



**YOUNGSTOWN
STATE
UNIVERSITY**

**BOARD OF TRUSTEES
FINANCE AND FACILITIES COMMITTEE
Michael A. Peterson, Chair
Allen L. Ryan, Jr., Vice Chair
All Trustees are Members**

**Wednesday, June 22, 2022
11:30 a.m. or immediately following
previous meeting**

**Board Room
Tod Hall**

AGENDA

- A. Disposition of Minutes for Meeting Held March 2, 2022**
- B. Old Business**
- C. Committee Items**

- 1. Finance and Facilities Consent Item***

- C.1.a. = Tab 1 a. Resolution to Modify Purchasing Policy, 3356-3-01**

- 2. Finance and Facilities Action Items**

- C.2.a. = Tab 2 a. Resolution to Approve Changes to Selected Graduate Tuition**
Neal McNally, Vice President for Finance and Business Operations, will report.

- C.2.b. = Tab 3 b. Resolution to Approve the Annual Operating Budget for FY 2023**
Neal McNally, Vice President for Finance and Business Operations, will report.

- C.2.c. = Tab 4 c. Resolution to Approve Interfund Transfers**
Neal McNally, Vice President for Finance and Business Operations, will report.

- 3. Finance and Facilities Discussion Items**

- C.3.a. = Tab 5 a. Quarterly Update on the FY 2022 Operating Budget**
Neal McNally, Vice President for Finance and Business Operations, will report.

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

C.3.b. = Tab 6 b. Planning and Construction Projects Update
John Hyden, Associate Vice President for Facilities and Support Services, and Rich White, Director of Planning and Construction, will report.

C.3.c. = Tab 7 c. Kilcawley Student Union Project Update
Amy Maceyko, Associate Principle, at WTW Architects, and Trustees Michael A. Peterson and Joseph J. Kerola, will report.

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

D. New Business

E. Adjournment



**YOUNGSTOWN
STATE
UNIVERSITY**

**RESOLUTION TO MODIFY
PURCHASING POLICY, 3356-3-01**

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

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

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

WHEREAS, the Purchasing policy has been reviewed pursuant to the five-year review cycle, and formatted in accordance with Policy 3356-1-09, Development and Issuance of University Policies.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the modification of the University Policy Purchasing, policy number 3356-3-01, attached hereto.

**Board of Trustees Meeting
June 23, 2022
YR 2022-**

3356-3-01 Purchasing.

Responsible Division/Office: Procurement Services
Responsible Officer: VP for Finance and Business Operations
Revision History: June 1998; June 2001; March 2007; May 2010;
January 2012; December 2016; June 2017; June
2022
Board Committee: Finance and Facilities
Effective Date: June 23, 2022
Next Review: 2027

- (A) Policy statement. Employees who are delegated signature authority for university accounts are authorized to make purchasing decisions for their respective areas, following applicable university procedures. In all its business practices, the university will adhere fully to all applicable laws, regulations, and rules of the federal, state of Ohio, and local regulatory bodies. Those conducting business for the university will seek to obtain the best value when making purchases, while protecting the interests of Youngstown state university (“university”).
- (B) Purpose. This policy helps ensure compliance with applicable federal and state purchasing regulations and provides a means for purchasing at a reasonable cost.
- (C) Definitions.
- (1) “Goods” are defined as, but not limited to, equipment, materials, other tangible assets, and insurance, but excluding real property or an interest in real property.
 - (2) “Services” are defined as any deliverable resulting from labor performed specifically for the university, whether from the application of physical or intellectual skills. Services include repair work, consulting, maintenance, data processing, and software design. Services do not include services furnished pursuant to employment agreements.
 - (3) “Professional design services” are defined as, but not limited to, services within the scope of practice of a state-registered architect,

registered engineer, registered surveyor, landscape architect and interior designer. See rule 3356-4-07 of the Administrative Code or corresponding university policy 3356-4-07 selection of design professionals for university capital projects.

- (4) “Construction renovation” is defined in rule 3356-4-15 of the Administrative Code (university policy 3356-4-15 university construction – renovation projects).

(D) Parameters.

- (1) Accountability for vendor commitment and/or the actual purchase of goods or services rests with the financial manager. All construction/renovation projects must be coordinated through the university’s facilities office.
- (2) Procurement services has the primary responsibility to manage and monitor the purchasing process. Authority is delegated to the Maag library to purchase items to be added to its collection.
- (3) As a commitment to diversity, equity and inclusion, the university provides opportunities for socially and economically disadvantaged businesses and participates in the state of Ohio’s Minority Business Enterprise (“MBE”) and Encouraging Diversity, Growth and Equity (“EDGE”) programs.
- (4) To ensure the best value and compliance with applicable federal and/or state of Ohio regulations, the university requires competitive selection for certain dollar thresholds and participates in competitively awarded governmental and group purchasing agreements.

(E) Procedures.

- (1) Requests for purchases are made by using a university-approved procurement card or the online procurement requisition system.
- (2) An authorized electronic requisition/purchase order for goods or services must be processed through procurement services prior to vendor commitment and/or the actual purchase except for authorized procurement card purchases. Exceptions may be made in the case of an emergency, such as, but not limited to,

unexpected building repairs that could otherwise result in catastrophic structural failure.

- (3) All purchases for goods and services for which there is an existing university contract or price agreement with one or more preferred vendors must be made from those vendors. This applies regardless of payment method (purchase order, p-card, etc.). Some existing university contracts and agreements can be found on punch out catalogs on the university's online procurement system. Instances where significant cost savings can be achieved by purchasing from a vendor not on an existing university contract or price agreement requires approval by the director of procurement services, or designee, prior to vendor commitment and/or actual purchase.
- (4) If there is no existing university contract available, procurement services can assist in locating an approved competitively awarded governmental or group purchasing agreement, such as state term schedule, general services administration schedule, inter-university council purchasing group, or others.
- (5) Competitive selection dollar thresholds.
 - (a) Goods or services when an individual transaction/project from a single supplier is fifty thousand dollars or more.
 - (b) Professional design services when an individual transaction is fifty thousand dollars or more.
 - (c) A construction/renovation project when the construction project cost is two hundred fifteen thousand dollars or more or the threshold established by Chapter 153:1-9-01 of the Administrative Code.
- (6) For purchases below the competitive selection dollar thresholds, the director of procurement services, or designee, may require a minimum of three quotes or a competitive selection process when in the best interest of the university to do so or when regulations require.
- (7) For purchases at or above the competitive selection dollar thresholds, appropriate forms of competitive selection include:

- (a) An invitation to bid (“ITB”). A formal ITB is drafted and sent to prospective bidders and published in appropriate media when seeking to purchase goods.
 - (b) A request for proposal (“RFP”). RFPs are managed and distributed through the university’s procurement services office. An RFP is drafted and sent to prospective bidders and published in appropriate media when seeking to purchase goods.
 - (c) A request for qualifications (“RFQ”). With the assistance of procurement services, an RFQ is sent to prospective bidders and may be published in appropriate media when seeking to purchase services. RFQs for professional design services are handled solely through the facilities office.
 - (d) Purchases under an approved competitively awarded governmental or group purchasing agreement, such as state term schedule, general services administration (“GSA”) schedule, inter-university council purchasing group, or others, some of which can be found on punch out catalogs on the university’s online procurement system (eCUBE).
- (8) Exceptions to competitive selection requirements.
- (a) Maintenance contracts purchased from the manufacturer or authorized dealer/supplier of the specific equipment to be serviced.
 - (b) Software/hardware for system upgrades and ongoing maintenance and support on existing systems already in use.
 - (c) Special circumstances, including single source provider, emergency purchases, or economic efficacy. If the purchase is at or above the competitive selection dollar threshold and the nature of the purchase is such that competitive selection would be impractical, the department making the request for a purchase may submit a written request for a waiver of competitive selection. Such requests must include justification as to why a waiver is

warranted, be signed by the appropriate financial manager with signature authority, and be attached electronically to the requisition being submitted for the purchase.

If the director of procurement services, or designee, finds that sufficient justification has been presented, the waiver may be approved. If the director or designee feels that a bid waiver should be denied, it will be forwarded to the vice president for finance and business operations, or designee, for a final determination. If the request is denied, procurement services will initiate a competitive selection process at the request of the department end user.

- (9) Bidding thresholds may be adjusted to comply with federal and/or state regulations.
- (10) Contract compliance and administration processes will be conducted in accordance with rule 3356-3-04 of the Administrative Code (university policy 3356-3-04 contract compliance and administration).
- (11) The university assumes no obligation for any purchases made outside of the purchasing procedures established herein. Staff who fail to follow approved processes may be subject to personal financial liability and appropriate disciplinary action.
- (12) Purchases must follow established guidelines as delineated on the procurement services website.

3356-3-01 Purchasing.

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Responsible Officer: VP for Finance and Business Operations
Revision History: June 1998; June 2001; March 2007; May 2010;
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**YOUNGSTOWN
STATE
UNIVERSITY**

**RESOLUTION TO APPROVE
CHANGES TO SELECTED GRADUATE TUITION**

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, Ohio law provides that fees charged for instruction shall not be considered to be a price for service but shall be considered to be an integral part of the state government financing program in support of higher education opportunity for students;

NOW, THEREFORE, BE IT RESOLVED, that the Youngstown State University Board of Trustees does hereby approve changes to student fees, as depicted on Exhibit A and made part hereof, effective academic year 2022-23.

**Board of Trustees Meeting
June 23, 2022
YR 2022-**

Exhibit A

Fee Description	FY 2022 Actual	FY 2023		
		Proposed	\$ Change	% Change
Master of Public Health ¹ (per credit hour)	\$621.00	\$644.00	\$23.00	3.70%
Master of Fine Arts ² (per credit hour)	\$570.00	\$570.00	Adjustment pending	
Nurse Anesthetist Program ³ (per semester):				
Program Fee	\$3,011.14	\$3,300.00	\$288.86	9.59%
Doctoral surcharge	\$1,746.19	\$1,834.00	\$87.81	5.03%
Master of Nursing Education (per academic year)			New accelerated online	
In-state	N/A	\$13,695.00	program in AY 2023; rate	
Non-resident	N/A	\$13,860.00	based on 33 credit hours.	

1. The MPH fees are set by consortia of several Ohio public universities of which YSU is a member. MPH rates apply to related certificate programs.
2. The MFA fees are set by consortia of several public universities of which YSU is a member. Rate only applies to Creative Writing Program.
3. Nurse Anesthetist fee is set by the St. Elizabeth Health Center School for Nurse Anesthetists.



**YOUNGSTOWN
STATE
UNIVERSITY**

**RESOLUTION TO APPROVE
THE ANNUAL OPERATING BUDGET FOR FY 2023**

WHEREAS, the proposed Fiscal Year 2023 Annual Budget has been reviewed by the Finance and Facilities Committee of the Board;

NOW, THEREFORE, BE IT RESOLVED, that the Annual Operating Budget for Youngstown State University's general and auxiliary funds for Fiscal Year 2023, attached hereto, and as presented to the Finance and Facilities Committee of the Board of Trustees, is hereby approved for the period of July 1, 2022 through June 30, 2023.

**Board of Trustees Meeting
June 23, 2022
YR 2022-**



**YOUNGSTOWN
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**RESOLUTION TO APPROVE
THE ANNUAL OPERATING BUDGET FOR FY 2023**

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**Board of Trustees Meeting
June 23, 2022
YR 2022-**

Fiscal Year 2023 Operating Budget



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

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University Mission

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

Vision

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

Values

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

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

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

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

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

Board of Trustees

John R. Jakubek, M.D., Chair

Charles T. George, Vice Chair

Molly S. Seals, Secretary

Anita A. Hackstedde, M.D.

Joseph J. Kerola

Elsa Khan, Student Trustee

Laura A. Lyden

Julie Centofanti, Student Trustee

Michael A. Peterson

Eric A. Spiegel, National/Global Trustee

Atty. Allen L. Ryan, Jr.

Helen K. Lafferty, Ph.D., National/Global Trustee

Executive OfficersJames P. Tressel
PresidentBrien N. Smith, Ph.D.
Provost & Vice President
for Academic AffairsHolly A. Jacobs, Esq.
Vice President for Legal Affairs &
Human ResourcesMike Sherman, Ph.D.
Vice President for Institutional Effectiveness
and Board ProfessionalNeal P. McNally
Vice President for Finance &
Business Operations

Introduction

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

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

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

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

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

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

Executive Budget Summary

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

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

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

Major Revenue Assumptions:

1. A \$1.4 million net decrease in tuition revenue resulting from a combination of the following factors:
 - a. A projected 4% decline in total full-time equivalent (FTE) student enrollments, largely attributable to unfavorable regional demographic changes.
 - b. A 2% increase in undergraduate tuition rates for continuing students.
 - c. A 4.6% adjustment to undergraduate tuition for incoming students enrolled in the *Penguin Promise* tuition guarantee program. For this student cohort, a 4.6% adjustment equates to an annualized increase of just 1.15% per year over the next four academic years, which is well below the rate of inflation.
 - d. A 4% increase in students enrolled in accelerated online graduate programs.
2. A 4.5% or \$2 million increase in State Share of Instruction funding appropriations, based on projections provided in May by the Ohio Department of Higher Education.
3. A \$1 million decrease in other revenue sources, driven mainly by the expectation that investment income will be negatively affected by global financial pressures, rising domestic inflation and concerns about an economic recession.

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

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

Major Takeaways:

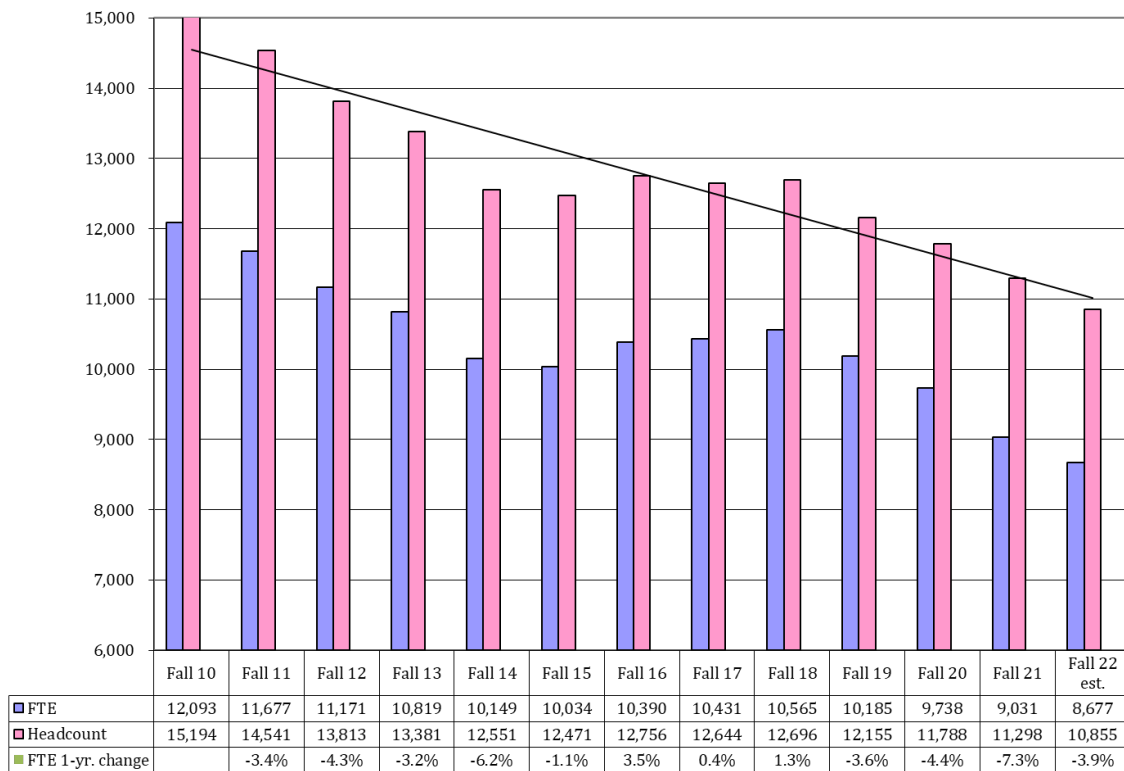
1. The FY 2023 budget is heavily reliant on temporary one-time funding, in the form of both prior year carry-forward dollars and residual COVID relief funding.
2. Even though the FY 2023 budget is balanced, a structural operating deficit remains, ranging between \$5 million and \$10 million, and which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

Student Enrollment

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

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

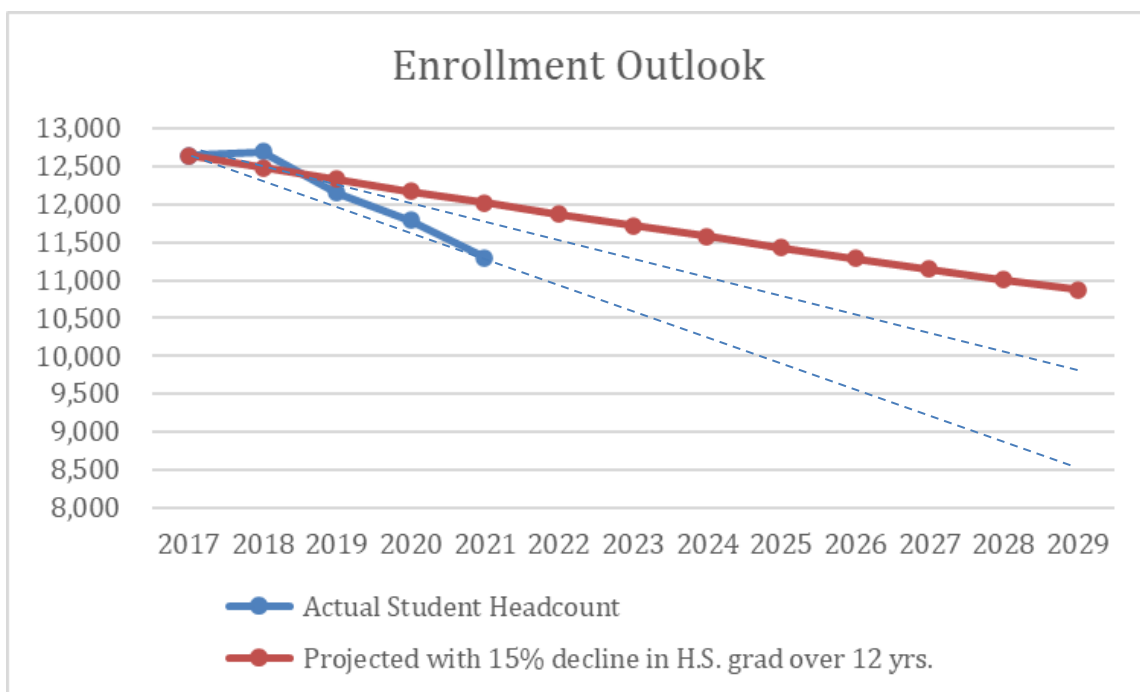
To arrive at the FY 2023 enrollment projection of 10,855 students (8,677 FTE), variables analyzed include the number of applications received and students admitted; the number of FAFSA applications received; the number of scholarships awarded and accepted; the number of students registered for orientation;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



Student Enrollment (continued)

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

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



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

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

General Fund Revenues

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

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

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

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

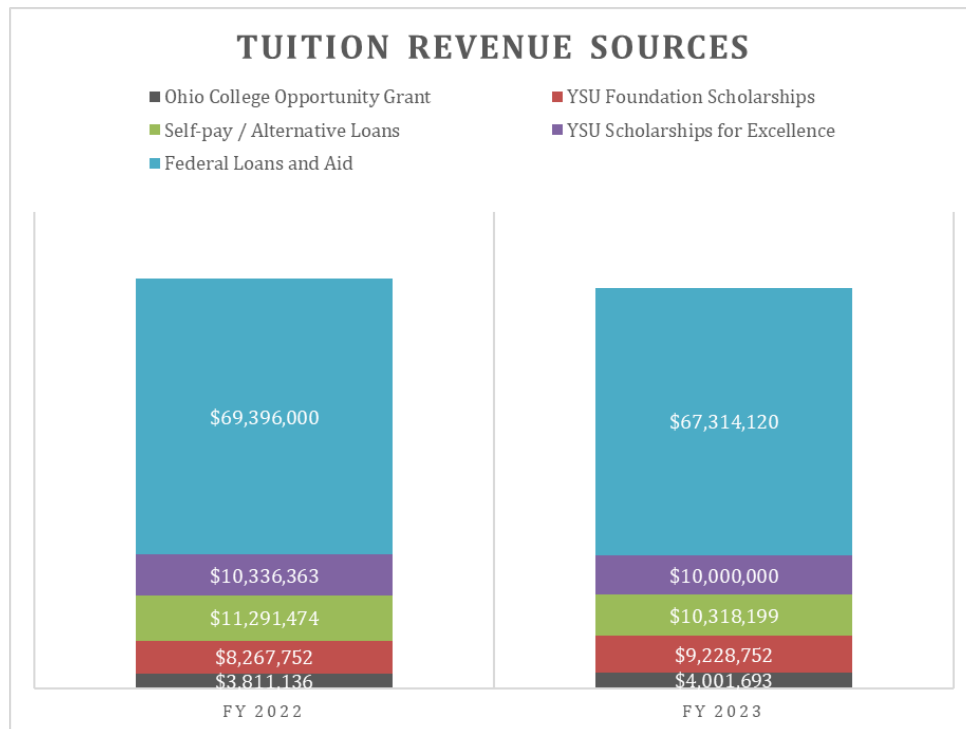
Source	FY 2022 Adjusted* Budget	FY 2023 Proposed Budget	1-Year Flux	
			%	\$
<i>Tuition, Fees & Other Student Charges</i>				
Instructional & Mandatory Fees	\$91,467,454	\$90,120,575	-1.5%	(\$1,346,879)
Other Tuition, Fees & Charges	11,749,171	11,742,189	-0.1%	(6,982)
Total Tuition & Fees	<u>\$103,216,625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

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

Tuition & Fee Revenues

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

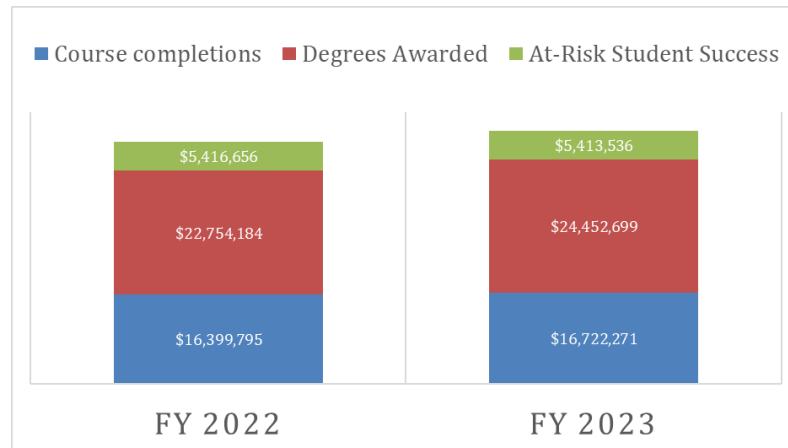
The graph below depicts the estimated sources of tuition and fee revenues for FY 2022 and FY 2023.



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

State Operating Appropriations

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



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

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

Source: Ohio Department of Higher Education.

Academic Portfolio Adjustments

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

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

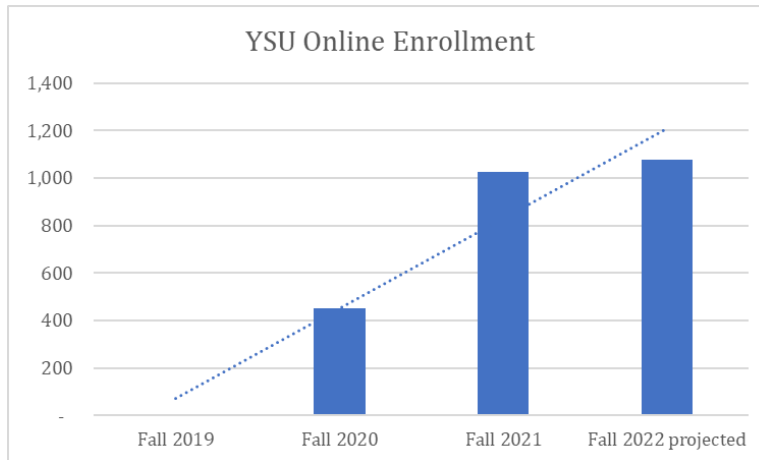
**Reflects base salary budget plus 36% for applicable fringe benefits.*

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

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

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

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

Academic Portfolio Adjustments (continued)


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

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

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

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

General Fund Expenses

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

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

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

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

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

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

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

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

General Fund Expenses by Functional Category

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

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

72% of resources are allocated for Academic Excellence and Student Success

General Fund Expenses by Natural Classification

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

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

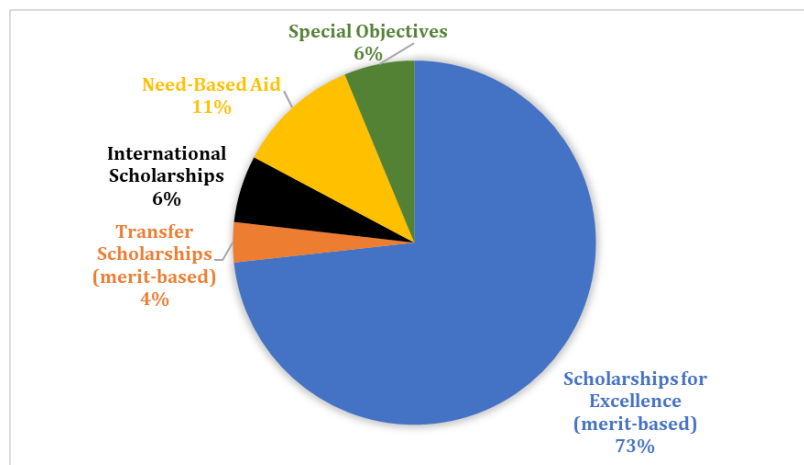
*FY 2022 is estimated based on actual financial performance through the third quarter (3/31/22).

Scholarships and YSU Foundation Support for Scholarships

Student scholarships remain an important part of the University’s enrollment strategy. For FY 2023, more than \$20 million is forecasted for non-athletic student scholarships, including \$10.4 million in funding from the YSU Foundation and \$10 million in YSU general funds.

	FY 2023		
	Foundation	University	Total
Scholarships for Excellence (merit-based)			
Honors & Scholars	\$2,851,000		\$2,851,000
Trustees'	2,151,925		2,151,925
President's	1,020,601	\$871,194	1,891,795
Deans		1,389,150	1,389,150
Red & White		2,082,174	2,082,174
First Opportunity		906,356	906,356
MLK Merit		357,587	357,587
Provost		411,130	411,130
Academic Achievement		275,557	275,557
Total Scholarships for Excellence	\$6,023,526	\$6,293,148	\$12,316,674
Need-Based Aid			
Housing Grant		\$305,606	\$305,606
Trailblazer		366,451	366,451
PA State Grant Supplement	\$200,000	183,365	383,365
Penguin Assistance		611,215	611,215
Presidential Residential Leadership		178,475	178,475
Total Need Based	\$200,000	\$1,645,112	\$1,845,112
Transfer Scholarships (merit-based)			
Transfer Level 1		\$375,000	\$375,000
Transfer Level 2		150,000	150,000
PHI THETA KAPPA		74,400	74,400
Total Transfer Scholarships		\$599,400	\$599,400
International Scholarships (merit-based)		\$1,000,000	\$1,000,000
Supporting Other Scholarship Objectives	\$590,024	\$462,340	\$1,052,364
Donor Designated (estimated)	\$3,624,000		\$3,624,000
GRAND TOTAL	\$10,437,550	\$10,000,000	\$20,437,550

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



YSU Foundation Support for Student Scholarships

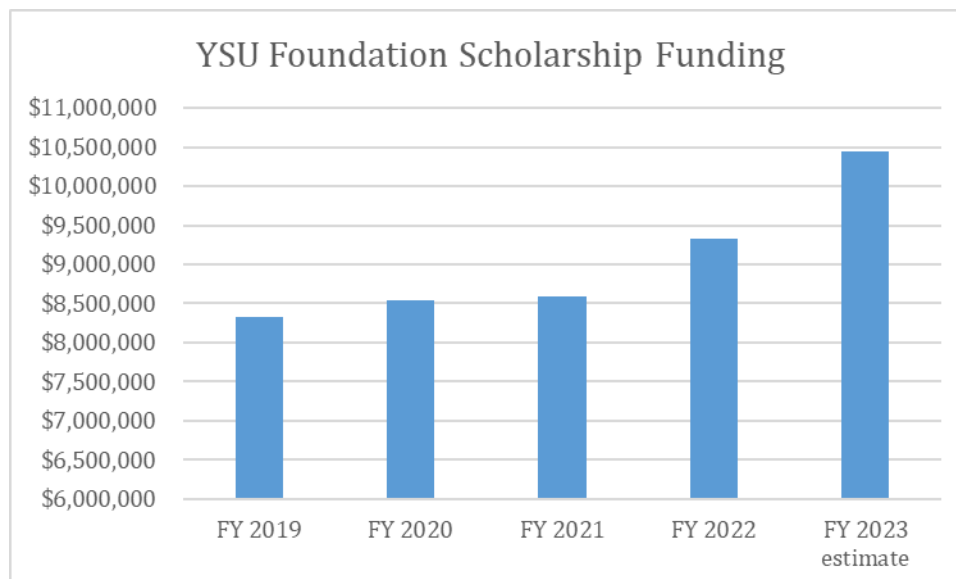
Scholarship support from the YSU Foundation is projected to cover 51% of non-athletic scholarship costs next year. YSU Foundation scholarship funding is projected to increase by 12% in FY 2023 to more than \$10.4 million. These scholarships are generally awarded directly to students and therefore are reflected as tuition revenue in the University's general fund budget.

YSU Foundation funding	FY 2022	FY 2023	One-year flux	
Scholarships for Excellence	\$5,255,032	\$6,023,526	15%	\$768,494
Beecher Art & Theatre Award*	0	50,000	N/A	50,000
PA State Grant Supplement*	200,000	200,000	0%	0
Dana School of Music Scholarship*	27,212	50,000	84%	22,788
ROTC MS II Scholarship*	3,858	10,000	159%	6,142
Carl Nunziato Scholarship*	42,779	40,024	-6%	(2,755)
Use Projects Fund*	20,000	20,000	0%	0
Graduate Assistants*	283,194	350,000	24%	66,806
Undergrad Student Research Program*	20,000	20,000	0%	0
BaccMed Minority Recruitment*	N/A	50,000	N/A	50,000
Donor Designated**	3,476,500	3,624,000	4%	147,500
Total YSUF funding	\$9,328,575	\$10,437,550	12%	\$1,108,975

**Funds allocated at the request of the YSU Foundation.*

*** Donor Designated includes scholarship and programmatic funding; the FY 2023 allocation is estimated pending the YSUF's official communication.*

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



Auxiliary Services

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

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

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

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

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

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

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

Rich Center for Autism

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

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

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

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

APPENDIX A – Revenue Detail, General Fund Budget

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

APPENDIX B - Scholarship Budget Detail

	FY 2023		
	<u>Foundation</u>	<u>University</u>	<u>Total</u>
<u>Scholarships for Excellence (merit-based)</u>			
Honors & Scholars	\$2,851,000		\$2,851,000
Trustees'	\$2,151,925		\$2,151,925
President's	\$1,020,601	\$871,194	\$1,891,795
Deans		\$1,389,150	\$1,389,150
Red & White		\$2,082,174	\$2,082,174
First Opportunity		\$906,356	\$906,356
MLK Merit		\$357,587	\$357,587
Provost		\$411,130	\$411,130
Academic Achievement		\$275,557	\$275,557
Total Scholarships for Excellence	<u>\$6,023,526</u>	<u>\$6,293,148</u>	<u>\$12,316,674</u>
<u>Need-Based Aid</u>			
Housing Grant		\$305,606	\$305,606
Trailblazer		\$366,451	\$366,451
PA State Grant Supplement	\$200,000	\$183,365	\$383,365
Penguin Assistance		\$611,215	\$611,215
Presidential Residential Leadership		\$178,475	\$178,475
Total Need Based	<u>\$200,000</u>	<u>\$1,645,112</u>	<u>\$1,845,112</u>
<u>Transfer Scholarships (merit-based)</u>			
Transfer Level 1		\$375,000	\$375,000
Transfer Level 2		\$150,000	\$150,000
PHI THETA KAPPA		\$74,400	\$74,400
Total Transfer Scholarships		<u>\$599,400</u>	<u>\$599,400</u>
<u>International Scholarships (merit-based)</u>			
International Opportunity		\$181,018	\$181,018
International Deans		\$225,728	\$225,728
International President's		\$265,911	\$265,911
International Trustees'		\$18,934	\$18,934
International Plus		\$5,462	\$5,462
International Access Renewals		\$5,826	\$5,826
International Scholar Renewals		\$249,057	\$249,057
International Achievement Renewals		\$48,064	\$48,064
Total International Scholarships		<u>\$1,000,000</u>	<u>\$1,000,000</u>
<u>Supporting Other Scholarship Objectives</u>			
Housing Excellence & Housing Experience		\$72,340	\$72,340
BaccMed	\$50,000		\$50,000
Univ Serv Grt-in-Aid		\$11,000	\$11,000
5th Yr Grant-in-Aid		\$54,000	\$54,000
Urban Internship		\$11,000	\$11,000
Wolves Club YSU Match		\$32,000	\$32,000
YSU Alumni Legacy		\$3,500	\$3,500
Use Projects Fund	\$20,000		\$20,000
Carl Nunziato Scholarship	\$40,024		\$40,024
Undergrad Student Research Program	\$20,000		\$20,000
ROTC	\$10,000		\$10,000
Dana School of Music	\$50,000		\$50,000
Beecher Art & Theatre Award	\$50,000		\$50,000
Retention Fund		\$7,500	\$7,500
Graduate Assistantships	\$350,000	\$250,000	\$600,000
Miscellaneous Academic Affairs		\$21,000	\$21,000
Total Other	<u>\$590,024</u>	<u>\$462,340</u>	<u>\$1,052,364</u>
Donor Designated (estimated)	<u>\$3,624,000</u>		<u>\$3,624,000</u>
GRAND TOTAL	<u>\$10,437,550</u>	<u>\$10,000,000</u>	<u>\$20,437,550</u>

APPENDIX C – Auxiliary Budgets

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

APPENDIX C – Auxiliary Budgets

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

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

APPENDIX C – Auxiliary Budgets

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

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

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

APPENDIX D – Miscellaneous Salary Rates

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



**YOUNGSTOWN
STATE
UNIVERSITY**

**RESOLUTION TO APPROVE
INTERFUND TRANSFERS**

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

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

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

**Board of Trustees Meeting
June 23, 2022
YR 2022-**



YOUNGSTOWN STATE UNIVERSITY
Interfund Transfers Requiring Board Approval
Transfers Outside of the Operating Budget
Requested Transfers for Fourth Quarter 2022

FROM	TO	AMOUNT	REASON
Parking Services Plant Reserve (Auxiliary Plant Fund)	M60 Parking Garage Demolition (Auxiliary Plant Fund)	\$1,000,000	To fund demolition of the M60 parking garage on 5th Ave.
Parking Services (Auxiliary Operating Fund)	M-60 Surface Lot (Auxiliary Plant Fund)	\$850,000	To fund a new surface lot at the site of M60 Garage.
Housing Services Plant Reserve (Auxiliary Plant Fund)	Lyden House Bathroom Renovations (Auxiliary Plant Fund)	\$600,000	To fund second phase of bathroom renovations in Lyden House.
Sick Leave Conversion Fund (Unrestricted Designated Fund)	Stambaugh Stadium Classroom (Restricted Plant Fund)	\$600,000	Interfund Loan to provide interim financing for project. (Actual amount needed expected to be <\$500,000.)



**General Fund and Auxiliary Enterprises
Budget to Actual and Actual to Actual Comparison
3rd Quarter (July 1 thru March 31st)**

Revenue	Fiscal Year 2022		Actual as a % of Budget	Business Indicator	Fiscal Year 2021		
	Budget	Actual			Actual	\$ Difference	% Difference
Tuition and mandatory fees	\$ 91,521,002	\$ 85,979,407	93.9%	●	\$ 87,696,618	\$ (1,717,211)	-2.0%
Other tuition and fees	9,413,282	10,224,921	108.6%	●	12,740,515	(2,515,594)	-19.7%
Student charges	867,800	889,552	102.5%	●	988,468	(98,916)	-10.0%
State appropriations	44,571,389	33,283,833	74.7%	●	31,883,643	1,400,190	4.4%
Recovery of indirect costs	2,996,413	1,402,829	46.8%	●	1,648,385	(245,556)	-14.9%
Investment income	2,555,414	2,668,670	104.4%	●	1,430,486	1,238,184	86.6%
Other income	1,074,700	772,574	71.9%	●	694,073	78,501	11.3%
Auxiliary enterprises	17,729,343	14,980,202	84.5%	●	12,773,622	2,206,581	17.3%
Total	\$ 170,729,343	\$ 150,201,988	88.0%	●	\$ 149,855,810	\$ 346,179	0.2%

● On/Above target

● Caution

● Warning

Expenses	Fiscal Year 2022		Actual as a % of Budget	Business Indicator	Fiscal Year 2021		
	Budget	Actual			Actual	\$ Difference	% Difference
Wages	\$ 80,666,018	\$ 60,800,059	75.4%	●	\$ 55,558,441	\$ 5,241,618	9.4%
Benefits	30,028,095	24,902,660	82.9%	●	21,158,218	3,744,443	17.7%
Scholarships	19,527,423	15,413,077	78.9%	●	15,579,287	(166,210)	-1.1%
Operations	26,857,128	20,190,794	75.2%	●	16,410,236	3,780,557	23.0%
Plant & maintenance	12,161,503	9,141,732	75.2%	●	7,087,421	2,054,311	29.0%
Fixed asset purchases	926,032	254,435	27.5%	●	107,337	147,098	137.0%
Transfers	1,451,552	1,373,966	94.7%	●	5,964,610	(4,590,644)	-77.0%
Total	\$ 171,617,751	\$ 132,076,723	77.0%	●	\$ 121,865,550	\$ 10,211,173	8.4%

● On/Below target

● Caution

● Warning



**General Fund
Budget to Actual and Actual to Actual Comparison
3rd Quarter (July 1 thru March 31st)**

Revenue	Fiscal Year 2022		Actual as a % of Budget	Business Indicator
	Budget	Actual		
Tuition and mandatory fees	\$ 91,521,002	\$ 85,979,407	93.9%	●
Other tuition and fees	9,413,282	10,224,921	108.6%	●
Student charges	867,800	889,552	102.5%	●
State appropriations	44,571,389	33,283,833	74.7%	●
Recovery of indirect costs	2,996,413	1,402,829	46.8%	●
Investment income	2,555,414	2,668,670	104.4%	●
Other income	1,074,700	772,574	71.9%	●
Total	\$ 153,000,000	\$ 135,221,786	88.4%	●

Fiscal Year 2021		
Actual	\$ Difference	% Difference
\$ 87,696,618	\$ (1,717,211)	-2.0%
12,740,515	(2,515,594)	-19.7%
988,468	(98,916)	-10.0%
31,883,643	1,400,190	4.4%
1,648,385	(245,556)	-14.9%
1,430,486	1,238,184	86.6%
694,073	78,501	11.3%
\$ 137,082,188	\$ (1,860,402)	-1.4%

- On/Above target
- Caution
- Warning

Expenses	Fiscal Year 2022		Actual as a % of Budget	Business Indicator
	Budget	Actual		
Wages	\$ 72,204,286	\$ 55,017,193	76.2%	●
Benefits	27,012,601	22,776,856	84.3%	●
Scholarships	13,658,962	10,288,323	75.3%	●
Operations	14,514,965	11,926,090	82.2%	●
Plant & maintenance	8,100,523	6,443,372	79.5%	●
Fixed asset purchases	268,619	108,130	40.3%	●
Transfers	17,247,588	17,151,342	99.4%	●
Total	\$ 153,007,544	\$ 123,711,306	80.9%	●

Fiscal Year 2021		
Actual	\$ Difference	% Difference
\$ 50,515,114	\$ 4,502,079	8.9%
19,360,896	3,415,960	17.6%
10,639,908	(351,585)	-3.3%
9,682,129	2,243,961	23.2%
4,993,179	1,450,193	29.0%
69,224	38,906	56.2%
20,909,774	(3,758,432)	-18.0%
\$ 116,170,224	\$ 7,541,082	6.5%

- On/Below target
- Caution
- Warning



**Andrews Wellness and Recreation Center
Budget to Actual and Actual to Actual Comparison
3rd Quarter (July 1 thru March 31st)**

Revenue	Fiscal Year 2022		Actual as a % of Budget	Business Indicator	Fiscal Year 2021		
	Budget	Actual			Actual	\$ Difference	% Difference
Faculty & Staff Memberships	\$ 20,000	\$ 18,510	92.6%	●	\$ 6,026	\$ 12,485	207.2%
Guest Passes/Locker Rentals	6,000	5,403	90.1%	●	559	4,845	867.5%
Program Fees	15,000	16,413	109.4%	●	3,131	13,282	424.2%
Sponsorship Income	15,000	13,250	88.3%	●	11,350	1,900	16.7%
Total	\$ 56,000	\$ 53,576	95.7%	●	\$ 21,065	\$ 32,511	154.3%

- On/Above target
- Caution
- Warning

Expenses	Fiscal Year 2022		Actual as a % of Budget	Business Indicator	Fiscal Year 2021		
	Budget	Actual			Actual	\$ Difference	% Difference
Wages	\$ 639,884	\$ 390,270	61.0%	●	\$ 347,737	\$ 42,533	12.2%
Benefits	157,483	109,523	69.5%	●	102,946	6,577	6.4%
Operations	177,600	112,501	63.3%	●	106,567	5,935	5.6%
Plant & maintenance	346,971	215,273	62.0%	●	199,969	15,304	7.7%
Fixed asset purchases	-	-			-	-	
Transfers	(1,245,171)	(1,258,442)	101.1%	●	(1,122,508)	(135,934)	12.1%
Total	\$ 76,767	\$ (430,875)	-561.3%	●	\$ (365,290)	\$ (65,585)	18.0%

- On/Below target
- Caution
- Warning



**Housing Services
Budget to Actual and Actual to Actual Comparison
3rd Quarter (July 1 thru March 31st)**

Revenue	Fiscal Year 2022		Actual as a % of Budget	Business Indicator	Fiscal Year 2021		
	Budget	Actual			Actual	\$ Difference	% Difference
Room and Board	\$ 10,585,296	\$ 8,384,091	79.2%	●	\$ 8,960,400	\$ (576,309)	-6.4%
Meal Plans	575,000	394,166	68.6%	●	285,639	108,527	38.0%
Food Commissions	10,000	2,992	29.9%	●	3,606	(614)	-17.0%
Misc. Fees	56,000	88,595	158.2%	●	57,105	31,490	55.1%
Rentals-Guests and Special Groups	25,000	5,715	22.9%	●	-	5,715	
Total	\$ 11,251,296	\$ 8,875,558	78.9%	●	\$ 9,306,750	\$ (431,192)	-4.6%

● On/Above target

● Caution

● Warning

Expenses	Fiscal Year 2022		Actual as a % of Budget	Business Indicator	Fiscal Year 2021		
	Budget	Actual			Actual	\$ Difference	% Difference
Wages	\$ 978,268	\$ 584,605	59.8%	●	\$ 620,005	\$ (35,400)	-5.7%
Benefits	311,359	177,083	56.9%	●	176,720	363	0.2%
Operations	6,343,446	3,616,687	57.0%	●	3,639,633	(22,946)	-0.6%
Plant & maintenance	2,274,456	1,506,523	66.2%	●	1,339,473	167,050	12.5%
Fixed asset purchases	40,000	-	0.0%	●	-	-	
Transfers	1,498,122	1,458,221	97.3%	●	1,166,341	291,880	25.0%
Total	\$ 11,445,651	\$ 7,343,119	64.2%	●	\$ 6,942,172	\$ 400,947	5.8%

● On/Below target

● Caution

● Warning



**Intercollegiate Athletics
Budget to Actual and Actual to Actual Comparison
3rd Quarter (July 1 thru March 31st)**

Revenue	Fiscal Year 2022		Actual as a % of Budget	Business Indicator	Fiscal Year 2021		
	Budget	Actual			Actual	\$ Difference	% Difference
Football Tickets	\$ 375,000	\$ 258,378	68.9%	●	\$ 47,379	\$ 210,999	445.3%
Basketball Tickets	145,000	133,584	92.1%	●	4,995	128,589	2574.4%
Guarantees	840,000	800,000	95.2%	●	-	800,000	
Program Sales	4,500	3,155	70.1%	●	901	2,254	250.2%
Medical Services Commissions	45,000	-	0.0%	●	9,160	(9,160)	-100.0%
Concession Commissions	45,000	-	0.0%	●	-	-	
Royalty Commissions	60,000	61,275	102.1%	●	31,494	29,781	94.6%
NCAA Revenue Sharing	1,050,000	1,242,294	118.3%	●	439,510	802,784	182.7%
Program Ad. Sales/Recognition	275,000	233,775	85.0%	●	136,370	97,405	71.4%
Radio/Television Income	10,000	92,285	922.9%	●	78,625	13,660	17.4%
Pouring Rights & Miscellaneous	155,000	172,288	111.2%	●	125,671	46,617	37.1%
Football Tailgate	90,000	71,844	79.8%	●	450	71,394	15865.4%
Football Scoreboard Advertising	235,000	198,615	84.5%	●	149,720	48,895	32.7%
Basketball Scoreboard Advertising	105,000	86,895	82.8%	●	57,745	29,150	50.5%
Stadium Loge Rentals	519,973	513,348	98.7%	●	353,473	159,875	45.2%
Total	\$ 3,954,473	\$ 3,867,736	97.8%	●	\$ 1,435,493	\$ 2,432,243	169.4%

- On/Above target
- Caution
- Warning

Expenses	Fiscal Year 2022		Actual as a % of Budget	Business Indicator	Fiscal Year 2021		
	Budget	Actual			Actual	\$ Difference	% Difference
Wages	\$ 5,235,718	\$ 3,841,193	73.4%	●	\$ 3,235,063	\$ 606,130	18.7%
Benefits	2,100,321	1,516,976	72.2%	●	1,251,517	265,459	21.2%
Scholarships	5,868,461	5,124,754	87.3%	●	4,939,379	185,375	3.8%
Operations	4,438,677	3,871,138	87.2%	●	2,498,552	1,372,585	54.9%
Plant & maintenance	128,792	85,687	66.5%	●	95,721	(10,034)	-10.5%
Fixed asset purchases	88,500	15,484	17.5%	●	17,853	(2,369)	-13.3%
Transfers	(13,894,857)	(13,778,102)	99.2%	●	(12,972,614)	(805,488)	6.2%
Total	\$ 3,965,612	\$ 677,130	17.1%	●	\$ (934,528)	\$ 1,611,658	-172.5%

- On/Below target
- Caution
- Warning



**Kilcawley Center
Budget to Actual and Actual to Actual Comparison
3rd Quarter (July 1 thru March 31st)**

Revenue	Fiscal Year 2022		Actual as a % of Budget	Business Indicator	Fiscal Year 2021		
	Budget	Actual			Actual	\$ Difference	% Difference
Food Services Commissions	\$ 355,000	\$ 180,691	50.9%	●	\$ 35,277	\$ 145,415	412.2%
Bookstore Commissions	328,974	202,971	61.7%	●	286,378	(83,408)	-29.1%
Pete's Treats Candy Counter	68,000	44,954	66.1%	●	33,361	11,593	34.7%
Duplicating Services	-	-		●	2,456	(2,456)	-100.0%
Graphic Center	35,000	24,309	69.5%	●	10,171	14,137	139.0%
Recreation Room	3,000	863	28.8%	●	-	863	
Room Rental	2,000	425	21.3%	●	-	425	
Vending and Misc. Sales & Service	24,500	15,537	63.4%	●	27,234	(11,697)	-43.0%
Total	\$ 816,474	\$ 469,750	57.5%	●	\$ 394,878	\$ 74,872	19.0%

- On/Above target
- Caution
- Warning

Expenses	Fiscal Year 2022		Actual as a % of Budget	Business Indicator	Fiscal Year 2021		
	Budget	Actual			Actual	\$ Difference	% Difference
Wages	\$ 766,504	\$ 481,584	62.8%	●	\$ 424,402	\$ 57,182	13.5%
Benefits	203,003	155,101	76.4%	●	122,688	32,413	26.4%
Operations	394,616	208,918	52.9%	●	160,630	48,289	30.1%
Plant & maintenance	557,679	343,636	61.6%	●	274,057	69,579	25.4%
Fixed asset purchases	6,757	-	0.0%	●	-	-	
Transfers	(1,054,492)	(1,095,722)	103.9%	●	(934,219)	(161,503)	17.3%
Total	\$ 874,066	\$ 93,517	10.7%	●	\$ 47,557	\$ 45,960	96.6%

- On/Below target
- Caution
- Warning



**Parking Services
Budget to Actual and Actual to Actual Comparison
3rd Quarter (July 1 thru March 31st)**

Revenue	Fiscal Year 2022		Actual as a % of Budget	Business Indicator	Fiscal Year 2021		
	Budget	Actual			Actual	\$ Difference	% Difference
Faculty & Staff Permits	\$ 530,000	\$ 456,385	86.1%	●	\$ 444,385	\$ 12,000	2.7%
Student Transportation Fee/Permits	825,000	864,384	104.8%	●	979,314	(114,930)	-11.7%
Parking Fines	75,000	181,950	242.6%	●	84,675	97,275	114.9%
Parking Fees-Special Events	110,000	93,348	84.9%	●	21,095	72,253	342.5%
Daily Parking Fees	51,000	53,619	105.1%	●	26,750	26,869	100.4%
Parking Meters	5,000	647	12.9%	●	393	254	64.6%
Parking Permits-Contracted Service	40,000	59,793	149.5%	●	55,833	3,960	7.1%
Control Card Replacement	100	5	5.0%	●	40	(35)	-87.5%
Weekly Permits	15,000	3,451	23.0%	●	2,951	500	16.9%
Total	\$ 1,651,100	\$ 1,713,582	103.8%	●	\$ 1,615,436	\$ 98,146	6.1%

- On/Above target
- Caution
- Warning

Expenses	Fiscal Year 2022		Actual as a % of Budget	Business Indicator	Fiscal Year 2021		
	Budget	Actual			Actual	\$ Difference	% Difference
Wages	\$ 841,359	\$ 485,214	57.7%	●	\$ 416,121	\$ 69,093	16.6%
Benefits	243,328	167,121	68.7%	●	143,451	23,670	16.5%
Operations	987,824	455,459	46.1%	●	322,726	132,733	41.1%
Plant & maintenance	753,082	547,241	72.7%	●	185,022	362,220	195.8%
Fixed asset purchases	522,156	130,821	25.1%	●	20,260	110,561	545.7%
Transfers	(1,099,638)	(1,103,331)	100.3%	●	(1,082,164)	(21,167)	2.0%
Total	\$ 2,248,111	\$ 682,525	30.4%	●	\$ 5,415	\$ 677,111	12505.3%

- On/Below target
- Caution
- Warning

YSU Capital Projects Summary:

Board Projects Update 5/10/2022

Projects in Progress:

Elevator Safety Repairs and Replacements YSU 2122-08

\$1.2M (Capital Funds) Domokur

Several elevators on our campus will be upgraded and/or replaced including Jones Hall, Phelps, Beeghly Center and Kilcawley Center. This project was developed by Domokur Architects along with YSU staff and is currently underway for a Fall completion.

Excellence Training Center Roof YSU 1718-20RR

\$298k (Capital Funds) SSOE, Boak and Sons

This project will remove the existing roof on the existing building and fully replace it. Work will be underway by late May and should be complete by July.

Building Envelope Renovations YSU 2122-06

\$1.76M (Capital Funds) Perspectus Architects, Hudson Construction

This project will address several deferred maintenance issues related to building exteriors. Due to age and weather, exterior building concrete will spall and deteriorate, brick will become loose, cracks will form, etc. This project will address these issues making the buildings safer, more air and watertight, and thus, more energy efficient. This project is underway and be complete by mid-September.

Utility Distribution Upgrades/Expansion YSU 2122-07

\$1.65M (Capital Funds) GPD Group

This project will address several deferred maintenance issues within the campus utility distribution system. Utility tunnels will be repaired along with replacement of piping within the tunnels. Above ground ventilation structures will also be repaired. An electrical loop will also be installed to offer pathway redundancy. This project is underway and will be complete by September 2022.

Moser Hall Renovations Phase 1 YSU 2122-21

\$1.05M (Capital Funds) YSU Staff, Murphy Contracting

This project will address several deferred maintenance issues within Moser Hall while at the same time giving the building interior a fresh appearance. This project was developed by YSU staff and is currently underway and will be complete this fall.

Watson Team Center YSU 2122-19

\$1.9M (Gift/Philanthropy Funds) YSU Staff, Murphy Contracting

This project will convert the former Flower Shop on Rayen Avenue into the Watson Team Center. This project is currently underway.

Fok Hall Renovations
YSU 2122-20

\$100k (Local Funds) YSU Staff, Brock Builders

This project will address accessibility issues with the west entrance and the main floor restroom. The west entryway will be widened, and a new entry ramp will be constructed while the restroom on the main floor will be renovated and made fully accessible. This project will start early Summer and will be complete for Fall Semester.

Parking Deck Renovations
YSU 2122-04

\$862k (Local Funds) Walker Consultants, CPS Construction

This project will focus on the M30 parking deck and will address several deferred maintenance and preventative maintenance items. This project will start in the late Spring of 2022 for an August completion.

Lyden House Restroom Renovations
YSU 2122-23

\$560k (Local Funds) Olsavsky Jaminet, United Contractors

This project will renovate restrooms in Lyden House to address several leaks and deferred maintenance items. This project is underway and will be complete before student move-in this fall.

Campus Safety Grant
YSU 2122-25

\$148k (Capital Funds) YSU Staff, ELK Enterprises

This project is the second phase of a project that replaces aging and broken door hardware while also reconfiguring the hardware to increase public safety. This project is underway and will be complete by the start of Fall Semester.

Projects Currently at Controlling Board:

- None at this time.

RFQ's Posted to OFCC Website for Design Services:

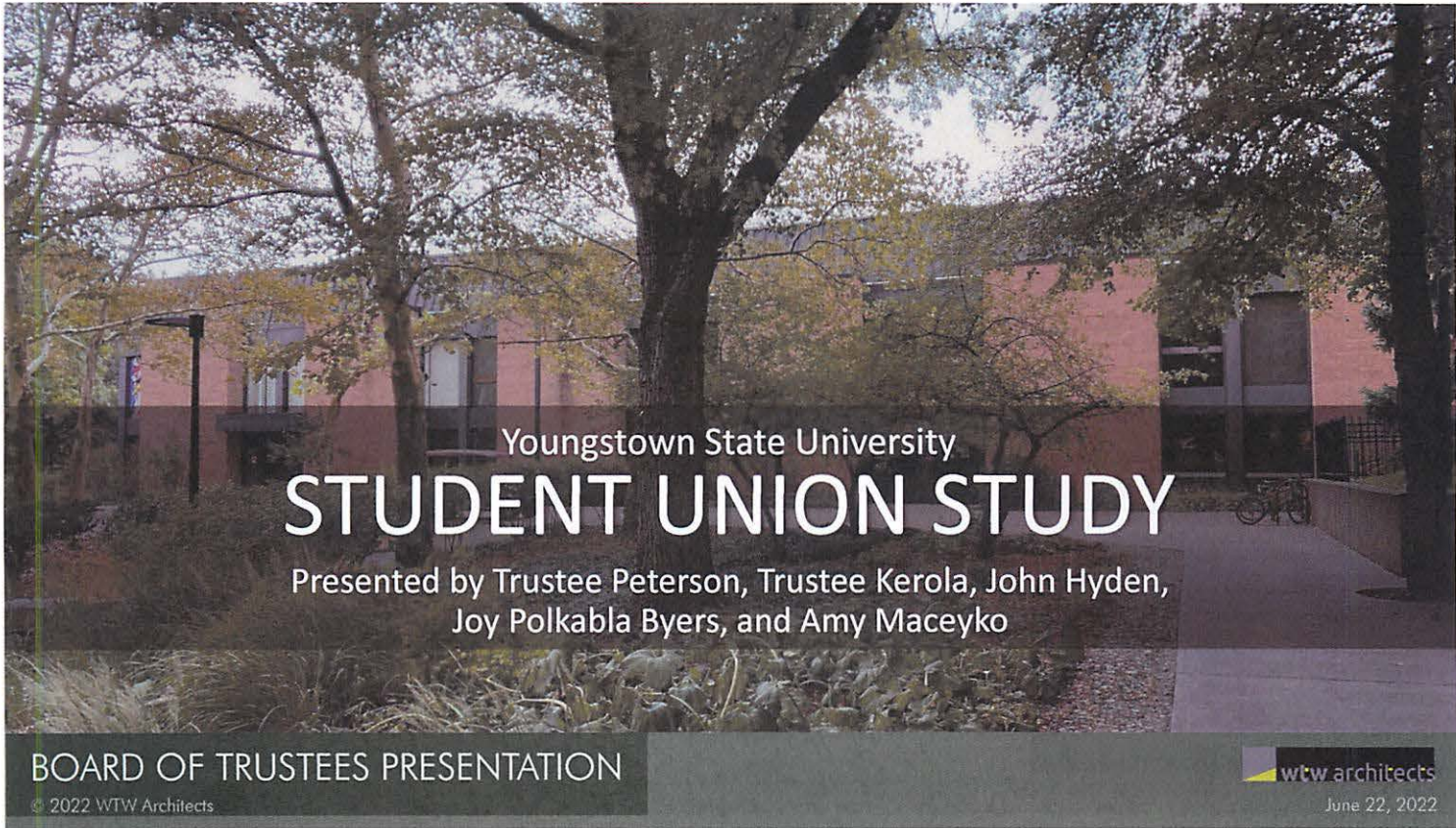
- YSU 2324-01 Building Exterior Renovations 2
- YSU 2324-02 Campus Roof Replacements

Projects Currently Advertised for Bids:

- Stambaugh Stadium Classroom/Beeghly Center Physical Therapy – \$1.9M Bids open May 18th.

Further Projects in Development for 2022:

- Nursing Renovations
- Cafaro Suite Renovations
- M60 Parking Deck Demolition
- Fifth Avenue Parking Lot

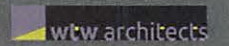


Youngstown State University
STUDENT UNION STUDY

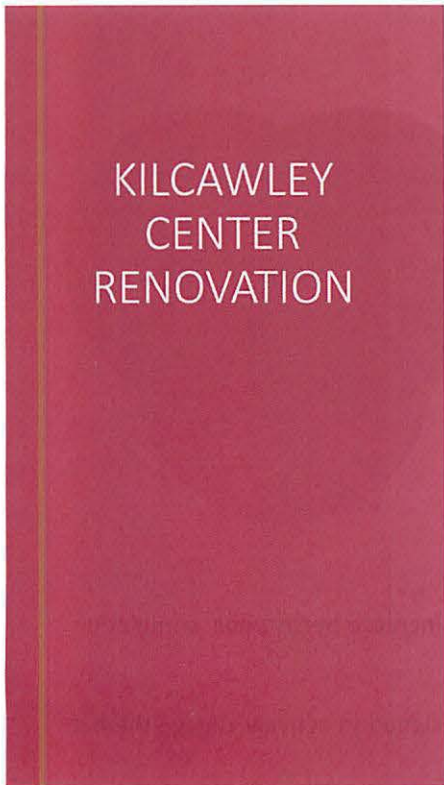
Presented by Trustee Peterson, Trustee Kerola, John Hyden,
Joy Polkabila Byers, and Amy Maceyko

BOARD OF TRUSTEES PRESENTATION

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June 22, 2022



KILCAWLEY
CENTER
RENOVATION

Alignment with Strategic Plan
Student Success
Recruitment
Competitive Context

Core & Steering Committee
Focus Groups
Open Forums

Union Site
Renovation or Replacement

Kilcawley Center Program Needs
Fiscally Responsible Improvement

WHY

WHO

WHERE

HOW

KILCAWLEY CENTER RENOVATION

Alignment with Strategic Plan

Student Success

Recruitment

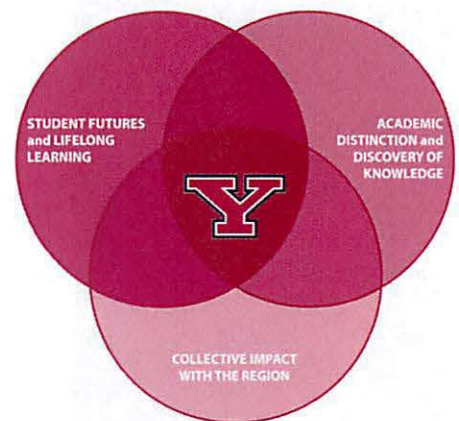
Competitive Context

WHY

ALIGNMENT WITH STRATEGIC PLANNING

STUDENT FUTURES & LIFELONG LEARNING

- ...create environments that empower students to acquire intellectual and social capital to realize individual aspirations.
- Adopt a **student-centered approach to all University operations** and policies that values and includes all students.



GOAL: Implement best practices that address student needs throughout the life cycle to increase persistence, completion and postgraduate success

Strategy: Enhance student experiences through implementation of specific initiatives designed to actively engage them in co-curricular and extra-curricular activities

Recruitment is enhanced when a College Union...

- ...is a **front door** for campus visitors
- ...makes a **first impression** that promotes selection
- ...is an **active hub** of student life and engagement
- ...allows the student feel like this can be their **home away from home**



"Student Org usage of meeting rooms doubled the first year the new Memorial Union at the University of North Dakota was open."

Retention is improved...

- ...when the student experience **embeds students** in university life
- ...because students who feel connected to their institution and school peers **perform better academically**
- ...when social and academic interactions build **meaningful relationships**



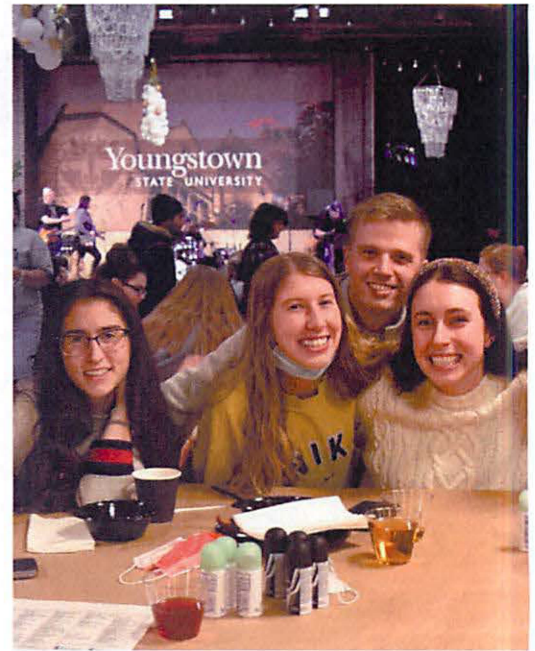
"I truly believe that having an identifiable hub for student organizations would improve the YSU student experience. Getting involved helps you to make friends and grow as a person."

Inclusion is fostered when...

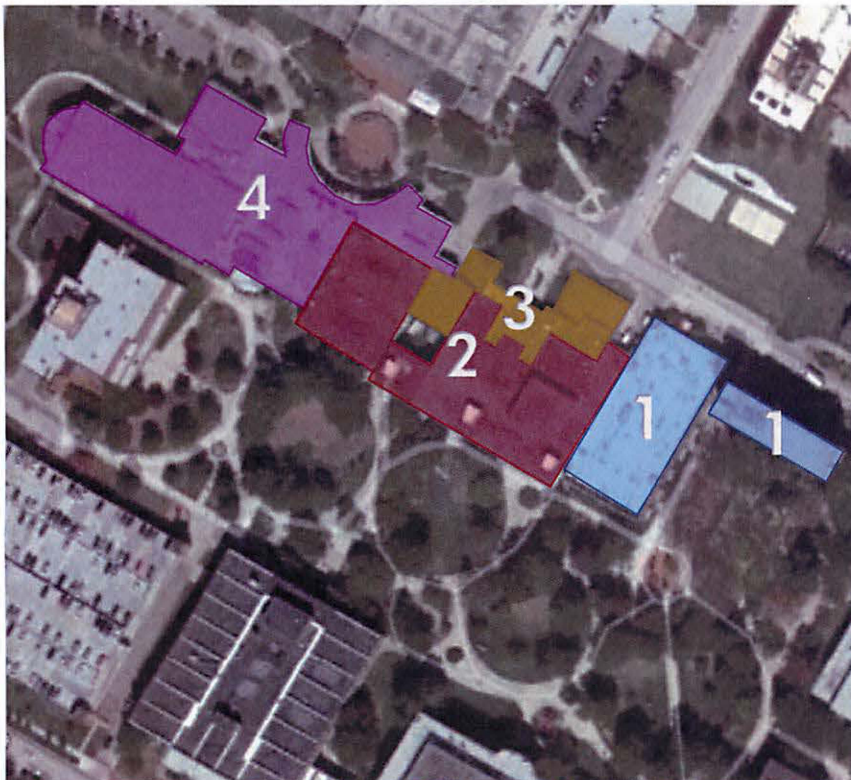
...programs, staff, and spaces promote inclusivity, equity, respect, and **affirm the identities of all individuals**

...**opportunities to participate abound** in leadership, civic engagement, and social responsibility

...students **engage in shared decision making** processes and leadership opportunities afforded by Student Orgs and Student Government



"As an experienced student mentor, I have seen how involvement in student organizations can make or break the YSU experience for students."



HISTORY

- 1 1964**
Original Kilcawley Center & Kilcawley House
- 2 1971**
Main Addition
- 3 1979**
North Addition
- 4 2005**
Recreation Center

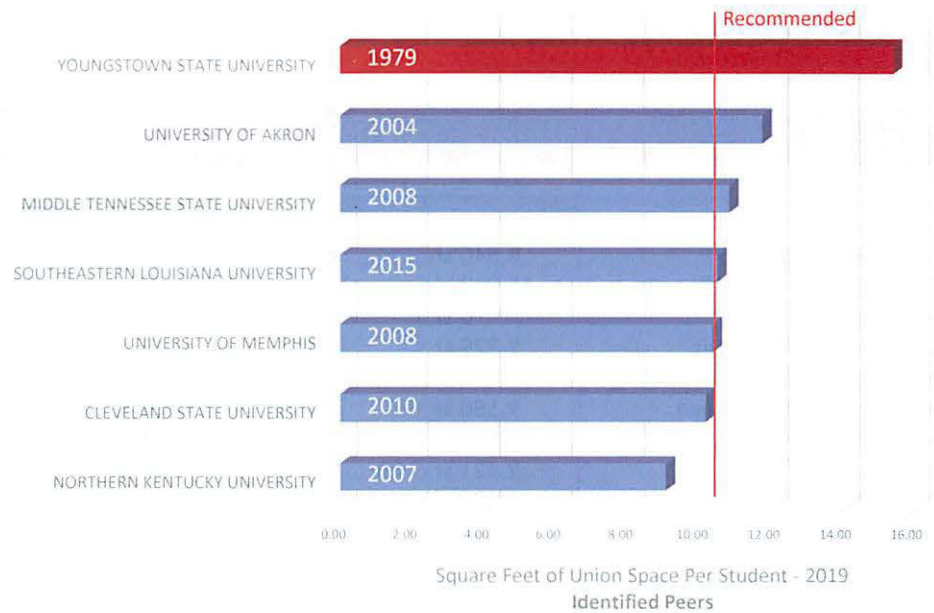
"[On our tours of other unions], I enjoyed seeing great examples of unifying a space with cohesive colors and branding, and how incorporating fine art into those spaces can be transformative."

COMPETITIVE CONTEXT

BENCHMARKING FACILITY SIZE & AGE

EXISTING KILCAWLEY CENTER
157,164 gsf
15.43 sf per student

YEARS LISTED:
Most recent significant renovation or new construction



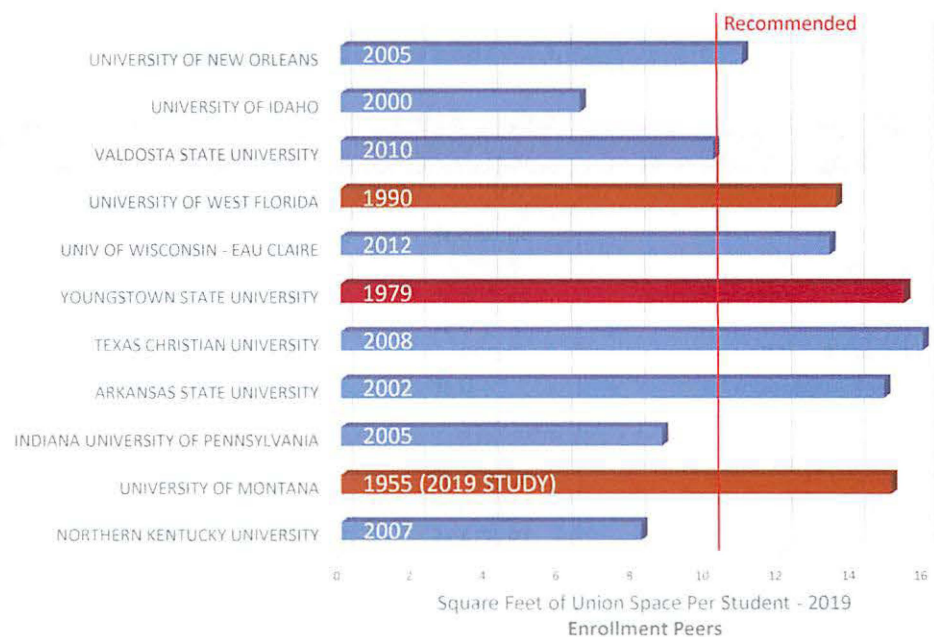
"What I liked about the BG Student Union was the food court and eating spaces on the lower level, as well as the lounge and seating areas around it. That gave the Student Union the 'living room of campus' feel that I would like to accomplish here on our campus. I also liked how you never feel alone in the building due to the openness of it."

COMPETITIVE CONTEXT

BENCHMARKING FACILITY SIZE & AGE

EXISTING KILCAWLEY CENTER
157,164 gsf
15.43 sf per student

YEARS LISTED:
Most recent significant renovation or new construction



"[Would like to see] primary space for lounging - most sitting space is for eating and is not always available. Outdoor space for lounging and more green would be nice."

PROGRAM BENCHMARKING

Components	Existing Student Union		Six Identified Peers		Peers w/Similar Enrollment	
	ASF	Percentage	ASF	Percentage	ASF	Percentage
Food Service	33,588 sf	32.3%	31,105 sf	26.7%	22,685 sf	25.9%
Large Event Space	8,840 sf	8.5%	9,066 sf	7.8%	9,719 sf	11.1%
Conference & Meeting Rooms	15,018 sf	14.4%	12,389 sf	10.6%	10,096 sf	11.5%
Bookstore	0 sf	0.0%	14,134 sf	12.1%	12,732 sf	14.5%
Additional Retail Services	2,329 sf	2.2%	4,383 sf	3.8%	4,411 sf	5.0%
Theater / Auditorium	0 sf	0.0%	4,820 sf	4.1%	2,422 sf	2.8%
Recreation / Entertainment	9,580 sf	9.2%	4,800 sf	4.1%	3,538 sf	4.0%
Lounge Space	4,910 sf	4.7%	7,768 sf	6.7%	4,946 sf	5.6%
Academic / IT	2,421 sf	2.3%	2,085 sf	1.8%	1,126 sf	1.3%
Student Organizations	7,393 sf	7.1%	8,066 sf	6.9%	5,594 sf	6.4%
Administrative	19,534 sf	18.8%	14,493 sf	12.4%	6,246 sf	7.1%
Multicultural Centers	0 sf	0.0%	2,964 sf	2.5%	809 sf	0.9%
Special / Miscellaneous	343 sf	0.3%	367 sf	0.3%	3,311 sf	3.8%
Total Assignable Sq. Footage	103,956 sf		116,438 sf		87,635 sf	
Total Building Gross	157,164 sf		177,362 sf		143,457 sf	
Grossing Factor	1.51		1.52		1.64	

"When we visited, the Bowling Green student union was so open and welcoming to students."

PROGRAM GROUPS - SMALL / CHALLENGED

Components	Existing Student Union		Six Identified Peers		Peers w/Similar Enrollment	
	ASF	Percentage	ASF	Percentage	ASF	Percentage
Food Service	33,588 sf	32.3%	31,105 sf	26.7%	22,685 sf	25.9%
Large Event Space	8,840 sf	8.5%	9,066 sf	7.8%	9,719 sf	11.1%
Conference & Meeting Rooms	15,018 sf	14.4%	12,389 sf	10.6%	10,096 sf	11.5%
Bookstore	0 sf	0.0%	14,134 sf	12.1%	12,732 sf	14.5%
Additional Retail Services	2,329 sf	2.2%	4,383 sf	3.8%	4,411 sf	5.0%
Theater / Auditorium	0 sf	0.0%	4,820 sf	4.1%	2,422 sf	2.8%
Recreation / Entertainment	9,580 sf	9.2%	4,800 sf	4.1%	3,538 sf	4.0%
Lounge Space	4,910 sf	4.7%	7,768 sf	6.7%	4,946 sf	5.6%
Academic / IT	2,421 sf	2.3%	2,085 sf	1.8%	1,126 sf	1.3%
Student Organizations	7,393 sf	7.1%	8,066 sf	6.9%	5,594 sf	6.4%
Administrative	19,534 sf	18.8%	14,493 sf	12.4%	6,246 sf	7.1%
Multicultural Centers	0 sf	0.0%	2,964 sf	2.5%	809 sf	0.9%
Special / Miscellaneous	343 sf	0.3%	367 sf	0.3%	3,311 sf	3.8%
Total Assignable Sq. Footage	103,956 sf		116,438 sf		87,635 sf	
Total Building Gross	157,164 sf		177,362 sf		143,457 sf	
Grossing Factor	1.51		1.52		1.64	

"I love the amenities suggested such as the black box room, pub, and community stairs. I believe some students find it hard to imagine how all of this can fit into Kilcawley today."

PROGRAM GROUPS - LARGE

Components	Existing Student Union		Six Identified Peers		Peers w/Similar Enrollment	
	ASF	Percentage	ASF	Percentage	ASF	Percentage
Food Service	33,588 sf	32.3%	31,105 sf	26.7%	22,685 sf	25.9%
Large Event Space	8,840 sf	8.5%	9,066 sf	7.8%	9,719 sf	11.1%
Conference & Meeting Rooms	15,018 sf	14.4%	12,389 sf	10.6%	10,096 sf	11.5%
Bookstore	0 sf	0.0%	14,134 sf	12.1%	12,732 sf	14.5%
Additional Retail Services	2,329 sf	2.2%	4,383 sf	3.8%	4,411 sf	5.0%
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Recreation / Entertainment	9,580 sf	9.2%	4,800 sf	4.1%	3,538 sf	4.0%
Lounge Space	4,910 sf	4.7%	7,768 sf	6.7%	4,946 sf	5.6%
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Administrative	19,534 sf	18.8%	14,493 sf	12.4%	6,246 sf	7.1%
Multicultural Centers	0 sf	0.0%	2,964 sf	2.5%	809 sf	0.9%
Special / Miscellaneous	343 sf	0.3%	367 sf	0.3%	3,311 sf	3.8%
Total Assignable Sq. Footage	103,956 sf		116,438 sf		87,635 sf	
Total Building Gross	157,164 sf		177,362 sf		143,457 sf	
Grossing Factor	1.51		1.52		1.64	

"The first thing I noticed in the Bowling Green student union was how wide open the space was. The union is not sectioned off at all. It is a very social and interactive space for students."

NOT IN PROGRAM

Components	Existing Student Union		Six Identified Peers		Peers w/Similar Enrollment	
	ASF	Percentage	ASF	Percentage	ASF	Percentage
Food Service	33,588 sf	32.3%	31,105 sf	26.7%	22,685 sf	25.9%
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Grossing Factor	1.51		1.52		1.64	

6 Peers
5 schools have bookstore
10,000-22,000 asf

10 Peers
8 schools have bookstore
10,000-27,000 asf

4 schools have theater
4,000-7,600 asf

5 schools have theater
3,400-6,700 asf

"The pub at BGSU offered a great venue where student organizations could host events, like open mic nights. A great social atmosphere that will convince students to stay in the student union."

KILCAWLEY
CENTER
RENOVATION

Steering Committee

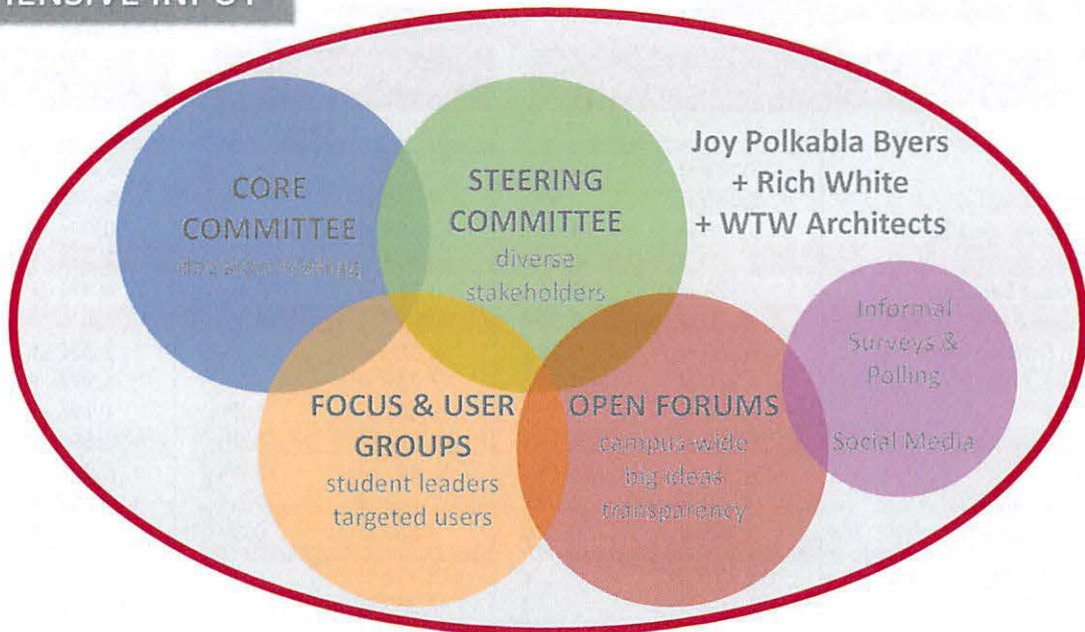
Core Committee

Focus Groups

Open Forums

WHO

COMPREHENSIVE INPUT

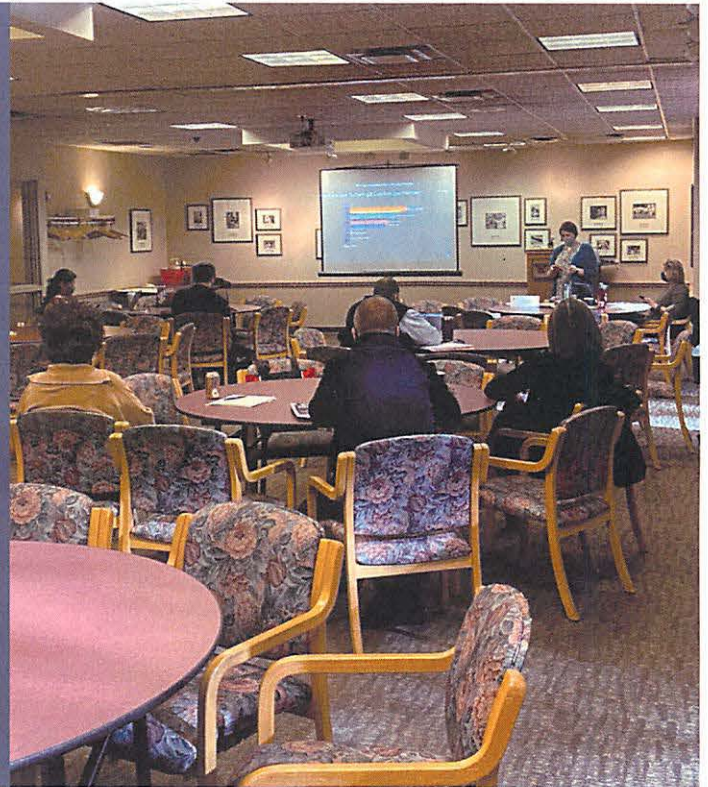


"When we visited, the Bowling Green student union was so open and welcoming to students."

STEERING COMMITTEE

Summer Barker*	University Architect
Joe Kerola*	Board of Trustees
Heather Chunn	VP of Operations & HR
Erin Driscoll	Exec. Director, Student Activities
John Hyden*	AVP, Facilities Maintenance
Nicholas Koupiaris	President, Student Government Assoc.
Bishal Lamichhane	Housing RA / RHA
Michael Peterson*	Board of Trustees
Jennifer Pintar	Associate Provost, Academic Admin.
Joy Polkabila Byers*	AVP, Student Experience
Stan Sweeney	Director, Kilcawley Center
Shannon Tirone	AVP, University Relations
Rich White*	Director of Planning & Construction
John Young*	Exec. Director, Auxiliary Services
Jivraj Zeeyana	YSU Student Athlete
Zachary Clark	YSU Student Employee

*Core Committee



"I'm excited about what the future holds for the Kilcawley Center when it is refreshed and renovated."

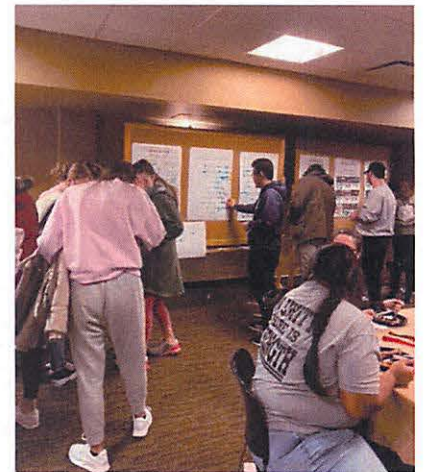
USER INPUT & INFORMATION GATHERING

FOCUS GROUPS

WRITING CENTER	IT DEPARTMENT	PRINT SHOP
ORIENTATION	STUDENT PROGRAMMING BOARD	CANDY SHOP
ADMISSIONS	PENGUIN PANTRY	ID CARD OFFICE
PARKING	RESIDENT ASSISTANTS	COMMUTER STUDENTS
STUDENT MEDIA	STUDENT ORGANIZATIONS	ATHLETES
AUXILIARY SERVICES	STUDENT GOVERNMENT	BLACK STUDENT UNION
STUDENT AFFAIRS	STUDENT EMPLOYEES	HONORS COLLEGE
DINING & CATERING	STUDENT SECURITY	FACULTY
GRAPHICS CENTER	STUDENT COUNSELING	PRESIDENTIAL MENTORS
RESCH ACADEMIC SUCCESS CENTER	UNION STAFF OFFICE	STUDENT REPRESENTATIVES OF 47
ACCESS & DISABILITY SERVICES	NATIONAL GUARD	GREEK AND STUDENT ORGANIZATIONS

OTHER INPUT

OPEN FORUMS	STUDENT LEADERSHIP FORUM	OHIO UNION TOURS:
YSU CAMPUS TOUR	MIDNIGHT BREAKFAST SURVEYING	UNIVERSITY OF AKRON
		UNIVERSITY OF TOLEDO
		BOWLING GREEN UNIVERSITY

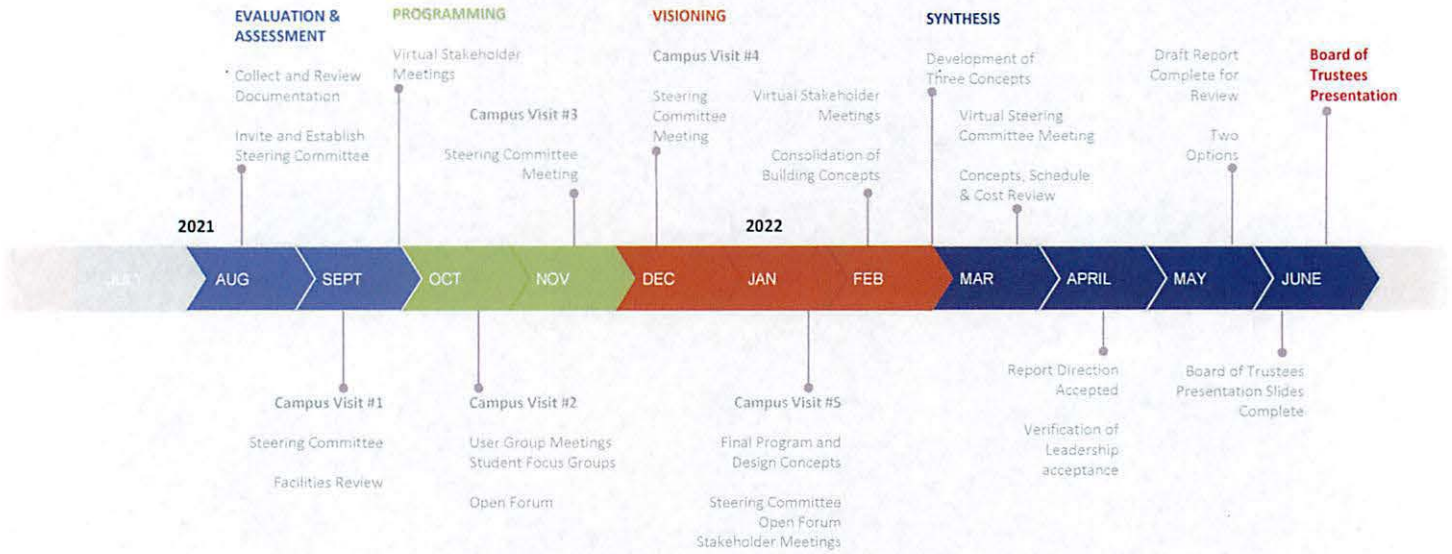


WHO

"I really enjoyed being able to see other college campuses in a new light when we visited the Toledo and Bowling Green student centers."

STUDY SCHEDULE

WHEN

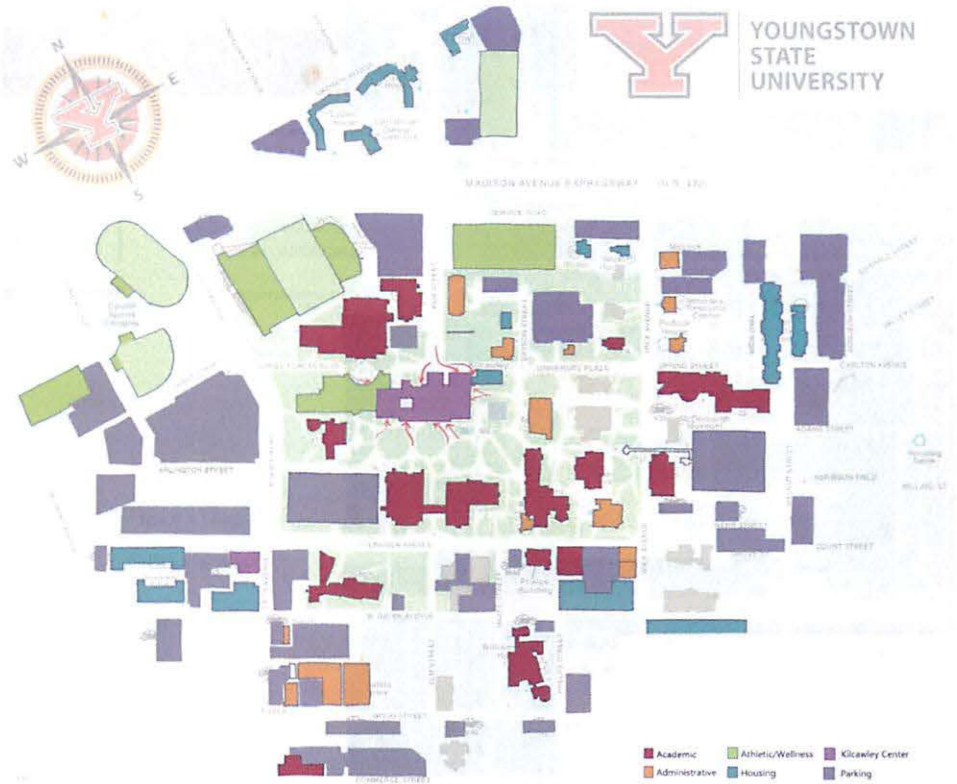


KILCAWLEY CENTER RENOVATION

Union Site
Renovation or
Replacement

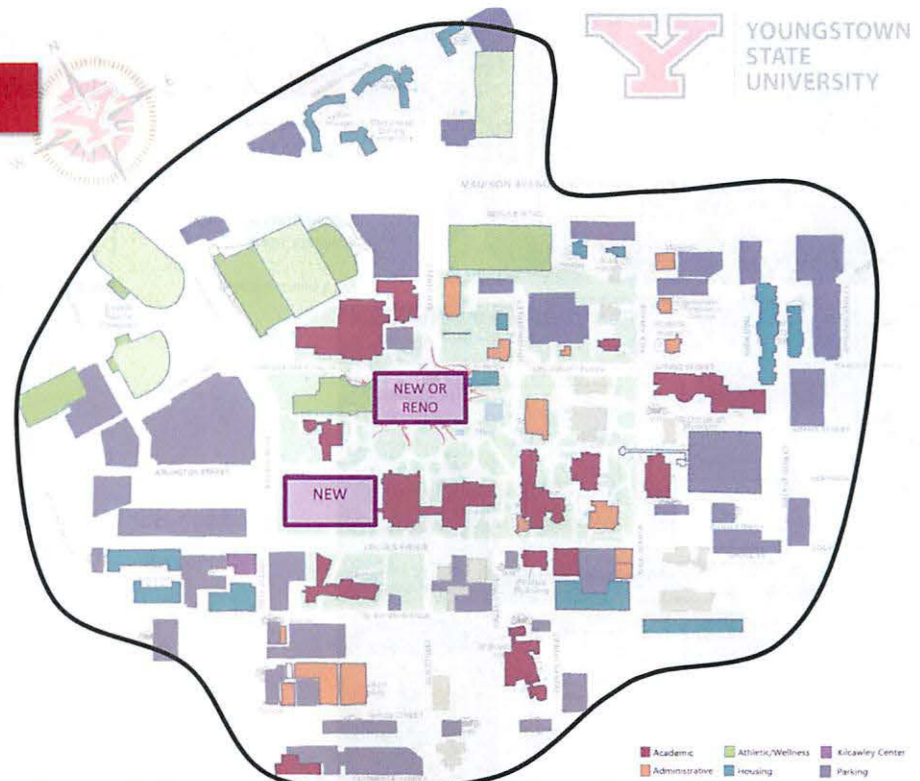
WHERE

SITE ASSESSMENT

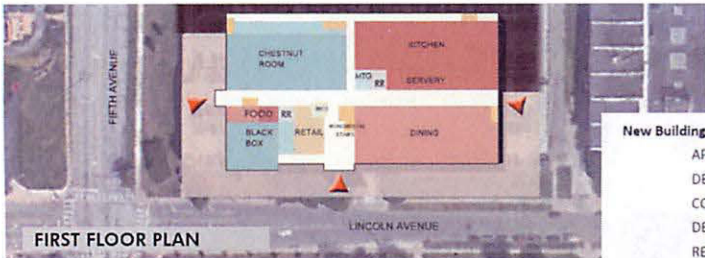


"[The Kilcawley Center] is in the prettiest area on campus to look out on and it would be a neat place for students to gather and study with that view."

SITE COMPARISONS



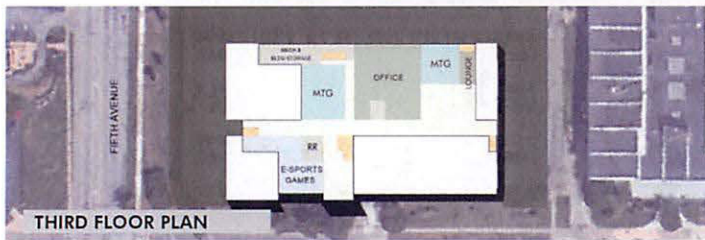
"I love how much natural light there was in the Bowling Green student union, and that you could see students and activities all over the place."



FIRST FLOOR PLAN



SECOND FLOOR PLAN



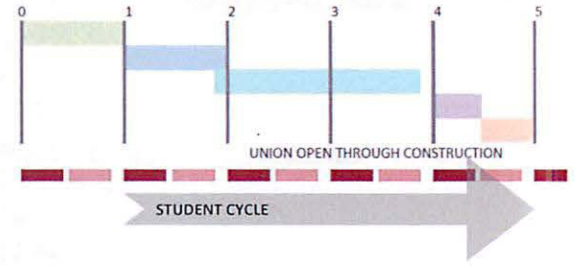
THIRD FLOOR PLAN

NEW BLDG CONCEPT – 5th & LINCOLN

New Building - 5th and Lincoln

- APPROVALS & RFP
- DESIGN
- CONSTRUCTION
- DEMOLITION
- RENOVATION / NEW FAÇADE

FALL & SPRING SEMESTERS



Full Program

165,477 GSF

No Union Closure

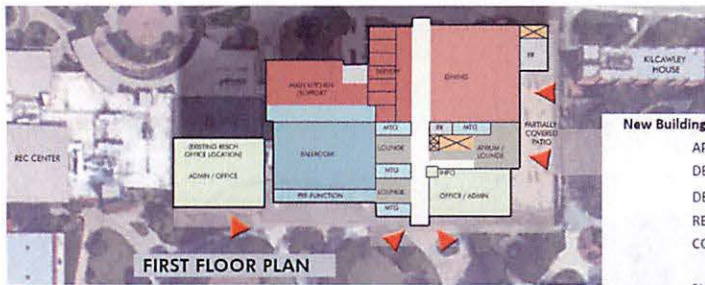
\$82.7M - \$108.9M

Smaller Program

121,260 GSF

No Union Closure. Not Tested in Plan

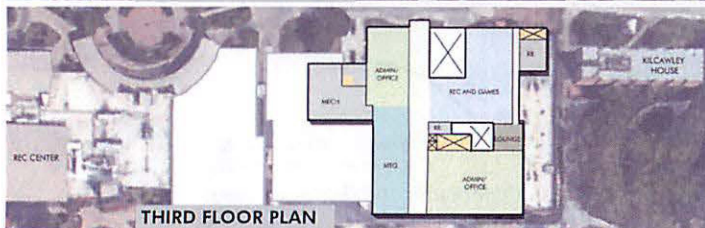
\$63.7M - \$87.0M



FIRST FLOOR PLAN



SECOND FLOOR PLAN



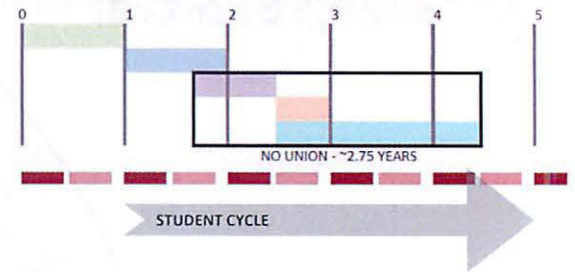
THIRD FLOOR PLAN

NEW BLDG CONCEPT – KILCAWLEY SITE

New Building - Kilcawley Site

- APPROVALS & RFP
- DESIGN
- DEMOLITION
- RENOVATION / NEW FAÇADE
- CONSTRUCTION

FALL & SPRING SEMESTERS



Full Program

166,555 GSF

165K Program

\$84.1M - \$109.4M

Smaller Program

121,260 GSF

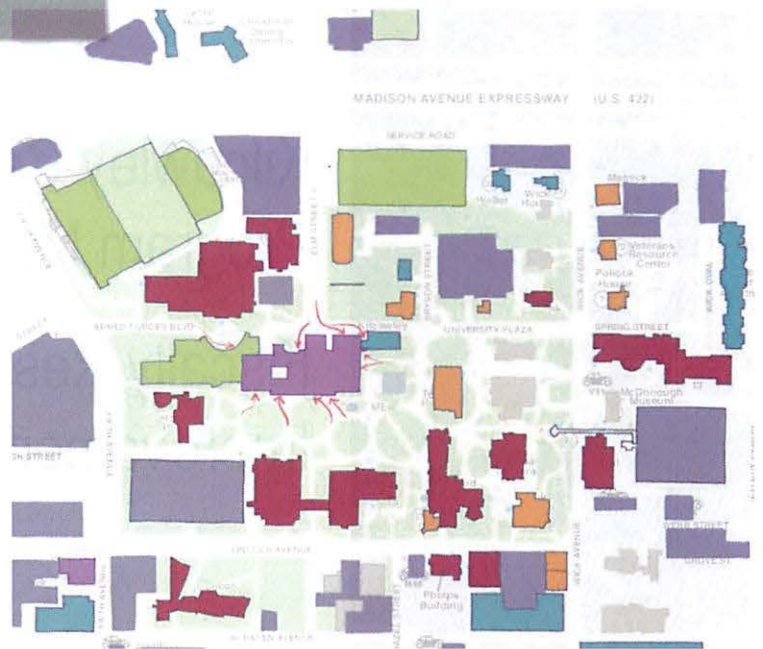
Not Tested in Plan

\$63.7M - \$87.0M



RENOVATION OPPORTUNITIES

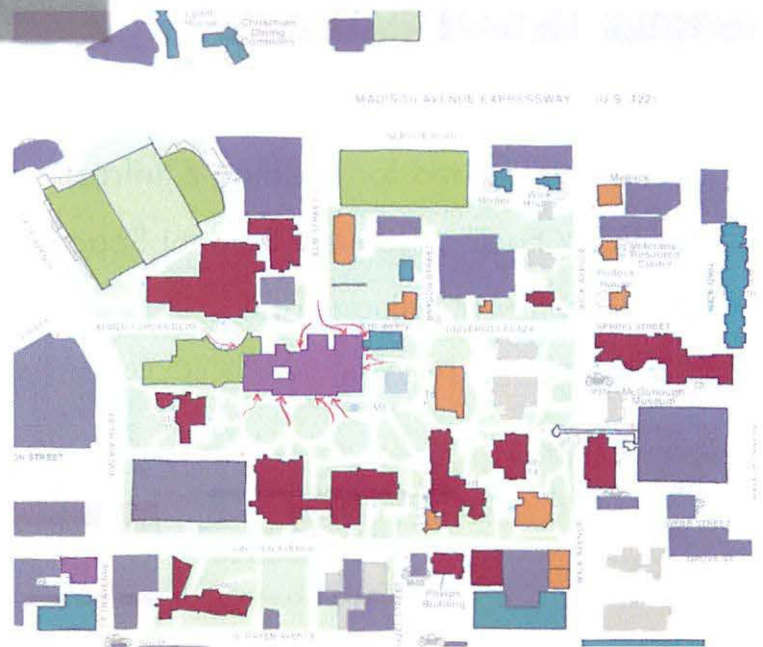
- Center of Campus
- Proximity to the Fountain, Quad, & Heritage Park
- Opportunity for another Project at 5th & Lincoln
- Lower Cost than New Construction
- Address Deferred Maintenance



"Campus is adopting an international enrollment plan – there is projected growth in this student population. Their life is all on campus. The student union should provide them with safety and accessibility, and longer hours of use."

RENOVATION CHALLENGES

- Lack of Union during Renovation
- Limits some Opportunities for Program Relationships
- Renovation Unknowns
- Conflicts between Service Access & Pedestrians on North Side of building



"Having an improved union is going to be a big benefit in recruiting students from outside Youngstown."

KILCAWLEY CENTER RENOVATION

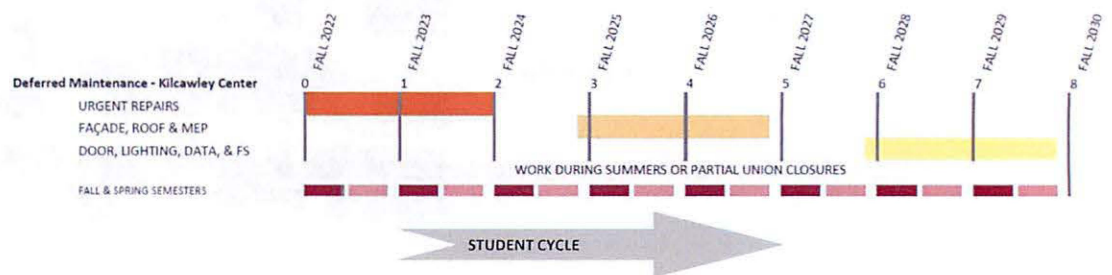
Kilcawley Center Program Needs Fiscally Responsible Improvements

HOW

DEFERRED MAINTENANCE

PERKINS EASTMAN STUDY – 2018

- Documented Need for Building & Infrastructure Updates
- No WOW Factor, No New Student Spaces
- Estimated \$24.7 Million Total
- \$3 – \$4 Million Per Year



BUILDING SIZE COMPARISON

Components	Existing Student Union		Renovation Program (Larger)		Renovation Program (Smaller)	
	ASF	Percentage	ASF	Percentage	ASF	Percentage
Food Service	33,796 sf	31.4%	29,350 sf	26.3%	26,280 sf	29.8%
Large Event Space	8,840 sf	5.5%	19,250 sf	17.3%	16,970 sf	19.2%
Conference & Meeting Rooms	15,018 sf	13.8%	12,650 sf	11.4%	8,425 sf	9.5%
Bookstore	0 sf	0.0%	500 sf	0.4%	500 sf	0.6%
Additional Retail Services	2,329 sf	2.1%	1,920 sf	1.7%	1,920 sf	2.2%
Theater / Auditorium	0 sf	0.0%	0 sf	0.0%	0 sf	0.0%
Recreation / Entertainment	9,580 sf	10.7%	8,450 sf	7.6%	8,050 sf	9.1%
Lounge Space	4,910 sf	6.9%	7,250 sf	6.5%	5,100 sf	5.8%
Academic / IT	2,421 sf	2.8%	300 sf	0.3%	300 sf	0.3%
Student Organizations	7,393 sf	8.5%	9,300 sf	8.3%	7,905 sf	9.0%
Administrative	19,534 sf	16.5%	19,384 sf	17.4%	9,800 sf	11.1%
Multicultural Centers	0 sf	0.0%	750 sf	0.7%	750 sf	0.8%
Special / Miscellaneous	343 sf	1.8%	2,320 sf	2.1%	2,250 sf	2.5%
Total Assignable Sq. Footage	104,163 sf		111,424 sf		88,250 sf	
Total Building Gross	157,164 sf		163,167 sf		150,546 sf	
Grossing Factor	1.51		1.46		1.71	

"What I liked the most about the Toledo Student Union was the space dedicated to their student pantry and the large event space/ballroom ...they were setting up for an event in that room, and it was easy for me to imagine us having a room like that with fun events!"

PROGRAM REDUCTIONS

Food Service – Reduction by 10%

Black Box Theater/Pub
- Reduce to 100 seats
- Single story instead of two
- No retractable seating

Meeting Rooms reduced by 1/3rd

Lounge space reduced by 25%

Student Org Space reduced by 15%

Counseling, Disability Services, Resch Academic Center moved to Library

CAN MAKE FOOTPRINT SMALLER IN DESIGN PROCESS

RENOVATION PROGRAM DIFFERENCES

Components	Renovation Program (Larger)		Renovation Program (Smaller)	
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Grossing Factor	1.46		1.71	


Program Highlights

FOOD SERVICE

CONSOLIDATE STATIONS

DINING SEATING OPEN TO CIRCULATION

REPLACE FOOD SERVICE EQUIPMENT




LARGE EVENT SPACE

ENLARGE CHESTNUT ROOM

- IMPROVE HEAVS
- MAKE DIVIDABLE
- PROVIDE SUPPORT SPACE
- PROVIDE STORAGE SPACE

CASUAL BLACK BOX + PUB FOR STUDENT PROGRAMMING



MEETING ROOMS

TRANSPARENCY

VARIED SIZES, MORE SMALL ROOMS

INTEGRATED TECHNOLOGY

WHITE BOARDS



"The Chestnut Room is awkward and there is no good pre-function space. Students study in Chestnut when it isn't being used because it is quiet. Designated study space isn't quiet enough because there is a lot of noise from food service. There is no alternate hangout that isn't food focused - Feel like you have to pay to sit in other spaces."

Program Highlights

RETAIL

LARGER CONVENIENCE STORE

SPIRIT SHOP

FLEXIBLE SPACE FOR FUTURE RETAIL

POSSIBLE PACKAGE LOCKERS




ENTERTAINMENT

BETTER VISIBILITY & CONNECTIVITY

LATE NIGHT FOOD IN COVE

COMMUNITY VIDEO SCREEN




LOUNGE

OPEN TO CIRCULATION

BUILDING CROSSROADS

SOCIAL STAIR



"...more group study and collaboration spaces for student organizations would benefit campus life at YSU immensely."

Program Highlights


STUDENT ORG

STUDENT INVOLVEMENT LEADERSHIP SUITE

- STUDENT GOVERNMENT
- PERFORMING ARTS PRODUCTIONS
- STUDENT ORG SPACE

JOURNALISM OFFICES

RADIO




STUDENT SERVICES

CO-LOCATE INFO DESK, STUDENT UNION OFFICES & ID CARD OFFICE

IT HELP DESK

GRAPHIC SERVICES

STUDENT ACTIVITIES STAFF




MISCELLANEOUS

MAKER SPACE

MULTICULTURAL LOUNGE

COMMUNITY KITCHEN



"...top ten skills that employers are looking for in candidates...—problem solving, communication, ability to work in a team, leadership—are developed within student organizations. An investment in a renovation to our student center in an investment in the career readiness of our students."



PROPOSED CROSSROADS

"A place for networking would be great. Like the Chestnut Room but less formal."

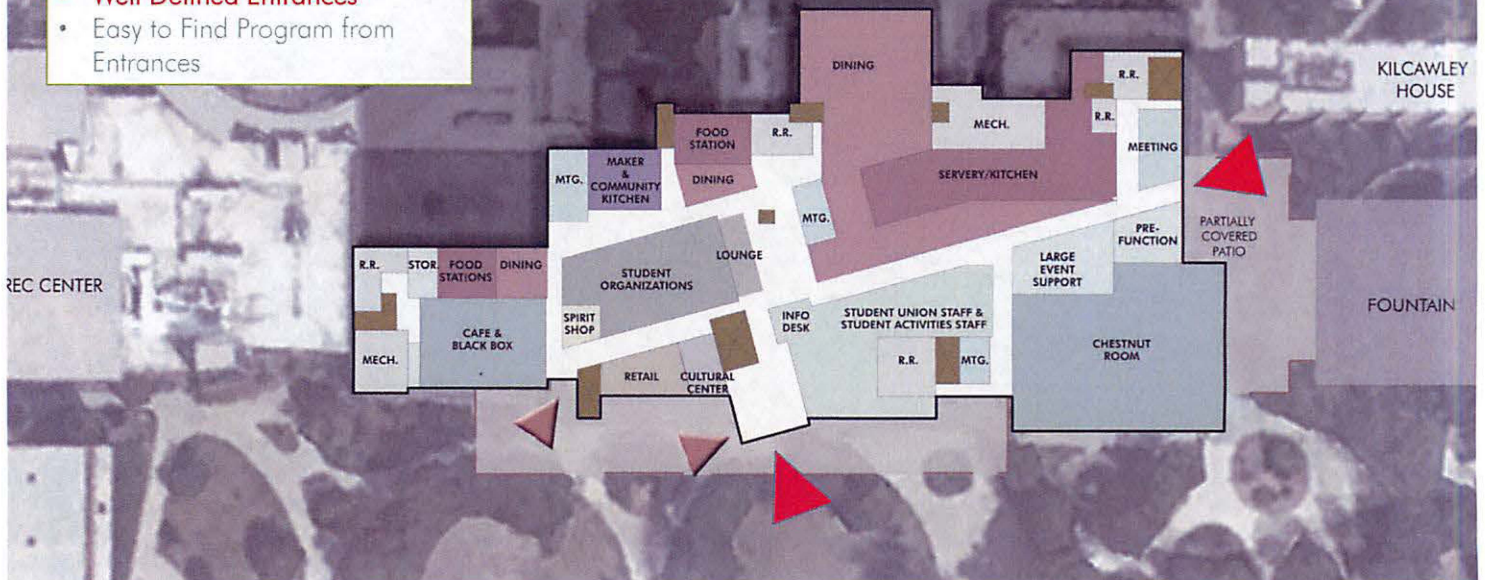
PROPOSED DINING SEATING – FULL PROGRAM



“Through our tours at BGSU and Toledo, we saw students actively engaged in meetings in open areas, or even just hanging out together enjoying lunch. At YSU, the only true places we have right now for that are Wendy’s and the 4th & 5th floors of the library.”

RENOVATION CONCEPT – 1ST FLR

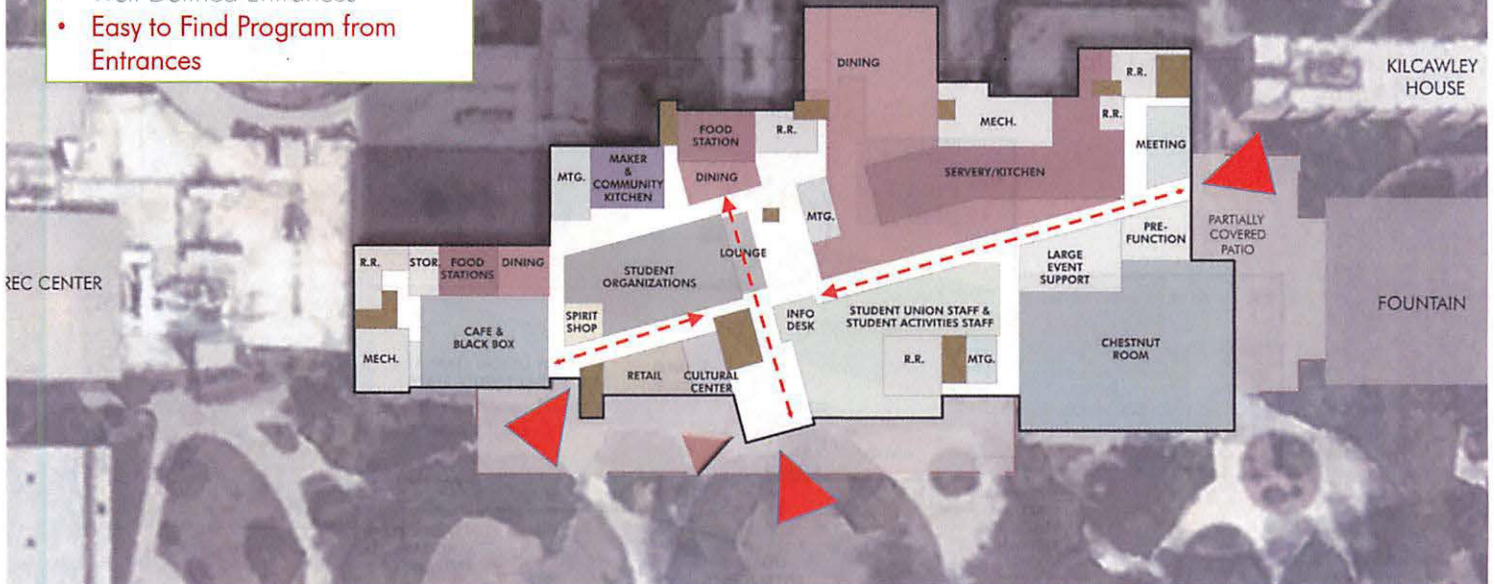
- Well Defined Entrances
- Easy to Find Program from Entrances



“Concern about investing in the student union when university finances are challenged, but I understand that it is a part of the rebuilding and recruitment process.”

RENOVATION CONCEPT— 1ST FLR

- Well Defined Entrances
- Easy to Find Program from Entrances



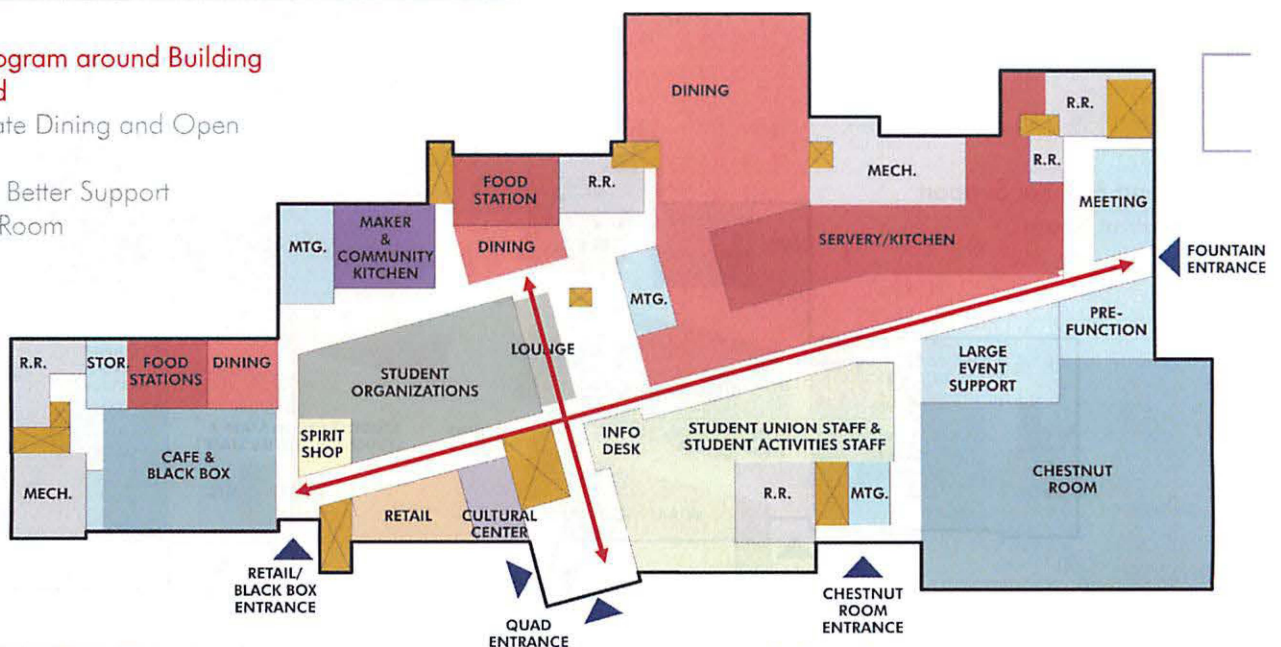
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Page 37

"Bring dining spaces together – provide opportunities to stay on campus between or after classes. A more welcoming building is better for recruitment, especially for commuters."

wtw architects

RENOVATION CONCEPT— 1ST FLR

- Orient Program around Building Crossroad
- Consolidate Dining and Open Seating
- Expand & Better Support Chestnut Room



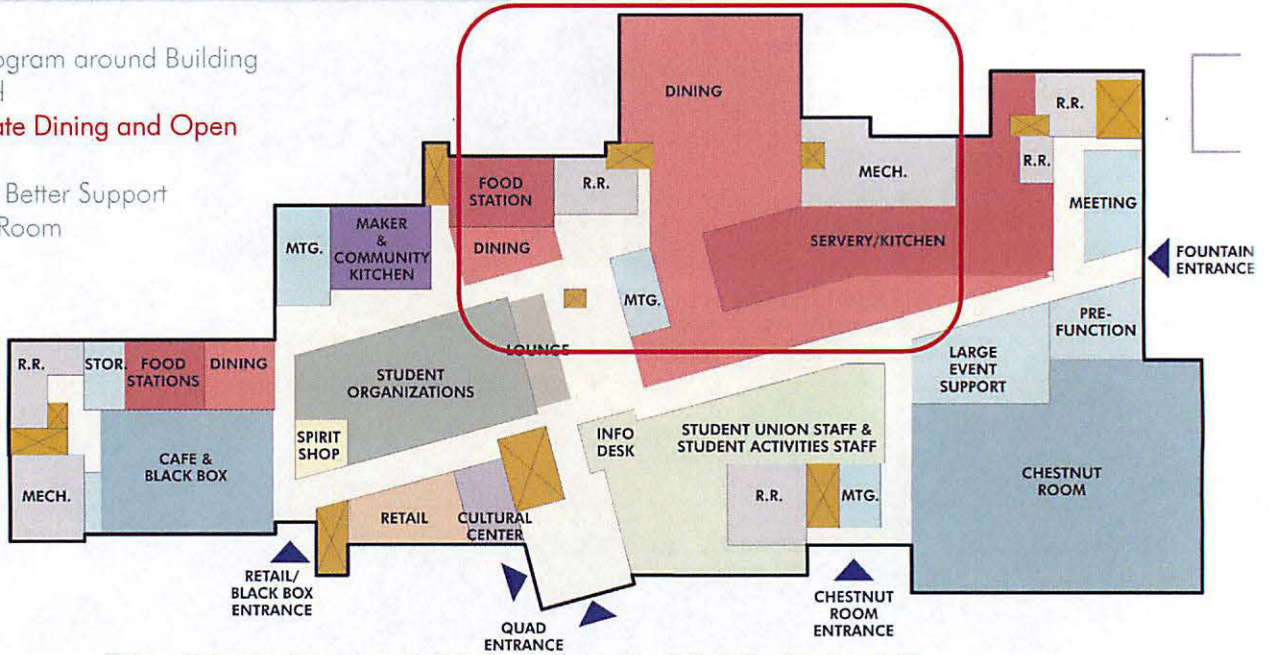
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Page 38

"Job skills are learned through involvement in student organizations, and the student organizations need an effective home base to serve as a foundation for skill development."

wtw architects

RENOVATION CONCEPT— 1ST FLR

- Orient Program around Building Crossroad
- Consolidate Dining and Open Seating
- Expand & Better Support Chestnut Room



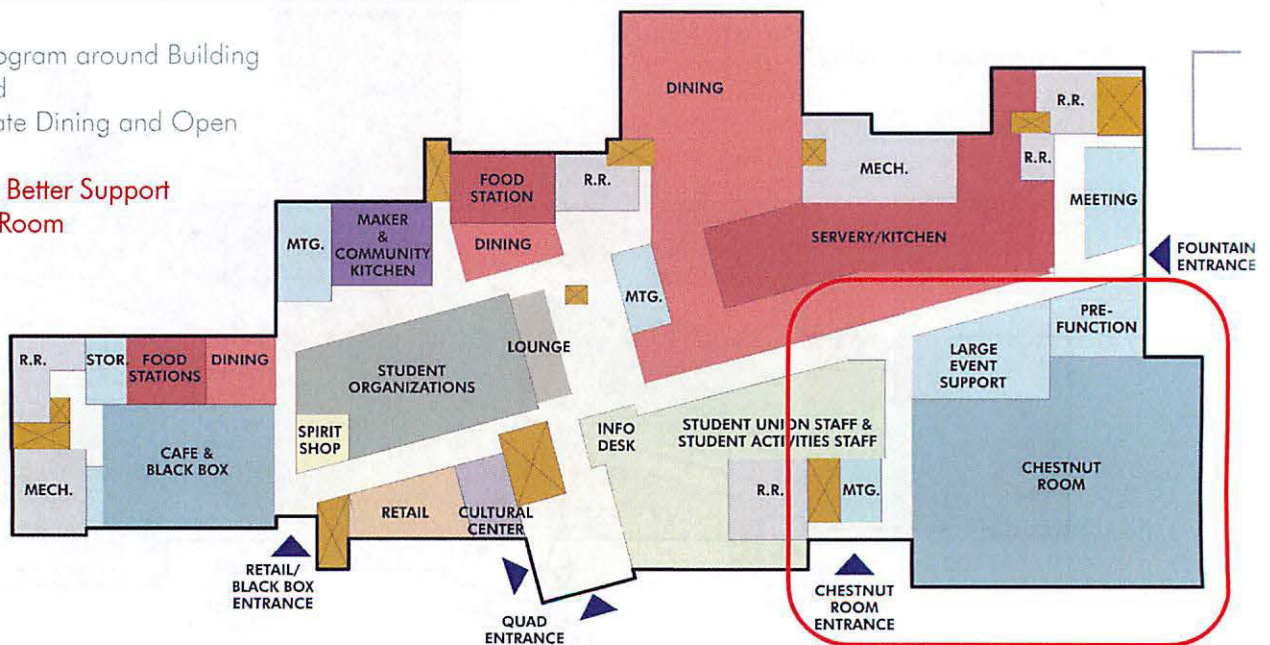
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Page 39

"When high school events are held in the student center, it feels like they invade the YSU student spaces."

wtw architects

RENOVATION CONCEPT— 1ST FLR

- Orient Program around Building Crossroad
- Consolidate Dining and Open Seating
- Expand & Better Support Chestnut Room



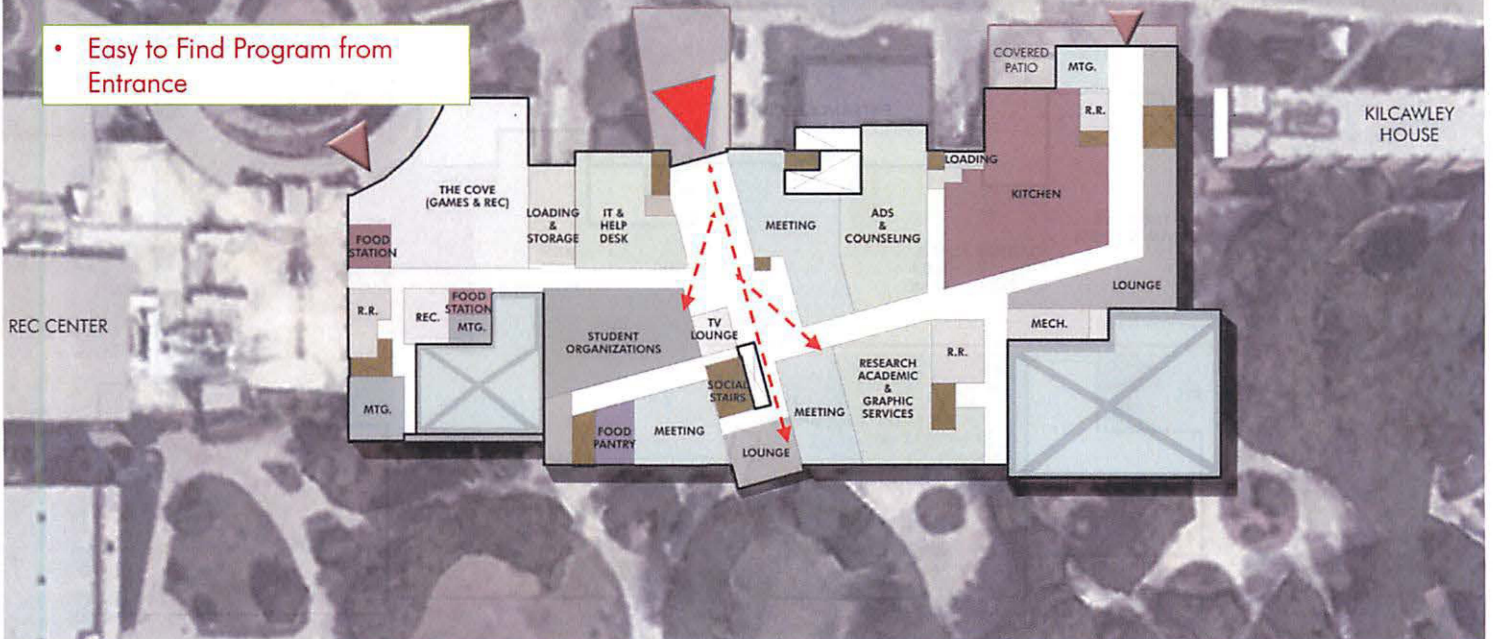
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"The Food pantry needs more space, and a bit more privacy. Could share space or storage or adjacency with the community kitchen."

wtw architects

RENOVATION CONCEPT – 2ND FLR

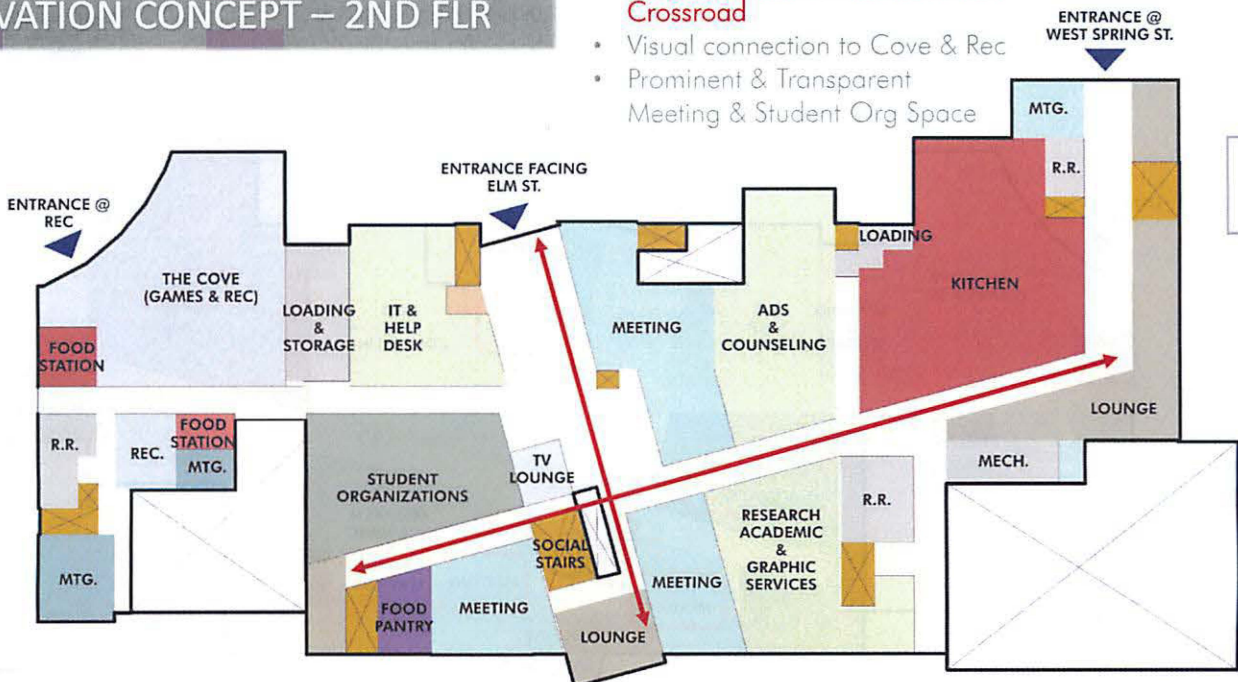
- Easy to Find Program from Entrance



"Don't want to improve outdoor spaces at the expense of indoor spaces since much of the school year is in the colder/wetter months."

RENOVATION CONCEPT – 2ND FLR

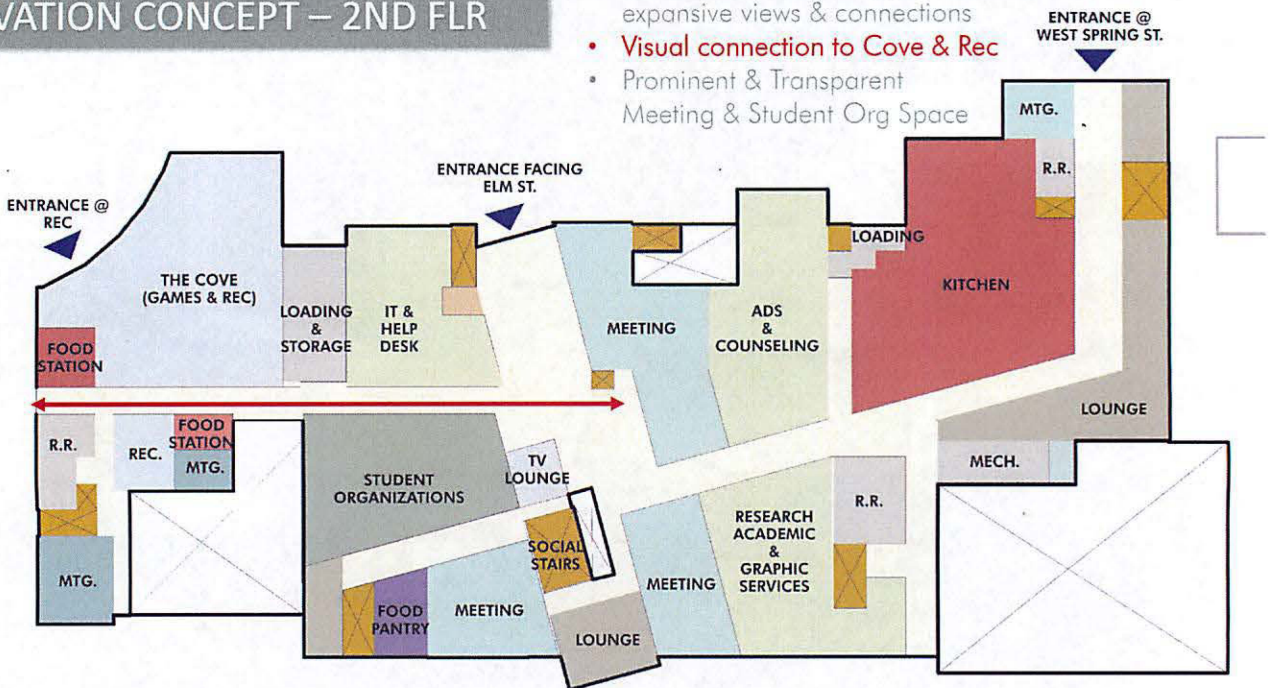
- Orient Program around Building Crossroad
- Visual connection to Cove & Rec
- Prominent & Transparent Meeting & Student Org Space



"I like the central atrium idea because there are no spaces in the building that you are drawn to – no central image."

RENOVATION CONCEPT – 2ND FLR

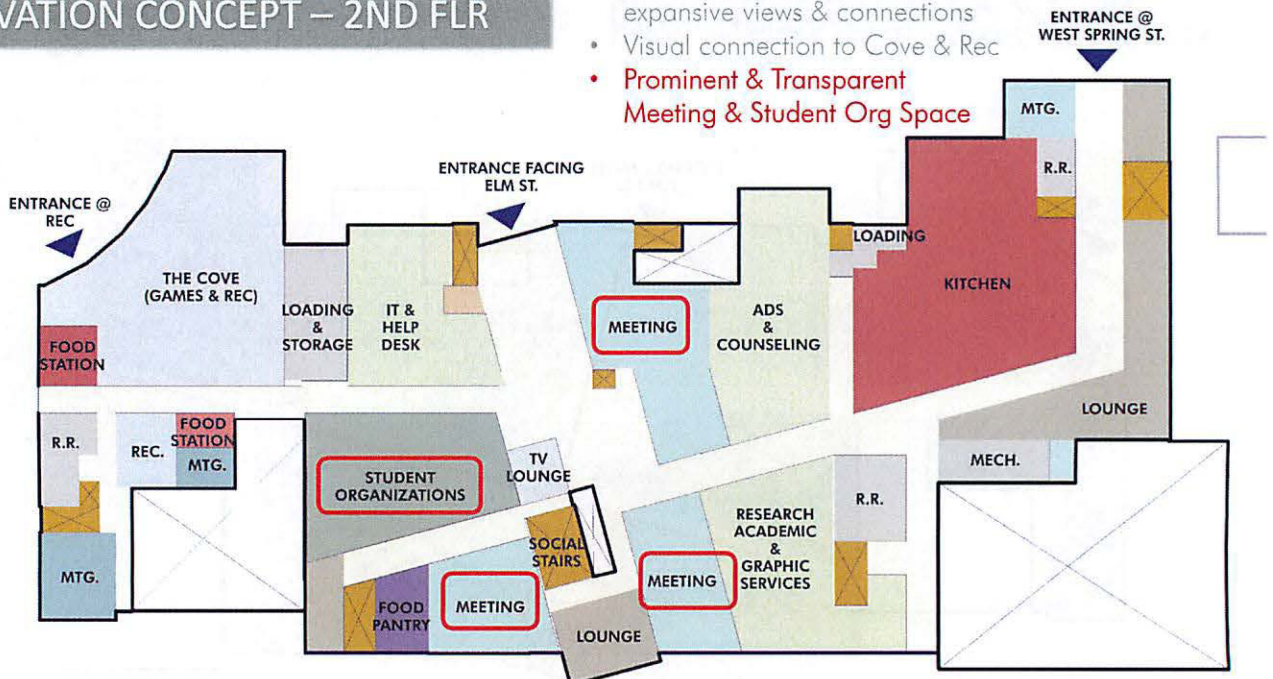
- Same circulation on upper floor with expansive views & connections
- **Visual connection to Cove & Rec**
- Prominent & Transparent Meeting & Student Org Space



"We like the idea of the info desk being the front office of the KC staff – it allows professional staff to support student staff, and creates a positive front door."

RENOVATION CONCEPT – 2ND FLR

- Same circulation on upper floor with expansive views & connections
- Visual connection to Cove & Rec
- **Prominent & Transparent Meeting & Student Org Space**



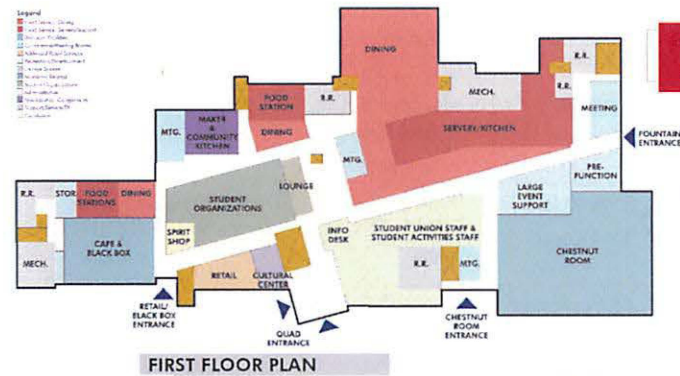
"SGA officers expressed that students need access to spaces where they can study any time, including late at night and weekends. The renovated union might be the best and safest place."

CONCEPT HIGHLIGHTS

A renovation/addition to the Kilcawley Center Student Union achieves the following:

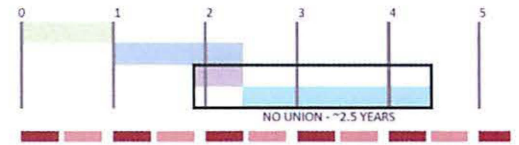
- Improves Student Organization, Lounge, and Assembly Spaces – More Collaboration
- Increases Indoor-Outdoor Connection
- Improves Building Entrances
- Addresses Wayfinding Challenges
- Public Access to Views of Quad
- Consolidates Food Service with Open Dining Seating
- Addresses Deferred Maintenance
- Expands the Chestnut Room and Improves its Function
- Improves Building Accessibility, Emergency Egress, and Code Compliance
- Improves Connectivity between the Kilcawley Center and the Recreation Center
- Develops Landscape Adjacent to Entrances

"International students need a place like home. A quiet place to read and study, and where they can find diverse food options."



RENOVATION CONCEPT – FULL PROGRAM

Renovation of Kilcawley
 APPROVALS & RFP
 DESIGN
 DEMOLITION
 CONSTRUCTION
 FALL & SPRING SEMESTERS

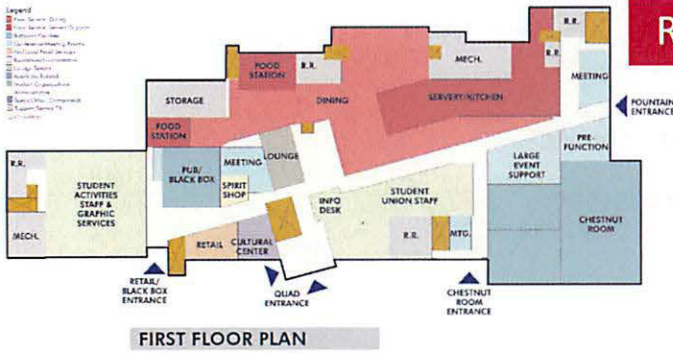


Kilcawley Center Renovation – Full Program
 163,167 GSF \$42.7M - \$56.8M

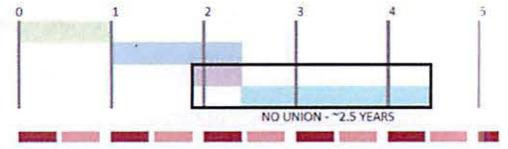


"I like seeing students gathered in the building and feeling their energy."

RENOVATION CONCEPT – SMALL PROGRAM



Renovation of Kilcawley
 APPROVALS & RFP
 DESIGN
 DEMOLITION
 CONSTRUCTION
 FALL & SPRING SEMESTERS



Kilcawley Center Renovation

150,546 GSF

\$34.7M - \$46.1M

Small Program could fit in building

125,000-130,000 GSF

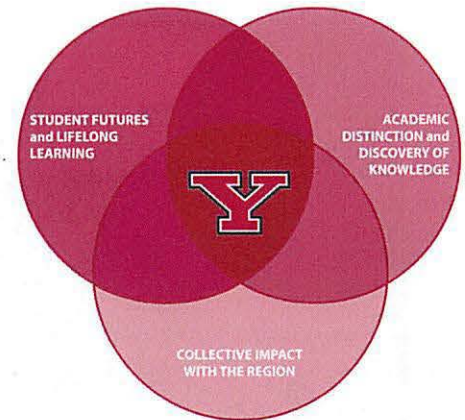
\$31M - \$40M

OPTIONS EXPLORED	Anticipated Area	Estimated Project Cost	Timeline	Rationale
Deferred Maintenance - Kilcawley Center	157,164 GSF	\$24.7M	3 phases 8 years	Infrastructure Only – No Wow Factor , No New Student Space
New Building - 5 th and Lincoln	165,477 GSF	\$82.7M - \$108.9M	5 Yrs Project 3 Yrs Const.	No Union Closure . Moves from center of campus. Extends Food Desert. Busy streets limit outside event space.
New Building - Kilcawley Site	165,477 GSF	\$84.1M - \$109.4M	4.5 Yrs Project 2.75 Yrs Const.	Longer Closure. New Construction more Expensive. Responsive to student input - Keeps union in heart of campus.
New Building – Smaller Program	121,260 GSF	\$63.7M - \$87.0M	4.5 Yrs Project 2.5 Yrs Const.	New Building. Not tested in plan. Limitations of site due to previous foundations.
Kilcawley Center Renovation	163,167 GSF	\$42.7M - \$56.8M	4.5 Yrs Project 2.5 Yrs Const.	Full Program. Good access to campus core. No union during renovation . Limited demolition.
Kilcawley Center Renovation	150,105 GSF	\$34.7M - \$46.1M	4.5 Yrs Project 2.5 Yrs Const.	Smaller Program. Good access to campus core. Larger footprint than program requires . Limited demolition
Kilcawley Center Renovation	128,105 GSF	\$31M - 40M	4.5 Yrs Project 2.5 Yrs Const.	Smaller Program. Good access to campus core. Footprint aligned with program needs . Responds to enrollment decline and online offerings.

ALIGNMENT WITH STRATEGIC PLANNING

STUDENT FUTURES & LIFELONG LEARNING

- ...create environments that empower students to acquire intellectual and social capital to realize individual aspirations.
- Adopt a **student-centered approach to all University operations** and policies that values and includes all students.

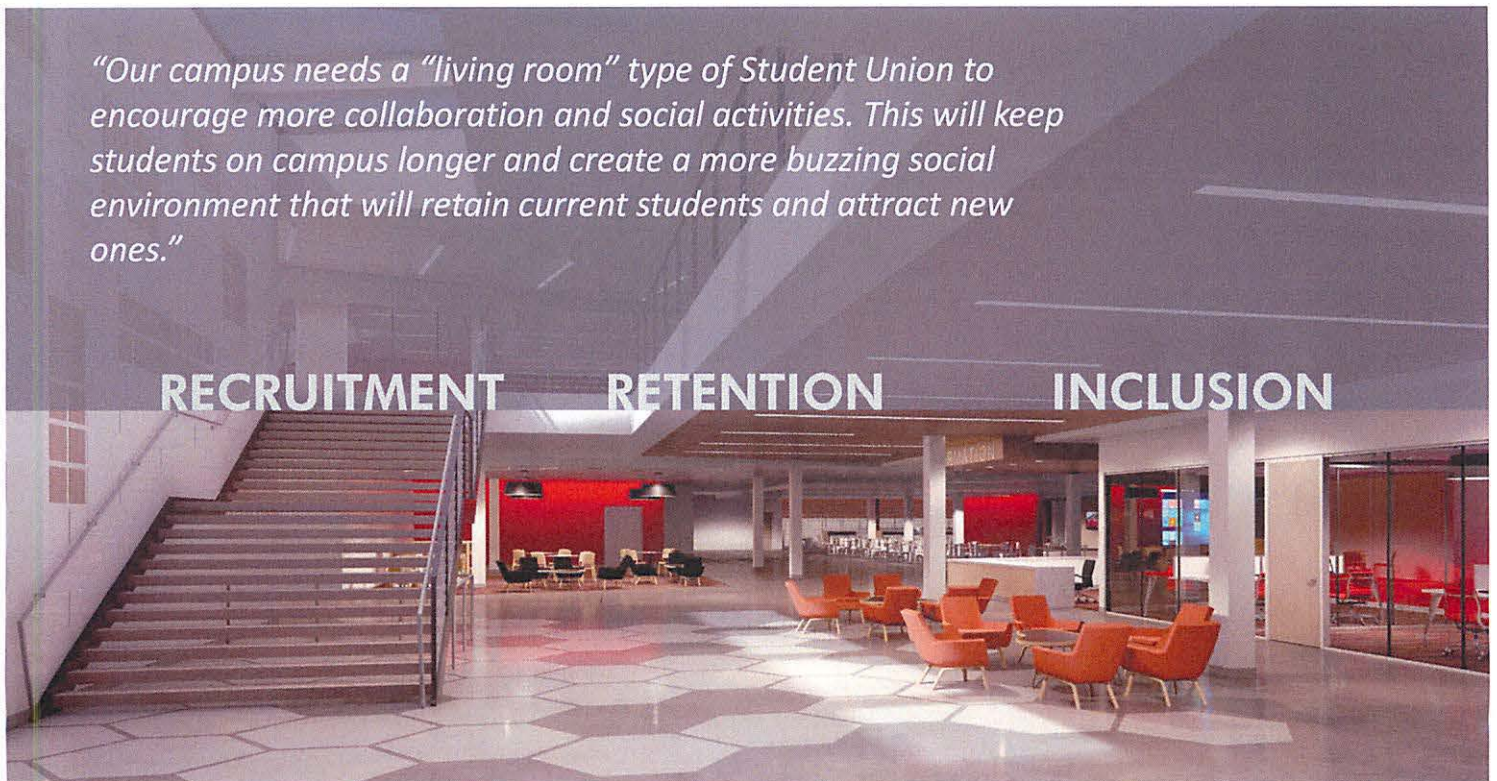


GOAL: Implement best practices that address student needs throughout the life cycle to increase persistence, completion and postgraduate success

Strategy: Enhance student experiences through implementation of specific initiatives designed to actively engage them in co-curricular and extra-curricular activities

“Our campus needs a “living room” type of Student Union to encourage more collaboration and social activities. This will keep students on campus longer and create a more buzzing social environment that will retain current students and attract new ones.”

RECRUITMENT RETENTION INCLUSION





THANK YOU

"I'm excited about what the future holds for the Kilcawley Center when it is refreshed and renovated."