The guidance calls for not describing loans as “awards”, including the total cost of attendance in letters, breaking costs down into clear components, avoiding comingling grants, scholarships, loans and work-study together, and always including a net cost calculation in financial aid letters. The State of Ohio also wishes to ensure that financial aid dollars it provides are supplementing financial aid for students, not supplanting dollars that would otherwise be given to a similar or identical student.

1. What strategies does your institutions use to coordinate multiple forms of financial aid (institutional or otherwise) for students that are certain or likely to receive state-sponsored financial aid in the form of OCOG, Choose Ohio First, Ohio National Guard Scholarships, War Orphans Scholarships, etc. or other state aid? **YSU's Office of Financial Aid and Scholarships makes every effort to award and communicate all available financial aid resources. One of our main objectives is to offer students and their parents a complete financial aid package as early as possible to plan for college expenses. Packaging is the process by which YSU strives to meet a student's financial need without exceeding total cost of attendance. YSU offers financial aid support through institutional and YSU Foundation scholarships, federal grants, state of Ohio grant and scholarship estimates, federal and institutional work study employment, federal student loans, and federal parent loans for undergraduate students.**

YSU offers merit based scholarships to new incoming freshman and transfer students on the basis of admissions data (ACT/SAT, GPA, and transfer hours) when they have been accepted for admission on a weekly rolling basis that are renewable. No separate application is required. YSU also offers numerous miscellaneous scholarships through the Youngstown State University Foundation, a separate entity, through the use of an online application we developed. From these online applications, college and donor selection committees return award recipient listings to the Office of Financial and Scholarships to integrate into the financial aid offer. Outside resources such as one time miscellaneous scholarships are also processed upon receipt to boost the offer of gift aid that does not require repayment.

A student's demonstrated financial need determines whether he/she is offered the federal Pell grant, Supplemental Educational Opportunity grant, and the estimated Ohio College Opportunity Grant. The YSU College of Science, Technology, Engineering, and Math serves as the awarding authority for the Choose Ohio First (COF) Program and provides the COF recipient rosters to the Office of Financial Aid and Scholarships to process and strengthen offers of total gift aid. COF funds can reduce or eliminate the necessity to accept loans. Ohio National Guard and Ohio War Orphan funds are included in offers when we know eligibility or with anticipated renewable award determination information. To summarize, YSU prioritizes the awarding of merit based institutional and YSU Foundation scholarship offers of gift aid as soon as students have been accepted for admission as the first means of assistance they can depend on. Federal and state grant estimates, work study employment, and loans are added to the offer package once the FAFSA has been received.

2. Which of the April 15, 2019 recommendations made by the USDE regarding financial aid letters has your institution implemented? If you have chosen not to implement a particular recommendation, please explain why. YSU has implemented the following recommendations:

- Recommendation 1: We are implementing recommendation #1 for the 2020-21 award year by updating the name from Financial Aid Award offer to Financial Aid Offer.**
- Recommendation 2: Providing the total cost of attendance has been in place since YSU voluntarily implemented the Financial Aid Shopping sheet (now referred to as the College Financing Plan) for all students during the 2014-15 award year through the online self-service functionality available in our Ellucian Banner ERP system. YSU releases College Financing Plans with Financial Aid Offers together.**
- Recommendation 3: The College Financing Plans we release to all prospective and current YSU students with completed Free Application for Federal Student Aid (FAFSA) results breaks down cost of attendance components separately. This transparency has been in place for YSU since the 2014-15 award year with display of books and supplies, transportation, housing and meals, tuition and fees, and other education costs as separate line items.**
- Recommendation 4: The College Financing Plans we release through the online self-service function lists grants, scholarships, work-study, and loans separately so all students that read the College Financing Plans we issue will notice their grants, scholarships, work-study, and loans are listed in separate boxes. YSU distributes a "How to Accept Your Financial Aid Offer" step-by-step guide that also provides detailed descriptions for all financial aid funds. An online tutorial video that we created about "How to Accept Your Financial Aid Offer" provides step-by-step instructions on how to accept offers of aid through the Penguin portal and offers valuable information.**
- Recommendation 5: The College Financing Plans we release through the online self-service function has always clarified loans being offered are federal and we are further providing this clarification on the Financial Aid Offer documents effective for the 2020-21 award year.**
- Recommendation 6: The College Financing Plans we release through the online self-service function have always listed Parent PLUS loans separate from student loans. In addition, Financial Aid Offer documents list Parent PLUS loans last.**
- Recommendation 7: As explained under recommendation 4, YSU distributes a "How to Accept Your Financial Aid Offer" step-by-step guide with each offer of aid to prospective and current students. This step-by-step guide has been part of our education efforts and distributed by YSU since the 2008-09 award year. In addition, an online**

- YouTube tutorial video on “How to Accept Your Financial Aid Offer” provides step-by-step instructions on how to accept offers of aid through the Penguin portal in addition to providing valuable information.**
- **Recommendation 8: The College Financing Plans we release through the online self-service function have always listed net costs.**
 - **To summarize, YSU issues College Financing Plans to all prospective and current students and recommends that they be reviewed together with the Financial Aid Offer because the College Financing Plans have all 8 recommendations implemented. The College Financing Plan document provides transparency for students so they have more detail about need-based and merit-based scholarships and grants available to them with a more clear distinction between loans that must be repaid and grants such as the Ohio College Opportunity Grant that do not require repayment. YSU’s Financial Aid Offers list grants, scholarships, and work-study employment before federal student loans. The offers also list Federal PLUS loans last. A step-by-step guide, available in paper and PDF formats, and through an online YouTube tutorial video provides first-generation families with comprehensive instructions. YSU is updating Financial Aid Offer documents for the 2020-21 award year to also include recommendations 1 and 5. Recommendations 2, 4, 6, and 8 could not be extended to the Financial Aid Offer document for the 2020-21 award year due to limited information technology (IT) and financial aid office staffing resources. Projects such as the IT cloud migration have earlier deadlines that must be met by IT and Financial Aid staff members. YSU will continue efforts to improve the clarity and understandability of financial aid offers for students and families as often as possible.**

Certification Practices

Ohio Revised Code 131.02 requires state IHE’s to certify their outstanding debt to the Ohio Attorney General’s office (AGO) for collection either 45 days after the amount is due or within 10 days after the start of the next academic session, whichever is later. However, Ohio’s institutions certify their outstanding debt pursuant to varying policies and practices. To ensure that all Ohio students are treated fairly and uniformly, the recommendation #7 of the Student Loan Debt Advisory Group report is that state institutions adopt uniform certification practices that emphasize transparency for both debtors and the AGO. The advisory group recommended that the Ohio Bursars Association, in partnership with the Ohio Association of Community Colleges and the Inter-University Council, facilitate this effort.

Specifically, institutions were asked to develop uniform practices for collecting debt with attention to the type, content, and frequency of notices issued to students; and the fees and other collection costs applied to student debts.

1. **Has your institution reviewed its certification practices per the 2017 AG Student Loan Debt Advisory Group report? If yes, explain. YSU has reviewed the 2017 AG Student Loan Debt Advisory Group Report and is taking action to advance the goal of developing uniform certification practices among 4-year institutions. YSU took a very active role in a group formed by the Ohio Inter-University Council (IUC) to address certification recommendations from this report. The group’s objective was to assess current practices among 4-year public universities and develop a plan of action with consideration for current practices. Through survey and assessment, the group determined that many institutions were functioning under varied pre-existing understandings with regard to certification requirements. In taking a deeper look at Ohio Revised Code (ORC), under ORC 131.02 (A) (9), it was found that beyond the timelines of 45 days after past due or 10 days into the**

new semester, the Office of the Attorney General and institutions had authority to establish certification timelines at “any other appropriate time determined by the attorney general and the officer, employee, or agent responsible for administering the law under which the amount is payable on the basis of statutory requirements or ordinary business processes of the state agency to which the payment is owed.” (ORC 131.02 (A) (9)) Through its discussions, the IUC group recognized the value/benefit of having formal documented uniform certification standards, but that accommodating all existing business practices could prove challenging. The final IUC solution/strategy was to develop and present a document that could be used by the Ohio Office of the Attorney General (OAG) to formalize a blanket MOU under which all 4-years schools could function. To ensure that existing practices were accommodated, the IUC group used a parameter model which incorporated max/min standards that were identified through survey findings and information exchanges. IUC finalized a document and circulated it to the legal offices of all 4-year schools to obtain formal support/approval. After securing approvals, this document was forwarded to the Ohio Office of the Attorney General for review/consideration. This topic may have lost momentum during administration changes at the OAG but has had a resurgence since the Fall 2019 Ohio Bursar Association meeting which included decision makers of the new OAG administration. Schools and OAG will benefit from having a formal documented arrangement.

- 2. When your institution certifies debt to the Attorney General, are late fees or other penalties that your institution charged to the student included before certification, thereby leading to collection fees applied to prior collection fees? While YSU has reviewed its transaction coding and determined that it does capture the level of detail needed to segregate late fees and penalty charges, it will need to rewrite the processes used to extract information from the system into the flat file format required for bulk information transfer to the OAG. The Bursar’s Office initially assigned this project to their internal Systems Analyst. Concerned about expected delays, YSU communicated with the OAG about the complexity of modifying existing processes to accommodate the new format. An understanding of the challenge was conveyed by an OAG representative as the OAG had also been experiencing its own complications. The Bursar’s Office has escalated the project to YSU’s central IT department. A formal work order is in place to ensure this process modification is completed.**
- 3. Does your institution provide student debtors with opportunities for settlement of debt before certification to the AG? If not, has your institution explored options with the AG to allow settlement? YSU performs extensive outreach with students prior to OAG certification. While YSU does not settle principle balances prior to certification, we do offer financial counseling and support, alternative funding information, appeal education to those eligible for fee reductions due to cause/life event and gives the option of converting a balance into a longer term repayment solution in lieu of certification. After certification, YSU typically will waive interest assessed in the OAG system to resolve a balance. YSU also settles certified balances based on OAG situational assessments and age of debt.**

Section IV: Students Benefit

When institutions save money, they ideally invest a portion of those savings into student benefits, such as reduced fees, increased institutional aid, quality improvements, etc.

For fiscal year 2019 only, please explain what, if anything, your institution is doing that is a new benefit for your students. Answers may be financial benefits or intangibles such as efforts to improve career counseling, undergraduate teaching, research, etc. If you have targeted financial aid for tuition, fees, room and board, books, technology or other expenses, please explain the focus of cost reduction.

If you have seen a significant savings from an initiative in the past fiscal year, please describe that here.

Category	Initiative	FY19 (Actual)
Cost savings/avoidance to the institution in FY19 ONLY	Outsourcing student health clinic to Mercy Health, eliminating annual personnel and operating costs from YSU's budget.	\$200,000
	Centrally managed PC/laptop refresh program	More efficient use of resources but no aggregate reduction in costs.
	Strategic use of temporary staffing in lieu of permanently replacing staff.	\$375,600
New resource generation for the institution in FY19 ONLY	New ground lease with private partner LRC Realty for Enclave student housing development, generating annual rental income to YSU.	\$35,000
	Rent increase associated with YSU's ground lease with Hallmark Campus Communities for Edge Student Housing phase 2.	\$23,510
Cost savings/avoidance to students in FY19 ONLY	A 10% increase in institutional student aid, raising total scholarship spending to \$1,287,000.	\$1,182,000
	Opening of a privately-operated student health clinic on campus, providing a wide array of medical services to students for a flat \$34 fee assessed once per semester.	\$600,300
	Online program fee structure reductions (implemented in FY19 but effective in FY20)	N/A, student savings will be in FY 2020
	New Chancellor-approved fee waiver, effective FY19, for eligible non-resident students	\$62,000

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.

Section V: Future Goals

This year's template does not require updates on every recommendation of the Task Force. Nonetheless, it is important that each institution continue to track its progress on achieving its Five-year goals that have been identified in prior years' submissions. An updated copy of the five-year goal template is attached. Please provide the data to complete the template, including information already provided in Section IV. In addition, if you have any updates or changes that need to be made to your five-year goals submitted in 2016, please update.

See attached MasterRecommendation2. Template to complete.

The DeWine-Husted administration recognizes that each institution of higher education in Ohio 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.

1. Please provide your thoughts and suggestions regarding ways that the State of Ohio can further support strength, resiliency and reputational excellence in Ohio's post-secondary education system. **YSU appreciates the State of Ohio's efforts to prioritize and invest in higher education. Suggestions for strengthening Ohio's IHE:**
 - **Ohio should continue to invest in and increase State Share of Instruction funding, Ohio College Opportunity Grants, and state capital funding appropriations, which directly impact student success at Ohio's IHE.**
 - **Rather than flat percentage-based tuition caps for all universities, Ohio should consider a tuition policy that recognizes universities that already have comparatively low tuition that is below the statewide average and, in some cases, below the national average.**
 - **Ohio should adopt a differential tuition policy that would enable universities to strategically set tuition prices for specific student cohorts, thereby eliminating the need to seek the Chancellor's approval for fee waivers. This would enable universities to respond to wide variations in market demand and price sensitivity.**

2. What legislative obstacles or policy roadblocks, if any, inhibit efficiencies and affordability practices at the IHE's?
 - **The existing requirement to seek the Chancellor's approval for fee waivers slows down universities' efforts to reduce tuition and fees for certain student cohorts. Ohio's policy on waivers could be more narrowly applied to prohibit waiving fees arbitrarily and for unethical reasons, i.e., nepotism.**

- **There exist barriers to monetizing assets. In order for an IHE to sell or lease property, for example, state rules presently require reviews and approvals of multiple state entities, including the Department of Administrative Services, the Attorney General's Office, and the Governor's Office—a process that takes months, even years to complete.**

Thank you for completing the FY19 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.

Required Attachments

Youngstown State University Textbook Cost Study Analysis

Average cost per type

	2018		2019		% Change		Average cost per type		
	\$	Units	\$	Units	\$	Units	2018	2019	Var
Sales (in-store & online)									
New Textbooks	\$2,041,140	24,817	\$1,653,293	23,054	-19%	-7%	\$82.25	\$71.71	-\$10.53
Used Textbooks	407,677	5,972	419,102	6,229	3%	4%	\$68.26	\$67.28	-\$0.98
Publisher Rentals	0	0	22,979	250	0%	0%	\$0.00	\$91.92	\$91.92
New Textbook Rentals	260,918	3,875	196,048	2,824	-25%	-27%	\$67.33	\$69.42	\$2.09
Used Textbook Rentals	351,055	8,012	379,250	9,033	8%	13%	\$43.82	\$41.98	-\$1.83
Printed Access Cards	145,236	1,237	171,523	2,051	18%	66%	\$117.41	\$83.63	-\$33.78
Digital Courseware	0	0	2,250	21	0%	0%	\$0.00	\$107.14	\$107.14
eTextbooks	45,184	1,062	57,963	1,348	28%	27%	\$42.55	\$43.00	\$0.45
Total Textbooks	\$3,251,210	44,975	\$2,902,408	44,810	-11%	0%	\$72.29	\$64.77	-\$7.52
\$ Students Saved	\$765,780		\$783,564						
% Students Saved	19.06%		21.26%						

Youngstown State University Textbook Policy (DRAFT – 10/31/19)

Responsible Division/Office: Office of Academic Affairs
Responsible Officer: Provost and Vice-President for Academic Affairs
Revision History:
Board Committee: Academic Affairs & Student Success
Effective Date:
Next Review:

- (A) Policy statement. Youngstown State University respects the academic freedom of faculty to select textbooks and other material to promote student learning. When selecting suitable course materials faculty should consider quality, cost, and the availability of textbooks and instructional materials.
- (B) Purpose. To comply with existing university policy and federal and state laws, assist students in timely procurement of materials, and ensure instructional quality.
- (C) Guidelines.
- (1) Textbook and course materials selection
 - (a) A faculty member may select the textbook(s) to be used in his/her courses unless the faculty member teaches a multi-section or sequential course, in which case the department faculty who are involved in teaching the course(s) shall provide for textbook selection. In multiple sections of sequential courses that are also prerequisites to advanced courses in the sequence, uniform texts will be selected. To assist the University to comply with Section 133 of the Higher Education Opportunity Act written notification shall be provided to the Chair regarding textbook and course material selection no later than seven (7) calendar days prior to the date established on the University Calendar of Operations as the Textbook Order Due Date.
 - (b) A faculty member's failure to provide textbook information by the date established in this article and section shall result in a default to the textbook and course materials previously utilized by the faculty in that course, if available, or if not available, equivalent textbook and/or course material to be used for the upcoming academic term shall be selected in consultation with the faculty member.
 - (2) Cost
 - (a) Cost should be an important consideration when selecting textbooks and other course materials that students are required to purchase. Faculty should consider whether the cost of their adopted textbooks and other materials is suitable for their discipline and the course subject. When textbooks and other materials are markedly different in cost but are comparable in content and quality, Youngstown State University recommends that faculty select the less-costly option.
 - (b) Youngstown State University recommends that faculty select open-access textbooks and materials when they are appropriate for the faculty members discipline and course content.
 - (3) Conflict of Interest

- (a) No university employee is to receive private gain arising from the sale of textbooks or other materials used in a Youngstown State University course in which the employee is an instructor. Therefore, an employee/instructor, including full and part-time faculty, who wishes to use self-authored materials must:
 - (i) Waive royalties or other type of personal gain, or
 - (ii) Designate the university or a recognized professional organization or honorary to receive such royalties or gain. This option must ensure that there will be no potential for future personal gain by the employee.
 - (iii) Both of these options require an instructor to submit documentation of adherence to the above requirements to the appropriate dean and the provost/vice president for academic affairs. Written approval must be received from the appropriate dean and the provost/vice president of academic affairs prior to the use of self-authored materials. The written request and approval must identify the instructor, the course(s), the educational materials, the options being utilized, and will be retained by the appropriate dean.

Youngstown State University 2019 Time to Degree Standardization

Major	Minimum Number of Credit Hours for Program Completion
Music Education Instrumental Jazz (BM)	138
Music Education Bass (BM)	134
Music Education Bassoon (BM)	134
Music Education Cello (BM)	134
Music Education Clarient (BM)	134
Music Education Euphonium (BM)	134
Music Education Flute (BM)	134
Music Education Guitar (BM)	134
Music Education Harp (BM)	134
Music Education Horn (BM)	134
Music Education Instrumental (BM)	134
Music Education Keyboard (BM)	134
Music Education Oboe (BM)	134
Music Education Organ (BM)	134
Music Education Percussion (BM)	134
Music Education Piano (BM)	134
Music Education Saxophone (BM)	134
Music Education Trombone (BM)	134
Music Education Trumpet (BM)	134
Music Education Tuba (BM)	134
Music Education Viola (BM)	134
Music Education Vocal (BM)	134
Music Performance Bass (BM)	127
Music Performance Bassoon (BM)	127
Music Performance Cello (BM)	127
Music Performance Clarinet (BM)	127
Music Performance Euphonium (BM)	127
Music Performance Flute (BM)	127
Music Performance Guitar (BM)	127
Music Performance Harp (BM)	127
Music Performance Horn (BM)	127
Music Performance Instrument (BM)	127
Music Performance Oboe (BM)	127
Music Performance Organ (BM)	127
Music Performance Percussion (BM)	127
Music Performance Piano (BM)	127
Music Performance Saxophone (BM)	127
Music Performance Trombone (BM)	127
Music Performance Trumpet (BM)	127
Music Performance Tuba (BM)	127
Music Performance Viola (BM)	127
Music Performance Violin (BM)	127

Youngstown State University 2019 Time to Degree Standardization

Major	Minimum Number of Credit Hours for Program Completion
Art Education (BSE)	129
Early Childhood Intervention Specialist (BSE)	134
Integrated Language Arts Education (BSE)	127
Integrated Sciences Education (BSE)	144
Middle Childhood Education Undetermined (BSE)	127
Middle Childhood Language Arts Math Track (BSE)	127
Middle Childhood Language Arts Social Studies Track (BSE)	134
Middle Childhood Language Arts Science Track (BSE)	130
Middle Childhood Math Science Track (BSE)	136
Middle Childhood Math Social Studies Track (BSE)	137
Middle Childhood Science Social Studies Track (BSE)	140
Coordinated Program Dietetics (BSA)	132
Dietetic Technician (AAS)	68
Emergency Medical Services (AAS)	73
Medical Assisting Technology (AAS)	72
Medical Laboratory Technology (AAS)	72
Pre Dietetic Technician (AAS)	68
Pre Medical Laboratory Tech (AAS)	70
Long Term Care Administration (BSA)	128
Chemical Engineering (BE)	127
Civil and Construction Engineering Tech A (AAS)	72
Civil and Construction Engineering Tech B (BSA)	136
Civil Engineering (BE)	127
Electrical Utility Tech Power Plant Track (ATS)	68
Electrical Utility Tech Power Plant Track (ATS)	68
Electrical Utility Tech Power Plant Track (ATS)	68
Electrical Utility Tech Power Plant Track (ATS)	68
Electrical Engineering Computer Digital Track (BE)	131
Electrical Utility Technology (ATS)	68

Youngstown State University 2019 Time to Degree Standardization

Major	Minimum Number of Credit Hours for Program Completion
Electrical Engineering Tech A (AAS)	68
Electrical Engineering Tech B (BSA)	129
Electrical Engineering Biomedical Track (BE)	129
Mechanical Engineering (BE)	129
Mechanical Engineering Tech A (AAS)	67
Mechanical Engineering Tech B (BSA)	129
Pre Electric Utility Tech (ATS)	68
Pre Engineering and Tech A (AAS)	68
Pre Engineering and Tech B (BE)	129
Pre Information Technology A (AAS)	66

MASTER RECOMMENDATION 2: FIVE-YEAR GOAL FOR INSTITUTIONAL EFFICIENCY SAVINGS AND NEW RESOURCE GENERATION

Category	Recommendation	Component	Description	FY 2019 (Revised Estimate)	FY 2019 (Actual)	FY 2020 (Estimate)	FY 2021 (Estimate)	Subtotal	Budget Narrative/Explanation of Efficiency Savings \$\$ (attach additional sheets if necessary)
Efficiency Savings	3B	Collaborative contracts	Savings linked to contracts shared with the IUC and other collaborations	\$2,000,000	\$2,002,658	\$2,100,000	\$2,100,000	\$8,202,658	BOT passed resolution in 2017 requiring use of standard contracts.
	5C	Organizational structure	Each institution should review its organizational structure in line with best practices to identify opportunities to streamline and reduce costs	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$4,000,000	Base savings from President Tressel's 2015 re-organization of YSU management and executive staff structures. Savings represents salaries and estimated fringe benefits.
	5D	Health care costs	Like other employers, colleges and universities, have experienced rapid growth in health care costs	\$500,000	\$500,000	\$500,000	\$500,000	\$2,000,000	Estimated savings from YSU plan design changes.
	5E	Data Centers	YSU has entered into a reciprocity agreement with the University of Akron to share data center space and is currently negotiating with Cleveland State University for a	\$17,000	\$17,000	\$17,000	\$17,000	\$68,000	
	N/A	Energy	Energy savings	\$4,000,000	\$4,281,012	\$4,100,000	\$4,100,000	\$16,481,012	Includes savings from YSU having built steam utility plant, as well as other utility system upgrades YSU has made to address deferred infrastructure maintenance.
	6A	Textbook Affordability	Savings to students via negotiated costs of materials; standardizing materials; developing digital capabilities; Barnes & Noble; and YSU investment	\$1,000,000	\$843,294	\$1,000,000	\$1,000,000	\$3,843,294	
	7A	Graduation Incentive	Change in bulk tuition rate (estimated student savings)	\$1,700,000	\$1,700,000	\$1,700,000	\$1,700,000	\$6,800,000	Base and ongoing savings to students
	N/A	Additional Efficiency Practices	Increased scholarships for students	\$28,000,000	\$30,888,809	\$29,000,000	\$29,000,000	\$116,888,809	YSU's scholarship allowance is reported on YSU's audited financial statements and represents actual savings to students receiving scholarships and aid.
	ORC	Regional Compacts	Various compacts with other higher ed. institutions in northeast Ohio.	\$2,000,000	\$1,799,757	\$2,000,000	\$2,000,000	\$7,799,757	
Subtotal Efficiency Savings				\$40,217,000	\$43,032,530	\$41,417,000	\$41,417,000	\$166,083,530	
Category	Recommendation	Component	Description	FY 2019 (Estimate)	FY 2019 (Actual)	FY 2020	FY 2021	Subtotal	Budget Narrative/Explanation of New Resource Generation \$\$ (attach additional sheets if necessary)
New Resource Generation	4A	Asset Review	Conduct an assessment of non-core assets to determine their market value if sold. Leased or otherwise repurposed.	\$20,000,000	\$19,378,333	\$23,000,000	\$23,000,000	\$85,378,333	Estimated cost-avoidance to YSU for allowing private developers build and operate on-campus student housing
	4C	Affinity partnerships and sponsorships	Affinity Partnership with the YSU Foundation	\$90,000,000	\$94,739,963	\$100,000,000	\$100,000,000	\$384,739,963	Affinity Partnership with the YSU Foundation, which successfully has raised millions of dollars as part of the We See Tomorrow Campaign
	4C	Affinity partnerships and sponsorships	Sponsorships and other affinity agreements	\$2,000,000	\$2,312,530	\$2,200,000	\$2,200,000	\$8,712,530	YSU has a wide variety of external sponsors, largely for YSU Athletic events and programs.
	Subtotal New Resource Generation				\$112,000,000	\$116,430,826	\$125,200,000	\$125,200,000	\$478,830,826
TOTAL OF COMBINED INSTITUTIONAL OPPORTUNITIES FOR ENHANCED STUDENT AFFORDABILITY				\$ 152,217,000	\$ 159,463,356	\$ 166,617,000	\$ 166,617,000	\$ 644,914,356	

SPECIFIC RE-DEPLOYMENT OF SAVINGS TO STUDENTS: Please use the area below to describe, in detail, how you plan to re-deploy the institutional resources that are saved and/or generated through the task force components outlined above to reduce costs for students.

YSU will continue to invest in student scholarships to make college more affordable for students, and to mitigate the debt burden from students and parents. YSU's commitment to scholarships is evident in the numbers reported above. In addition, savings and efficiencies that YSU has generated will enable YSU to maintain one of the most affordable tuition rates in the state and region—3rd lowest in the state of Ohio, and well below the state and national averages. Furthermore, the savings and efficiencies YSU has generated will continue to enable YSU to invest in the many initiatives and programs outlined in the 2019 Efficiency Report.

SIGNIFICANT CHANGE(S) IN 5-YEAR GOALS FROM FY16 SUBMISSION TO FY17 SUBMISSION: Please use the area below to describe, in detail, significant deviation in your institution's 5-year goals from the FY16 submission to the FY17 submission, if applicable.

Changes from year to year may result from the fact that staff contributions to this annual report will often change from year to year, due to employee turnover, etc. Additionally, the methodologies used in calculating savings and efficiency estimates are evaluated each year and refined, as may be appropriate and as new information becomes available to YSU's data reporters.



**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, as detailed in Exhibit __.



YOUNGSTOWN STATE UNIVERSITY
Interfund Transfers Requiring Board Approval
Transfers Outside of the Operating Budget
Requested Transfers for Second Quarter 2020

*Transfer portion of FY19 Auxiliary operating excess to fund portion of FY19
General Fund and Scholarship Operating Deficits*

<u>FROM</u>	<u>AMOUNT</u>
<i>Auxiliary Plant Reserve Funds</i>	
Parking Plant Reserve	\$ 766,993
Housing Services Plant Reserve	697,468
Andrews Recreation & Wellness Center Plant Reserve	74,616
Total	<u>\$ 1,539,077</u>
<u>TO</u>	
Operating Carry Fwd	<u>\$ 1,539,077</u>

*Transfer portion of FY19 Technology/Lab Material, College, and Program fees
excess funds to carryforward funds.*

<u>FROM</u>	<u>AMOUNT</u>
Operating Carry Fwd	<u>\$ 218,833</u>
<u>TO</u>	
<i>Designated Funds</i>	
Technology/Lab Material Fee Carryforward	\$ 118,342
College Fees Carryforward	59,411
Program Fees Carryforward	41,080
Total	<u>\$ 218,833</u>

YOUNGSTOWN STATE UNIVERSITY
Budget to Actual
For the 3-month period of 7/1/19 - 9/30/19

FY2020 Revenue 1st Quarter, 9/30/19	Fiscal Year 2020		Actual as a % of Budget	Business Indicator	Actual Compared to Prior Year
	Budget	Actual			
Tuition and mandatory fees	\$ 98,141,000	\$ 48,222,980	49.1%	●	↑
Other tuition and fees	14,965,891	7,368,776	49.2%	●	↑
Student charges	1,519,450	548,151	36.1%	●	↔
State appropriations	43,586,259	10,898,125	25.0%	●	↑
Recovery of indirect costs	1,736,413	520,181	30.0%	●	↑
Investment income	2,523,387	418,261	16.6%	●	↑
Other income	1,127,600	313,824	27.8%	●	↓
Total	\$ 163,600,000	\$ 68,290,298	41.7%	●	↑

● On/Above target

● Caution

● Warning

FY2020 Expenses 1st Quarter, 9/30/19	Fiscal Year 2020		Actual as a % of Budget	Business Indicator	Actual Compared to Prior Year
	Budget	Actual			
Wages	\$ 76,449,270	\$ 15,747,045	20.6%	●	↔
Benefits	25,423,676	5,192,599	20.4%	●	↑
Scholarships	12,717,539	4,803,234	37.8%	●	↔
Operations	18,214,358	3,768,631	20.7%	●	↓
Plant & maintenance	7,830,623	1,688,259	21.6%	●	↓
Fixed asset purchases	459,619	45,555	9.9%	●	↓
Transfers	21,162,599	21,151,059	99.9%	●	↑
Total	\$ 162,257,684	\$ 52,396,382	32.3%	●	↑

● On/Below target

● Caution

● Warning

YSU Capital Projects Summary:

Board Projects Update 10/31/2019

Capital Projects in Progress:

Cafaro Family Field

YSU 1920-09.1

\$2.5M (Local Funds) GPD Group, Brock Builders

This project will be the installation of a new artificial sports field where the current residence parking facility is located east of Cafaro House. This project was delayed while the field location was adjusted due to a survey error. This project will be complete in early November.

University Tennis Center

YSU 1920-03

\$4M (Local Funds) AXIOM Architects, Hively Contracting

This project will be the creation of a new indoor tennis facility on the West side of campus along West Scott Street. Design is under way using the Construction Manager at Risk method of project delivery. Work has started and the completion of this project will be December 2019.

Campus Roof Replacements

YSU 1920-04

\$900k (Capital Funds C34560) ES Architecture, Boak and Sons

This project will be the replacement of sections of the Ward Beecher roof and the complete replacement of the Fok Hall roof. This project was re-bid, awarded and is now underway. This project will be complete, weather permitting, January 2020.

The Ohio Room Renovation

YSU 1920-15

\$200k (Local Funds) YSU Staff, Alex Downie Contractors

This project will be the renovation of the Ohio Room in Kilcawley Center. New flooring, ceilings, lighting and room finishes will be installed to create a more inviting space. This project is scheduled to begin over winter break and be complete in January 2020.

Innovation and Commercialization Center

YSU 1718-14 Bids Opened October 9th

\$11.5M (Capital Funds C34554, Grants) SSOE Group

This project will be the purchase and renovation of property adjacent to YSU's campus on Commerce Street along with the construction of new high-bay and low-bay space to ultimately create an Innovation and Commercialization Center. This project was bid and the received bids exceeded our estimates by more than 10% requiring us to re-bid. We are currently discussing the estimate and project budget with SSOE Group to determine next steps to get this project back on track.

Projects Currently Out for Bids:

Ward Beecher Science Hall Structural Repairs

YSU 1920-01 Bids Open November 6th

\$1.75M (Capital Funds C34557) Domokur Architects

This project will include structural repairs within the lower level mechanical spaces in Ward Beecher. This project is being re-bid with bids opening November 6th.

Projects Currently at Controlling Board:

- Fedor Hall A/E Fees – Olsavsky Jaminet Architects – Hearing is Monday, November 4th

Capital Projects Currently in Development:

Ward Beecher Science Hall Structural Repairs
YSU 1920-01 Advertise October 12th

\$1.75M (Capital Funds C34557) Domokur Architects

This project will include structural repairs within the lower level mechanical spaces in Ward Beecher. This project was bid with only one bidder turning in a quote that was well above our estimate. This project will be re-bid Fall 2019.

Capital Projects in Development for 2020:

Fedor Hall Renovations
YSU 1920-22

\$1M (Capital Funds) Olsavsky Jaminet

This project will be the partial renovation of Fedor Hall. Sprinkler piping will be installed, new flooring will be installed and part of the roof will be replaced. Additionally, a grant received by the Rich Center will be used to upgrade and modernize the elevator. This project will take place in 2020 with a schedule yet to be determined.

Pedestrian Bridge Renovations
YSU 1920-17

\$1.5M (Capital Funds) Domokur Architects

This project will be the renovation of both pedestrian bridges on campus. Minor structural issues will be addressed along with the roofing, glazing and interior finishes. This project is scheduled to begin in May of 2020 and be complete for the start of Fall Semester.

Restroom Renovations
YSU 1920-28

\$320k (Capital Funds) YSU Staff

This project will be the renovation of select restrooms on campus. Using remaining capital funds, the restrooms in Sweeney Hall and Cushwa Hall will be addressed. This project is scheduled to begin in May of 2020 and be complete for the start of Fall Semester.

Edmund J. Salata Complex Renovations
YSU 1920-10

\$300k (Capital Funds) YSU Staff

This project will be the renovation of the Westinghouse Building and minor renovations within the facilities offices. Windows will be replaced, restrooms upgraded and worn flooring will be replaced. This project is scheduled to begin in May of 2020 and be complete for the start of Fall Semester.

Cushwa Physical Therapy Phase 2
YSU 1920-29

\$1M (Capital Funds) YSU Staff

This project will be the continuation of 2019's summer project to renovate Physical Therapy in the lower level of Cushwa. Renovation will consist of lab renovations, stairwell renovations and restroom upgrades. This project is scheduled to begin in May of 2020 and be complete for the start of Fall Semester.

Academic Area Renovations 2

YSU 1920-30

\$280k (Capital Funds) YSU Staff

This project will be the follow up to the pool renovation of 2018 using the remaining capital funds to take care of outstanding issues. This project is scheduled to begin in May of 2020 and be complete for the start of Fall Semester.

Parking Deck Maintenance and Repairs

YSU 1920-17

\$450k (Local Funds) Walker Parking Consultants

This project will be for the yearly maintenance of the parking decks. This project is scheduled to begin in May of 2020 and be complete for the start of Fall Semester.

Additional Projects for 2020:

- Kilcawley House Window Replacement
- Lyden House HVAC
- Beede Field Replacement

Higher Education Six-Year Capital Plan 2021-2026

Youngstown State University

Priority Report - Capital Plan Template 2021-2026

Rev4 10/24/2019 FINAL

Priority	Biennium	UNIQUE PROJECT TITLE	STATE FUNDS	LOCAL FUNDS	OTHER FUNDS
Project 1	FY 21-22	Utility Distribution Upgrades/Expansion	2,250,000		
Project 2	FY 21-22	Campus Development	750,000		
Project 3	FY 21-22	Moser Hall Renovations	2,500,000		
Project 4	FY 21-22	Elevator Safety Repairs and Replacements	1,500,000		
Project 5	FY 21-22	Building Envelope Renovations	1,500,000		
Project 6	FY 21-22	IT Infrastructure Upgrades	1,000,000		
Project 7	FY 21-22	Lincoln Building Renovations	500,000		
Project 8	FY 21-22	Basic Renovations	500,000		
FY 21-22 Subtotal			10,500,000		
Project 9	FY 23-24	STEM Science Lab Renovations	2,250,000		
Project 10	FY 23-24	Tod Hall Renovations	750,000		
Project 11	FY 23-24	Instructional Space Upgrades	2,500,000		
Project 12	FY 23-24	Emergency Generator Upgrades	1,250,000		
Project 13	FY 23-24	Campus Roof Replacements	2,500,000		
Project 14	FY 23-24	Campus Wide Building System Upgrades	2,000,000		
Project 15	FY 23-24	Stairwell Renovations and Upgrades	750,000		
FY 23-24 Subtotal			12,000,000		
Project 16	FY 25-26	Building Envelope Renovations	1,750,000		
Project 17	FY 25-26	Instructional and Support Space Renovations	2,750,000		
Project 18	FY 25-26	Elevator Safety Repairs and Replacements	1,500,000		
Project 19	FY 25-26	Utility Distribution Upgrades/Expansion	2,500,000		
Project 20	FY 25-26	Campus Development	750,000		
Project 21	FY 25-26	Campus Roof Replacements	2,250,000		
Project 22	FY 25-26	Basic Renovations	500,000		
FY 25-26 Subtotal			12,000,000		
Six-Year Total			34,500,000	0	0

YSU University Facilities - 2019 Deferred Maintenance Update

Legend:

	Complete
	In Progress

x	Completed 2019
o	On Deck 2020

Fok Hall

Year Constructed 1893 Acquired 1976

Size 8,763 Gross Square Feet

Concerns:

- o Replace Clay Tile Roof
- Install new windows
- Repoint Basement Walls
- o Replace Gutters and Downspouts
- Add Lockdown Capabilities
- Install Cameras at Entrances
- Renovate Restrooms
- Upgrade Interior Finishes
- Replace Hot Water Expansion Tank
- Replace Two Boilers
- Replace Air Handlers

Beeghly Center

Year Constructed 1969

Size 255,290 Gross Square Feet

Concerns:

- Replace Selected Interior Doors
- Renovate Pool, Filter System, Pool Deck
- Improve Lighting
- Replace Flooring
- Replace/Repair Bleacher Seats
- Replace Fiberglass Ductwork
- x Replace Commencement Chairs
- x Add Lockdown Capabilities
- Upgrade Pneumatic Controls to Digital
- Replace 3rd and 4th Floor Air Handlers
- Remove Interior and Exterior Marblecrete
- Improve Rifle Range
- Modernize Elevator
- Replace Classroom Furniture
- Exterior Masonry Restoration
- Replace Waste and Distribution Piping

Bliss Hall

Year Constructed 1976, 1994, 2003

Size 188,427 Gross Square Feet

Concerns:

- New Rubber Flooring in Stairwells
- New Roof Over Ford Auditorium
- Increase Emergency Generator Size
- Repair Brick Parapet, Masonry Restoration
- Replace Hot Water Piping Throughout Building
- Modernize Elevators
- Install New Lighting in Hallways
- Install New Flooring in Hallways
- Install New Ceilings In Hallways
- Upgrade Restrooms
- x Add Lockdown Capabilities
- Replace Exterior Doors and Hardware
- Install Roof Rail
- Replace Waste Piping and Supply Piping

Jones Hall

Year Constructed 1931

Size 53,890 Gross Square Feet

Concerns:

- Modernize Elevators
- xo Upgrade Restrooms
- Replace Slate Roof
- Replace Rain Gutter System
- Replace Basement Windows
- x Upgrade Interior Finishes
- Add Lockdown Capabilities
- Exterior Stone Masonry Restoration
- Replace Wate Piping and Supply Piping
- x Replace Exterior Wood Doors

YSU University Facilities - 2019 Deferred Maintenance Update

Legend:



x	Completed 2019
o	On Deck 2020

Moser Hall

Year Constructed 1967
Size 171,385 Gross Square Feet

Concerns:

- Install AC for Lower Levels and Lobby
- Replace Roof
- Creat Vestibule at Main Entrance
- Modernize Freight Elevator
- Replace 98 Air Handlers
- Upgrade Pneumatic Controls to Digital
- Replace Exterior Doors
- Install New Lighting in Stairwells
- Replace Johnson Valves on Lower Floors
- Infill Floor in Two Story Room
- Paint Interior of Building
- Upgrade Restrooms
- x Add Lockdown Capabilities at Exterior doors
- Replace Waste and Distribution Piping
- Replace Interior Doors on Lower Levels
- Upgrade Interior Lighting

Phelps Building

Year Constructed 1957 **Acquired** 1994
Size 30,017 Gross Square Feet

Concerns:

- Replace Exterior Windows
- Replace Sewage Pump in Basement
- Modernize Elevator
- New Recirculating Pump for Hot Water
- Upgrade Restrooms
- Replace Exterior Doors and Hardware
- Install New Emergency Generator
- New Classroom Furniture
- Replace Roof
- Exterior Masonry Restoration
- Upgrade/Paint Interior Finishes
- Replace Building Distribution Piping
- x Add Lockdown Capabilities and Exterior Doors

Pedestrian Bridge

Year Constructed 1979
Size 6,394 Gross Square Feet

Concerns:

- New Roof with Overhang and Gutter System
- o Additional Heat on Bridge
- Paint Rooms Under Bridge
- o Additional Exhaust on Bridge
- o Replace Flooring
- o Make Repairs to Underside of West Ramp
- o Paint Exterior Handrail
- Add Lockdown Capabilities and Exterior Doors
- o Address deterioration at Cushwa Bridge

Salata Complex

Year Constructed 1925 **Acquired** 1973
Size 50,151 Gross Square Feet

Concerns:

- Install Emergency Generator
- Install New Roof
- Modernize Freight Elevator
- o Upgrade All Interior Finishes
- Replace Steam Traps and Valves
- Replace Ductwork/Air Returns
- Add Lockdown Capabilities and Exterior Doors
- Exterior Masonry Restoration
- Replace Waste Piping

YSU University Facilities - 2019 Deferred Maintenance Update

Legend:

	Complete
	In Progress

x	Completed 2019
o	On Deck 2020

Central Utility Plant

Year Constructed 1975
Size 24,254 Gross Square Feet

Concerns:

- Replace All Exterior Metal
- Install New Trench Drain Covers
- Switchgear and Disconnect Maintenance
- Replace Unit Ventilators
- Install Gass Turbine for Efficiency
- Remove and Replace Existing Boilers
- Add Lockdown Capabilities
- Exterior Masonry Restoration
- Sand Filtration for Chilled Water System

Clingan Waddell Hall

Year Constructed 1965 **Acquired** 1998
Size 12,014 Gross Square Feet

Concerns:

- Install New Roof and Replace Electrical Conduits
- Install Emergency Generator
- Place Building on YSU Electrical Grid
- Modernize Elevator
- Paint Outside of Building and Garage
- o Replace North Ramp and Handrail
- Upgrade Interior Finishes
- Replace Waste and Distribution Piping
- Renovate Restrooms
- Exterior Masonry Restoration

Coffelt Hall

Year Constructed 1933 **Acquired** 1974
Size 4,972 Gross Square Feet

Concerns:

- Replace Roof
- Seal Concrete Slab on Front Porch
- Evaluate, Repair/Replace Stone Roof Cap
- Exterior Masonry Restoration

Cushwa Hall

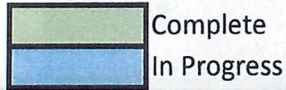
Year Constructed 1976
Size 194,525 Gross Square Feet

Concerns:

- Modernize All Four Elevators
- Replace Roof and Seal Skylights
- Clean HVAC Ductwork
- Replace All Flooring
- Paint Interior of Building
- Install New Accoustic Ceilings
- xo Upgrade Restrooms
- x Add Lockdown Capabilities
- x Replace Exterior Doors and Hardware
- Replace Asbestos Tile on East Overhang
- Exterior Masonry Restoration
- Upgrade Classrooms
- x New Classroom Furniture
- Replace Water Piping and Supply Piping
- Replace Interior Doors
- o Pedestrian Bridge Renovation

YSU University Facilities - 2019 Deferred Maintenance Update

Legend:



x	Completed 2019
o	On Deck 2020

Stambaugh Stadium

Year Constructed 1981, 1998, 2006

Size 223,829 Gross Square Feet

Concerns:

- Caulk and Seal Concourse and Seating Area
- Concrete Repairs on Ramps and Stairs
- Replace All Exterior Doors
- Modernize Elevators
- x Replace Interior Steel Doors
- x Install Asphalt Roadway on East Stands
- Replace HW Distribution Piping
- Replace 19 Air Handlers
- Replace CW Distribution Piping
- Renovate Five Locker Rooms, Showers
- Upgrade Interior Finishes
- Add Lockdown Capabilities and Exterior Doors
- Replace Roof

Sweeney Hall

Year Constructed 1908 Acquired 1966

Size 10,016 Gross Square Feet

Concerns:

- Replace Exterior Wood Sills and Brick Moulding
- x Paint All Exterior Wood
- o Paint Exterior Handrail
- o Renovate Basement Restrooms
- Add Lockdown Capabilities and Exterior Doors
- Modernize Elevator
- Exterior Masonry Restoration

Tod Hall

Year Constructed 1953

Size 79,156 Gross Square Feet

Concerns:

- Modernize Elevator
- Replace Interior Door Hardware
- Renovate Northwest Stair Tower
- Replace South Steps and Handrail
- Upgrade Interior Finishes
- Renovate Restrooms
- Add Lockdown Capabilities and Exterior Doors
- Exterior Masonry Restoration
- Replace Motors for VAV Fans
- Replace Waste and Distribution Piping
- Replace Roof
- Replace Steam Traps and Valves
- Replace Ceilings on Third Floor

Ward Beecher Hall

Year Constructed 1958

Size 166,623 Gross Square Feet

Concerns:

- o Replace North Roof
- Replace Makeup Air Units
- Replace Victaulic Heating Water Lines
- Modernize Elevators
- Renovate Greenhouse
- Upgrade Restrooms
- Replace Exterior Doors
- Install Additional Heating in Planetarium Lobby
- Install New Emergency Generator Tank
- Replace Steps at NE Entrance
- Replace Cap Stone on Exterior Parapet Walls
- Clean Ductwork
- x Add Lockdown Capabilities and Exterior Doors
- Exterior Masonry Restoration
- Replace Waste Piping
- o Repair Structural Issues - Lower Level

YSU University Facilities - 2019 Deferred Maintenance Update

Legend:



x	Completed 2019
o	On Deck 2020

Chemical Management Center

Year Constructed 1995
Size 8,411 Gross Square Feet

Concerns:

- Replace Carbon Dioxide Fire Suppression
- Tie Lighting to Emergency Panel
- Waterproof Elevator Pit
- Add Lockdown Capabilities
- Address Lack of Heat and Hot Water
- Replace Air Handler Equipment 1st Floor

DeBartolo Hall

Year Constructed 1975
Size 116,095 Gross Square Feet

Concerns:

- Modernize All Three Elevators
- Replace Roof
- Replace All Window Gaskets
- install Rubber Stair Treads in Stairwells
- Exterior Masonry Restoration
- Replace All Flooring
- Paint Interior of Building
- Install New Accoustic Ceilings
- Upgrade All Restrooms
- x Add Lockdown Capabilities
- Replace Exterior Doors and Hardware
- Renovate South Stairwell
- Install Lighting Outside Elevator Lobbies
- Replace Waste and Distribution Piping
- Replace Interior Doors
- Create Vestibule at Main Entrance

Smith Hall

Year Constructed 1945 **Acquired** 1995
Size 2,712 Gross Square Feet

Concerns:

- Dryvit East and South Elevations
- Paint Exterior Handrail
- Add Lockdown Capabilities and Exterior Doors
- Replace Distribution Piping
- Replace Air Handler
- x Replace windows
- x Repair exterior brick

Fedor Hall

Year Constructed 1949 **Acquired** 1965
Size 57,203 Gross Square Feet

Concerns:

- o Install Roof Drains
- Install Sump Pit for Storm Water Amelioration
- Replace Six Air Handlers, Renovate HVAC System
- o Modernize One Elevator
- o Replace All Flooring
- Paint/Upgrade Interior of Building
- Upgrade Restrooms
- Add Lockdown Capabilities
- Replace Exterior Doors and Hardware
- o Install Rubber Stair Treads in Stairwells
- Exterior Masonry Restoration
- Replace Waste and Distribution Piping
- Replace Interior Doors
- Upgrade Interior Lighting
- o Replace Roof

YSU University Facilities - 2019 Deferred Maintenance Update

Legend:

	Complete
	In Progress

x	Completed 2019
o	On Deck 2020

Westinghouse Building

Year Constructed 1950 **Acquired** 1991
Size 35,369 Gross Square Feet

Concerns:

- o Install Emergency Generator
- o Replace Two Sets of Stairs
- Replace Rooftop AC Unit
- Install Elevator
- Replace Roof
- o Install New Windows
- Tie Into Building Automation System
- o Upgrade Interior Finishes
- o Upgrade Restrooms
- Add Lockdown Capabilities
- Replace Waste and Distribution Piping
- Replace Steam Traps and Valves
- Install Additional Heat Recovery

Lincoln Building

Year Constructed 1970
Size 59,432 Gross Square Feet

Concerns:

- Modernize Elevators
- Upgrade Electrical Service
- Replace All Flooring
- Upgrade Classrooms
- Update Controls in Penthouse
- Stain Exterior Concrete
- Upgrade All Restrooms
- x Add Lockdown Capabilities
- Replace Exterior Doors and Hardware
- Exterior Masonry Restoration
- Replace Waste and Distribution Piping
- Replace Interior Doors
- Replace Classroom Furniture

Campus Substation

Year Constructed 1970
Size 3,052 Gross Square Feet

Concerns:

- Replace Controls for Automated Switching
- Replace Switchgear As Needed
- Provide Secondary Egress Route
- Provide Additional Lighting
- Install Cameras Throughout Facility

Campus

Concerns:

- Install New Signage Across Campus
- Replace All Exterior Lighting
- Repair/Replace Tunnel "Dog Houses"
- Place Radio Repeaters on Emergency Circuit
- Install New Kiosks
- Replace Deteriorated Concrete
- Repair/Replace/Paint Exterior Handrail
- Install Additional Call Boxes
- Install Additional Cameras Throughout Campus
- Install Additional Tackboards Across Campus
- Install Primex Clocks Throughout Campus
- Install Card Entry on Exterior Doors
- Re-Key Entire Campus
- Purchase 80' JLG Lift
- Install Bicycle Racks
- Replace Steam Traps in Tunnels

YSU University Facilities - 2019 Deferred Maintenance Update

Legend:



x	Completed 2019
o	On Deck 2020

Maag Library

Year Constructed 1975

Size 170,596 Gross Square Feet

Concerns:

- Modernize All Three Elevators
- Replace All Exterior Windows
- Repair and Seal Exterior Concrete
- Install Sump Pit for Storm Water Amelioration
- Replace 3-250 gpm HW Pumps with 2-1000 gpm
- Replace 3-340 gpm CW Pumps with 2-1000 gpm
- Upgrade/Paint Interior Finishes
- Replace All Stairwell Doors
- Replace Carpeting
- Upgrade Restrooms
- Add Lockdown Capabilities
- Replace Roof
- Replace Exterior Doors and Hardware
- Replace 23 Air Handebers
- Upgrade/Place Lighting on Building Automation
- Replace Waste and Distribution Piping

McDonough Museum

Year Constructed 1990

Size 19,981 Gross Square Feet

Concerns:

- Replace Concrete Plaza
- Replace West Concrete Plaza
- Replace Circular Stairwell Skylights
- Replace Roof
- Modernize One Elevator
- Evaluate and Repair Wall at Loading Dock
- Exterior Masonry Restoration
- Replace Chilled Water Dist. Piping
- Install Building Humidity Control
- x Add Lockdown Capabilities
- Replace Exterior Doors and Hardware

Melnick Hall

Year Constructed 1959 **Acquired** 1998

Size 28,150 Gross Square Feet

Concerns:

- Complete Major Renovation of Building

Meshel Hall

Year Constructed 1984

Size 90,118 Gross Square Feet

Concerns:

- x Replace All Flooring
- Remove Skylights and Seal
- Caulk Around All Windows
- Clean and Seal Exterior Stone
- Modernize Elevators
- Install Floor Drains in Restrooms
- Install Rubber Stairtreads in Stairwells
- x Install Backup Cooling in Computer Room
- x New Class/Lab Furniture
- x Add Lockdown Capabilities
- x Replace Liebert AC Units in Computer Center
- x Paint Interior of Building
- install New Emergency Generator
- Replace Building HVAC Traps and Valves
- Add Building Distribution Circuit Breakers
- x Upgrade Interior Lighting