



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

**Tuesday, September 20, 2022
11:30 a.m. or immediately following
previous meeting**

**Board Room
Tod Hall**

AGENDA

- A. Disposition of Minutes for Meeting Held June 22, 2022**
- B. Old Business**
- C. Committee Items**

1. Finance and Facilities Consent Items*

- C.1.a. = Tab 1 a. Resolution to Modify University Construction/Renovation Projects Policy, 3356-4-15**
- C.1.b. = Tab 2 b. Resolution to Modify Key Control Policy, 3356-4-16**

2. Finance and Facilities Action Items

- C.2.a. = Tab 3 a. FY 2022 Operating Performance and Year-End**
Neal McNally, Vice President for Finance and Business Operations, will report.
- C.2.b. = Tab 4 b. Resolution to Approve FY24 Housing and Courtyard Rates**
Joy Polkabra Byers, Associate Vice President for Student Experience, will report.

3. Finance and Facilities Discussion Items

- C.3.a. = Tab 5 a. Supplier Diversity Policy**
Neal McNally, Vice President for Finance and Business Operations, will report.
- 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.

*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.c. = Tab 7

c. Student Union Update

Joy Polkabra Byers, Associate Vice President for Student Experience, will report.

C.3.d. = Tab 8

d. IT Update

Jim Yukech, Associate Vice President and Chief Information Officer, will report.

e. 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
UNIVERSITY CONSTRUCTION/RENOVATION PROJECTS POLICY,
3356-4-15**

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 University Construction/Renovation Projects 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 University Construction/Renovation Projects, policy number 3356-4-15, attached hereto.

**Board of Trustees Meeting
September 21, 2022
YR 2023-**

3356-4-15 University construction/renovation projects.

Responsible Division/Office: Facilities, Maintenance and Support Services
Responsible Officer: VP for Finance and Business Operations
Revision History: February 2012; June 2012; September 2017;
September 2022
Board Committee: Finance and Facilities
Effective Date: September 21, 2022
Next Review: 2027

- (A) Policy statement. No interior or exterior design, construction, or renovation project for any Youngstown state university (“university”) owned property may be initiated without the evaluation and approval of the department of facilities, maintenance and support services.
- (B) Purpose. This policy is intended to ensure that university construction/renovation projects are evaluated and approved by the department of facilities, maintenance and support services for purpose, code review, material, and constructability prior to project commencement.
- (C) Scope. This policy applies to all university owned buildings and to work performed by university employees, outside consultants, and contractors.
- (D) Definition. Construction/renovation projects (hereinafter referred to collectively as a project or projects) can be defined as, but not limited to, the following:
- (1) Painting of walls, floors, doors, and ceilings.
 - (2) Removal/installation of carpet, tile, wood, or other floor finishes.
 - (3) Removal/installation of walls/framing.
 - (4) Removal/installation of ceilings and ceiling systems.
 - (5) Removal/installation of lighting and electrical equipment/components and electrical elements.
 - (6) Removal/installation of plumbing fixtures and fluid piping.

- (7) Removal/installation of windows or window treatments.
 - (8) Removal/installation of doors, door openers, and door hardware.
 - (9) Removal/installation of HVAC/mechanical equipment.
 - (10) Removal/installation of concrete structures (steps, walls, walks).
 - (11) Removal/installation of landscape and hardscape elements.
 - (12) Removal/installation of masonry elements and tuck-pointing.
 - (13) Removal/installation of track coatings/surfaces and synthetic turf.
 - (14) Installation of parking lots/facilities/structures and/or parking lot lighting.
 - (15) Removal/installation of roofing and roofing systems.
 - (16) Removal/installation of interior/exterior campus signage and message boards.
 - (17) Removal/installation of fencing and fencing materials.
 - (18) Construction of sheds, barns and outbuildings.
- (E) Parameters.
- (1) The department of facilities, maintenance and support services must be notified of, evaluate, approve, estimate costs, and develop schedules and timelines of any proposed university construction/renovation project.
 - (2) The evaluation will be a constructability review determining the feasibility of the project, code review, probable costs and the impact on the building. After evaluation, a determination will be made as to who can safely, and per university standards, manage construction. A determination will also be made as to who can physically perform the work (Youngstown state university crafts, outside contractors, or the requesting department's staff) and when

the work can be scheduled.

- (3) All contracts for construction/renovation and architect/engineering design services will originate from the department of facilities, maintenance and support services. Purchase orders will originate from the requesting department following evaluation and approval by the department of facilities, maintenance and support services. No university department or entity shall consult or contract with a consultant, architect, engineer, or contractor for the purposes of a construction/renovation project without approval of the department of facilities, maintenance and support services.
- (4) The requesting department, office, or unit must obtain a signature from the department of facilities, maintenance and support services (located on the professional services agreement) authorizing any construction/renovation project. No work will be started without a signed contract and purchase order.

3356-4-15 University construction/renovation projects.

Responsible Division/Office: Facilities, Maintenance and Support Services
Responsible Officer: VP for Finance and Business Operations
Revision History: February 2012; June 2012; September 2017;
[September 2022](#)
Board Committee: Finance and Facilities
Effective Date: ~~September 7, 2017~~ **[21, 2022](#)**
Next Review: ~~2022~~ [2027](#)

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 - (6) Removal/installation of plumbing fixtures and fluid piping.

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- (4) The requesting department, office, or unit must obtain a signature from the department of facilities, maintenance and support services (located on the professional services agreement) authorizing any construction/renovation project. No work will be started without a signed contract and purchase order.



**YOUNGSTOWN
STATE
UNIVERSITY**

**RESOLUTION TO MODIFY
KEY CONTROL POLICY, 3356-4-16**

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 Key Control 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 Key Control, policy number 3356-4-16, attached hereto.

**Board of Trustees Meeting
September 21, 2022
YR 2023-**

3356-4-16 Key control.

Responsible Division/Office: Facilities, Maintenance and Support Services
Responsible Officer: VP for Finance and Business Operations
Revision History: June 2012; September 2017; September 2022
Board Committee: Finance and Facilities
Effective Date: September 21, 2022
Next Review: 2027

- (A) Policy statement. Youngstown state university (“university”) enacts and enforces key control procedures that provide appropriate members of the university’s faculty, staff, and students with necessary access to its facilities and at the same time keep all members of the university community, the university’s guests, and the university’s physical resources secure. This policy addresses responsibilities of key holders and their supervisors.
- (B) Scope. This policy applies to all employees (including part-time and student employees), students, vendors and contractors provided a key to access university-controlled areas. This policy does not apply to the issuance of keys within residential housing or dining services.
- (C) Definitions.
- (1) “Lock.” A mechanical or electronic system or device that restricts access to a physical space or to a service.
 - (2) “Key.” A method of access to a secured or restricted area. It may be a physical item that works in a mechanical or electronic combination with a lock or it may be a code or biometric input to a recognition system that provides the holder access to a secured or restricted area.
 - (3) “Key holder.” The individual to whom a key is issued.
- (D) Parameters. While technology may stretch the definitions of a lock and a key, the policy and its regulations nevertheless apply to the technical equivalents of physical keys and locks.

- (1) All keys are the property of the university.
- (2) Keys are issued to a key holder for the necessary execution of their job duties and must be returned to the employee's supervisor upon separation of employment or transfer to another department. One month prior to separation or transfer, the employee's supervisor shall provide a list of the employee's key numbers to facilities, maintenance and support services (key control/locksmith office) for verification. Collected keys shall be returned to the key control/locksmith office.
- (3) It is the responsibility of the key holder to safeguard the key at all times. If the key holder cannot account for keys issued, key privileges may be suspended and the key holder may be personally responsible for any necessary key and/or lock replacement costs.
- (4) Misuse of a key may result in disciplinary action and/or loss of access privilege.
- (5) Lost or stolen keys should immediately be reported to:
 - (a) University police;
 - (b) The department of facilities, maintenance and support services; and
 - (c) The key holder's supervisor.

If lost keys are not recovered and it is determined that the area's security is severely compromised, charges for lock and/or key replacement will be assessed to the key holder's department and/or the key holder. Lost keys that are later recovered must be returned to key control.

- (6) If keys are found or otherwise to be turned in, call key control/locksmith office or the university police for pickup. Keys are not to be sent through campus mail.
- (7) Individuals may not knowingly make or cause to be made any key for any university building, laboratory, facility, or room under penalty of state law (see section 3345.13 and section 3345.99 of

the Revised Code).

- (8) Access codes are specifically issued to an individual and may not be shared.
 - (9) Rights of access to facilities may be delineated in appropriate collective bargaining agreements.
- (E) Key hierarchy. Each individual and/or employee's roles and responsibilities govern the need for and distribution of types of keys. In general, the greater the level of access that a key type provides, the more restrictive its distribution and the more it defines urgency of use. The following is used as a guide to assign types of levels of keys to functions and roles:
- (1) A great grand master key operates multiple locks for multiple buildings. It is typically assigned to the leadership of first-responder units on campus, such as executive director of facilities and support services; director of facilities maintenance; chief of the university police department and designated officers; and director of environmental and occupational health and safety.
 - (2) A building master key operates all locks within a building unless specific lock exclusion from the master is warranted. It is typically assigned to vice presidents, executive directors and/or deans, or the designees of these executives, in their respective buildings, authorized facilities maintenance personnel, janitorial supervisors, and the university events manager.
 - (3) A departmental master key operates one group of locks within a building. It is typically assigned to department heads and/or chairpersons.
 - (4) A departmental sub-master key operates locks to common departmental space but excludes access to private offices and is usually assigned to faculty and staff in a department.
 - (5) A change key operates one specific lock. It is typically assigned to faculty and staff designated by department heads and/or chairpersons and organizations with contractual agreements.

- (6) A special purpose master key operates a group of locks in specific areas, such as all mechanical rooms or exterior doors. It is typically assigned to authorized personnel in facilities maintenance and safety services.
- (F) Responsibilities.
- (1) Implementation and enforcement of this policy is assigned to the department of facilities, maintenance and support services.
 - (2) Administrators and managers are responsible for compliance with this policy within their areas of organizational responsibility.
 - (3) Individuals to whom a key has been assigned are responsible for ensuring that the use of that key is limited to the necessary conduct of university business and is not shared with other employees, friends, or relatives.
 - (4) Key holders unlocking a space are responsible for ensuring that the space is appropriately locked when they vacate the space during a time when the space should be locked. Failure to do so may find the individual personally responsible for any damage to, or loss of, university property due to the space left unsecured.
- (G) Keys for vendors or contractors.
- (1) Contractors or vendors must abide by all aspects of this policy.
 - (2) Contractors or vendors may check out keys for a day from facilities or the university police. Such key(s) must be returned by the specified time on the same day.
 - (3) Contractors or vendors may apply to facilities for keys to specified spaces for a designated extended period of time. If access is requested for nonbusiness hours, vendors or contractors must notify the university police before entering and upon leaving key-controlled spaces.
 - (4) Contractors or vendors are not permitted to access occupied student resident spaces without accompaniment of a university employee.

3356-4-16 Key control.

Responsible Division/Office: Facilities, Maintenance and Support Services
Responsible Officer: VP for Finance and Business Operations
Revision History: June 2012; September 2017; September 2022
Board Committee: Finance and Facilities
Effective Date: **September 7, 2017**21, 2022
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YOUNGSTOWN
STATE
UNIVERSITY

FY 2022 and FY 2021 Operating Performance
General & Auxiliary Funds

9/16/22 (subject to accounting & audit adjustments)

	<u>FY2022</u>	<u>FY2021</u>	<u>Difference</u>	<u>% Change</u>
Revenue	\$169,371,110	\$171,113,437	(\$1,742,327)	-1.02%
Expenses	\$167,585,689	\$145,425,820	\$22,159,869	15.24%
Transfers Out (In)	<u>(4,669,985)</u>	<u>11,954,823</u>	<u>(16,624,808)</u>	-139.06%
Total Exp & Transfers	\$162,915,704	\$157,380,643	\$5,535,061	3.52%
Ending Balance	<u>\$6,455,406</u>	<u>\$13,732,794</u>	<u>(\$7,277,388)</u>	-52.99%



**Budget to Actual Comparison - General and Auxiliary Funds
July 1, 2021 - June 30, 2022**

Revenue	Fiscal Year 2022		Actual as a % of Budget	Business Indicator
	Budget	Actual		
Tuition and mandatory fees	\$ 91,521,002	\$ 91,248,543	99.7%	●
Other tuition and fees	9,413,282	10,667,901	113.3%	●
Student charges	867,800	1,135,298	130.8%	●
State appropriations	44,571,389	44,378,444	99.6%	●
Recovery of indirect costs	2,996,413	2,662,216	88.8%	●
Investment income	2,555,414	2,683,489	105.0%	●
Other income	1,074,700	949,092	88.3%	●
Auxiliary enterprises	17,729,343	15,646,125	88.2%	●
Total	\$ 170,729,343	\$ 169,371,108	99.2%	●

● On/Above target

● Caution

● Warning

Expenses	Fiscal Year 2022		Actual as a % of Budget	Business Indicator
	Budget	Actual		
Wages	\$ 81,088,717	\$ 79,667,213	98.2%	●
Benefits	30,198,340	30,903,322	102.3%	●
Scholarships	19,498,561	15,855,040	81.3%	●
Operations	32,197,910	27,200,931	84.5%	●
Plant & maintenance	12,906,590	12,947,159	100.3%	●
Fixed asset purchases	1,521,418	1,012,023	66.5%	●
Transfers*	(3,725,276)	(3,750,272)	100.7%	●
Total	\$ 173,686,260	\$ 163,835,416	94.3%	●

● On/Below target

● Caution

● Warning

* Transfers reflect a \$919,713 net change in rolled open purchase orders.



**YOUNGSTOWN
STATE
UNIVERSITY**

**RESOLUTION TO APPROVE
INTERFUND TRANSFERS RELATED TO
FY 2022 YEAR-END OPERATING PERFORMANCE**

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; 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 from the Operating Carry-Forward Fund, as detailed in the attached Exhibit A.

**Board of Trustees Meeting
September 21, 2022
YR 2023-**

EXHIBIT A

**YOUNGSTOWN STATE UNIVERSITY
Interfund Transfers Requiring Board Approval
Related to Year-End FY 2022 Operating Performance**

	<u>From</u>	<u>To</u>
Operating Carry-forward fund	\$6,455,406	
FY 2023 General Fund Budget		\$5,460,522
Academic Plant Funds:		
OAA Renewal & Replacement		\$500,000
Auxiliary Plant Funds:		
Andrews Rec Center Plant Reserve		\$191,485
Parking Services Plant Reserve		\$133,839
Kilcawley Center Plant Reserve		<u>\$169,560</u>
Subtotal		\$494,884
Total	<u>\$6,455,406</u>	<u>\$6,455,406</u>



**YOUNGSTOWN
STATE
UNIVERSITY**

**RESOLUTION TO APPROVE PROPOSED HOUSING AND
COURTYARD ROOM RATES AND OTHER CHANGES**

WHEREAS, Ohio law provides that each Board of Trustees of state-assisted institutions of higher education may establish special purpose fees, service charges, and fines and penalties; and

WHEREAS, University Housing is seeking to adjust certain housing rates and charges;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the proposed adjustments to rates, attached hereto.

**Board of Trustees Meeting
September 21, 2022
YR 2023-**

Housing & Residence Life Proposed Rate Changes, 2023-2024

In looking ahead, Housing & Residence Life proposes the following changes for consideration:

- 1) Continuation of increase to the room & board rate for the incoming Penguin Tuition Promise cohort (\$5,192/semester and \$10,384/academic year). This rate reflects a board plan that has increased 6% per the CPI in addition to room revenue increasing by 2% from the previous year.
 - This is in response to a national fiscal climate in which operating costs have increased significantly
 - Continuation of increase to room and board rates allow us to fiscally continue to support strategic efforts that address significant maintenance and facilities-based deficiencies in our residence halls. Phase two of the Lyden bathroom renovations will occur in Summer of 2023 (\$600,000 project), we continue to replace Kilcawley House windows (\$50,000 per floor) and simultaneously save towards the complete renovation of the Lyden House elevator (estimated at \$550,000).

- 2) As we emerge from a pandemic mindset in which we had made efforts to de-densify our residential population by offering an increased amount of single rooms at a discounted cost, we now must strategically plan towards an increasing number of students who want to live on campus (driven significantly by the international student first-year housing requirement and scholarship). In an effort to accommodate more students, the number of singles offered into the 2023-2024 year will be drastically reduced. In addition, the single room upcharge will increase from \$750/semester to \$1,000/semester.

- 3) While Weller House again remains offline in the 2022-2023 academic year to be used for isolation housing, we are planning to again utilize Weller in the 2023-2024 for its intended purpose: graduate and family housing. Changes to Weller House rates structure and occupancy management include:
 - Strict occupancy management to ensure that multi-bedroom apartments are available only to students (U/G or Grad) with a child(ren). Single-bedroom apartments remain available for Graduate student reservation
 - Clear definition of Weller House academic year contract (charge per AY = 9 months (4 months in Fall and 5 months of Spring)) with the opportunity to extend into summer for 3 months at the monthly charge
 - A transition to rate structure based off of number of bedrooms versus a structure that not only considered number of bedrooms but apartment size also
 - i. One-bedroom apartment= \$6,300/AY contract or \$700/month (summer)
 - ii. Two-bedroom apartment= \$7,200/AY contract or \$800/month (summer)
 - iii. Three-bedroom apartment= \$8,100/AY contract or \$900/month (summer)

University Courtyard Proposed Rate Changes, 2023-2024

- This is in response to a national fiscal climate in which operating costs have increased significantly.

F22 Rates

- 1bed \$855/per month
- 2bed \$725
- 4bed \$630

F23 Room Projected Rates

- 1bed \$880
- 2bed \$750
- 4bed \$655

YOUNGSTOWN STATE UNIVERSITY					
Housing Charges FY2024					
Fee Description	AY 22-23	AY 23-24			
	FY2023	FY2024	FY2024	FY2024	FY2024
	Actual	Proposed	\$ Change	% Change	
Room & Board (per academic year) F2024 Cohort					
Room		\$10,384.00	NI:W	NI:W	
Board (112 meals plan)		\$5,968.00	NI:W	NI:W	
		\$4,416.00	NI:W	NI:W	
Room & Board (per academic year) F2023 Cohort	\$10,016.00	\$10,016.00	\$0.00	0.00%	
Room	\$5,850.00	\$5,600.00	(\$250.00)	-4.27%	
Board (112 meals plan)	\$4,166.00	\$4,416.00	\$250.00	6.00%	
Room & Board (per academic year) F2022 Cohort	\$9,775.00	\$9,775.00	\$0.00	0.00%	
Room	\$5,609.00	\$5,350.00	(\$259.00)	-4.61%	
Board (112 meals plan)	\$4,166.00	\$4,416.00	\$250.00	6.00%	
Room & Board (per academic year) F2021 Cohort	\$9,700.00	\$9,700.00	\$0.00	0.00%	
Room	\$5,534.00	\$5,284.00	(\$250.00)	-4.52%	
Board (112 meals plan)	\$4,166.00	\$4,416.00	\$250.00	6.00%	
Room & Board (per academic year) F2020 Cohort	\$9,700.00	\$9,700.00	\$0.00	0.00%	
Room	\$5,534.00	\$5,284.00	(\$250.00)	-4.52%	
Board (112 meals plan)	\$4,166.00	\$4,416.00	\$250.00	6.00%	
Room & Board (per academic year) F2018 Cohort & Continuing Students	\$9,400.00	\$9,400.00	\$0.00	0.00%	
Room	\$5,234.00	\$4,984.00	(\$250.00)	-4.78%	
Board (112 or 8 meal plans)	\$4,166.00	\$4,416.00	\$250.00	6.00%	
Residence Hall Application Fee (academic year and/or summer)	\$35.00	\$35.00	\$0.00	0.00%	
Residence Hall Pre-Payment (must be paid before room selection/assignment occurs and is ultimately deducted from bill)	\$250.00	\$250.00	\$0.00	0.00%	
Single Room Upcharge (per semester)	\$750.00	\$1,000.00	\$250.00	33.33%	
Weller House One-Bedroom Apartment (small) academic year, room only	\$150.00/week, \$600.00/month	\$6,300.00/Ay or \$700.00/month (summer)	\$100.00	1.60%	
Weller House One-Bedroom Apartment (large) academic year, room only	\$165.00/week, \$650.00/month	\$6,300.00/Ay or \$700.00/month (summer)	\$50.00	0.77%	
Weller House Two-Bedroom Apartment (small) academic year, room only	\$190.00/week, \$750.00/month	\$7,200.00/Ay or \$800.00/month (summer)	\$50.00	1.00%	
Weller House Two-Bedroom Apartment (large) academic year, room only	\$200.00/week, \$800.00/month	\$7,200.00/Ay or \$800.00/month (summer)	\$0.00	0.00%	
Weller House Three-Bedroom Apartment (academic year, room only)	\$225.00/week, \$900.00/month	\$8,100.00/Ay or \$900.00/month (summer)	\$0.00	0.00%	
*Multi-bedroom apartments are available only to students (U/G or Grad) with a child(ren). Single-bedroom apartments available for Graduate student reservation.					
*Academic year contract (charge per AY = 9 months (4 months in Fall and 5 months of Spring). Opportunity to extend into summer for 3 months at the monthly charge.					
Expanded Housing Rate (overoccupied rooms)	\$4,100.00	\$4,850.00	\$750.00	1.82%	
Student Housing Outside of Contracted Period					
Nightly room rate (no meals)	\$27.00	\$27.00	\$0.00	0.00%	
Flat fee room rate for winter break (no meals)	\$250.00	\$250.00	\$0.00	0.00%	
Cancellation Fee					
Before May 13 (academic year) or December 16 (spring only)	\$0.00	\$0.00	\$0.00	0.00%	
After May 13 (academic year) or December 16 (spring only)	\$250.00	\$250.00	\$0.00	0.00%	
Summer					
Room and Board (meals included)	Summer 2022	Summer 2023			
Weller House (prorated for current tenants, monthly, no meals)	\$2,416.00 per 7-week term	\$2,416.00 per 7-week term	\$0.00	0.00%	
	See monthly Weller rates above	See monthly Weller rates above	\$0.00	0.00%	
Summer Event Rates					
Rooms with community bathrooms (Lyden, Cafaro, Kilcawley)	\$40.00/night, per room	\$40.00/night, per room	\$0.00	0.00%	
Rooms with private or semi-private bathrooms (Cafaro, Wick)	\$60.00/night, per room	\$60.00/night, per room	\$0.00	0.00%	
Apartment-style housing (Weller- as available)	see attached	see attached	\$0.00	0.00%	

Linens (for rental by summer event groups only)	\$25.00	\$25.00	\$0.00	0.00%
Bed Adjustment Fee	\$10.00	\$10.00	\$0.00	0.00%
Additional Staffing Fee (for groups with minors, or at request of group)	\$120.00/night/desk	\$120.00/night/desk	\$0.00	0.00%
Late Check-In or Check-Out Fee (price per hour beyond pre-arranged check-in or check-out time)	\$50.00/hour	\$50.00/hour	\$0.00	0.00%
Short Term Housing Rates				
Weekly housing cost (Wick House)	\$250.00	\$250.00	\$0.00	0.00%
Monthly housing cost (Wick House)	\$900.00	\$900.00	\$0.00	0.00%
50-Block (50 meals declining balance + \$125 Flex)	\$610.00	\$610.00	\$0.00	0.00%
30-Block (30 meals declining balance + \$150 Flex)	\$470.00	\$470.00	\$0.00	0.00%
Sampler Plan (5 meals + \$100 flex + 10 cups Dunkin' coffee)	\$155.00	\$155.00	\$0.00	0.00%
*Must participate in meal plan if staying longer than one week				
University Courtyard Rates (Per Month)				
1 Bed	\$855.00	\$880.00	\$25.00	2.92%
2 Bed	\$725.00	\$750.00	\$25.00	3.45%
4 Bed	\$630.00	\$655.00	\$25.00	3.97%

H&RL Damage Billing Charge List	
Beds	
Bed (replacement cost)	\$240.00
Loft kits (replacement cost)	\$180.00
Rebunk beds	\$10.00 per person
Mattress (replacement cost)	\$180.00
Carpet	
Clean Stain (Cleaning contractor)	\$35.00
Room clean (Steam Action)	\$75.00
Ceiling	
Plastic light cover	\$20.00
2'x2' tile	\$20.00
4'x2' tile	\$20.00
1'x1' tile	\$10.00
Paint ceiling (Lyden/Cafaro House 4th floor rooms)	\$65.00
Closets/Wardrobes	
Door Repair (chips)	\$20.00
Door Replacement	\$50.00
Shelf Replacement	\$20.00
Closet handle	\$10.00
Mirror	\$15.00
Towel rack	\$20.00
Desks	
Recover desk chair	\$90.00
Desk chair (replacement cost)	\$150.00
Desk top	\$35.00
Walls	
Baseboard damage	\$5.00 per foot
Small hole (ie nail hole, tack hole)	\$3.00 per hole
Paint 1 wall	\$50.00
Paint room	\$200.00
Patch Hole	\$65.00
Cable jack	\$10.00
Utility Cover	\$10.00
Doors	
Adhesive Removal	\$2.00 per sticker
Door stop	\$20.00
Lost keys	\$55.00
Number plate (replacement cost)	\$30.00
Refinish	\$50.00 per side
Peep holes	\$10.00
Door knob (replacement cost)	\$20.00
Door Frame (paint)	\$35.00
Door (replacement cost)	\$250.00
Windows	
Broken window	\$75.00
Broken lock (replacement cost)	\$10.00
Repair Screen	\$15.00
Replace Screen	\$40.00
Replace Security Screen	\$125.00
Repair blinds (Lyden House)	\$25.00
Replace blinds (Lyden House)	\$65.00
Replace blind slat (Lyden House)	\$5.00
Restrooms	
Faucet aerators	\$5.00
Intentional clogging(includes cleaning fee)	\$60.00
Mirror	\$100.00
Paper towel dispenser (replacement cost)	\$50.00
Shower curtains	\$10.00

Soap Dispenser	\$25.00
Toilet tissue dispenser	\$25.00
Wastebasket	\$30.00
Stall doors	\$100.00
Emergency Equipment	
Fire alarm indicator	\$100.00
Refill/Replace 5lb CO2 Extinguisher	\$130.00
Refill/Replace Water pressure	\$80.00
Refill/Replace 10lb Dry Extinguisher	\$60.00
Smoke Sensor Damage (replacement cost)	\$180.00
Smoke Detector	\$100.00
Fire bubble	\$50.00
Heater/Air Conditioning Units	
Unit Switch	\$60.00
Radiator Cover Damage	\$40.00
Common Areas	
Wall lights	\$100.00
Round lights	\$100.00
Chrome defusers	\$85.00
Broken window	\$200.00
Large bulletin board	\$100.00
Ceiling light (2'x2')	\$125.00
Coffee Table (replacement cost)	\$260.00
Lobby Chair (replacement cost)	\$400.00
Lobby Chair (recover)	\$300.00
Lobby Couch (replacement cost)	\$800.00
Lobby Couch (recover)	\$600.00
Tables (repair)	\$35.00
Exit Sign (replacement cost)	\$100.00
Recover pool table	\$250.00
Trash can (replacement cost)	\$100.00
Miscellaneous	
Room Clean	\$50.00
Improper Checkout	\$35.00
Packing up room (includes Improper checkout)	\$60.00
Clean up vomit	\$65.00
Room waste basket	\$10.00
Mailbox key replacement	\$5.00
Replace vacuum	\$100.00
Toilet seat	\$25.00
Water fountain (replacement cost)	\$360.00
Pool Stick	\$15.00
Ping pong paddle	\$5.00
Motion sensors	\$75.00
Labor rate	\$20.00 per hour

3356-x-xx Supplier diversity.

Responsible Offices: Diversity, Equity & Inclusion, and
Procurement Services
Responsible Officer: VP for Finance & Business Operations
Revision History:

Board Committee: Finance and Facilities
Effective Date: **TBD**
Next Review: **TBD**

- (A) Policy statement. Youngstown state university (“the university”) is committed to strengthening supplier diversity and seeks to develop mutually beneficial relationships with socially and economically disadvantaged businesses by utilizing diverse vendors defined as minority-owned, women-owned, veteran-owned, and small local business enterprises.
- (B) Purpose. Consistent with the definitions and procedures described in Ohio administrative code 3356-3-01, this policy reflects the university’s intention to create opportunities for diverse suppliers to market and sell goods and services to the university community whenever possible.
- (C) Parameters.
- (1) The university strives to provide opportunities for socially and economically disadvantaged business enterprises and participates in the state of Ohio’s minority business enterprise (MBE) and encouraging diversity, growth & equity (EDGE) programs.
 - (2) All employees authorized to make purchases with university funds shall comply with this policy to ensure equal opportunities and nondiscrimination.
 - (3) All employees authorized to make purchases with university funds have a responsibility to consider diverse suppliers to promote and increase utilization of diverse suppliers.

- (4) The office of diversity, equity and inclusion and procurement services are together responsible for identifying and verifying diverse vendors.
 - (5) Procurement services is responsible for ensuring that equal opportunities are available to vendors during competitive selection events.
- (D) Procedures.
- (1) Together, the office of diversity, equity and inclusion and procurement services will work with state, federal and other certification agencies to maintain awareness of diverse suppliers and will encourage eligible uncertified suppliers to apply for certification.
 - (2) Procurement services will regularly search for certified diverse suppliers that can provide competitively priced and high-quality goods and services.
 - (3) Procurement services will provide access to diverse suppliers by maintaining up-to-date vendor diversity information on its website.
 - (4) When subcontractors are utilized, procurement services will ensure that primary vendors demonstrate efforts to subcontract with diverse vendors.

Related Links:

- Diversity business information via YSU website <https://ysu.edu/procurement-services/diversity-business-information>
- Certified MBE suppliers via Ohio DAS website <https://eodreporting.oit.ohio.gov/mbe-certification>
- EDGE suppliers via the DAS website <https://eodreporting.oit.ohio.gov/edgecertification>
- Certified MBE suppliers via the OSMDC website <https://ohiomcdc.org/>
- Certified MBE suppliers via the NMSDC website <https://nmsdc.org/>
- Youngstown Business Incubator Minority Business Assistance Center <https://ybi.org/mbac/>

YSU Capital Projects Summary:

Board Projects Update 8/8/2022

Projects in Progress:

Elevator Safety Repairs and Replacements

YSU 2122-08

\$1.2M (Capital Funds) Domokur, Murphy Contracting

Several elevators on our campus will be upgraded and/or replaced including Jones Hall, Silvestri Hall, and Beeghly Center. One car at Jones is complete with the other car being replaced. Work in Silvestri Hall and Beeghly Center will be conducted during Summer 2023.

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. With only a few items remaining, this project will be complete by the end of August.

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. This project addresses issues on Cushwa Hall, Beeghly Center, DeBartolo Hall, McDonough Museum, and Maag Library. Work on all buildings is progressing with the majority being complete by the end of August. McDonough Museum and Beeghly Center will be complete by late September.

Utility Distribution Upgrades/Expansion

YSU 2122-07

\$1.65M (Capital Funds) GPD Group, Marucci Gaffney

This project will address several deferred maintenance issues within the campus utility distribution system. Utility tunnels will be replaced/repared 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 progressing and will be complete by late 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, give the building interior a fresh appearance. This project was developed by YSU staff and is currently underway and is progressing well. Material delays will cause the exterior doors to be completed after the start of fall semester.

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 a new restroom will be created on the main floor and will be made fully accessible. This project is underway and will be complete by the end of August.

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 is well underway and will be complete by the end of August.

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 also well 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.

Stambaugh Classroom/Beeghly Physical Therapy
YSU 2122-15

\$1.5M (Local Funds) OSPORIS, Hudson Construction

This project will renovate racquetball courts in Stambaugh and construct a physical therapy suite in the lower level of Beeghly Center. This project is underway and will be complete by November 2022.

M60 Parking Deck Demolition
YSU 2122-23

\$605k (Local Funds) GPD Group, Steel Valley Construction

This project is the demolition of the M60 parking structure. This project is moving forward with a completion of early September.

Fifth Avenue Parking Facility
YSU 2324-05

\$760k (Local Funds) GPD Group, Marucci Gaffney

This project will create a parking facility on Fifth Avenue, across from Smith Hall. This project will be complete by September 2022.

Projects Currently at Controlling Board:

- None at this time.

RFQ's Posted to OFCC Website for Design Services:

- None at this time

Projects Currently Advertised for Bids:

- None at this time.

Further Projects in Development for 2023:

- Elevators: Beeghly Center and Silvestri Hall
- Cafaro Suite Renovations
- Campus Roof Replacements
- Moser Hall Phase 2 Renovations
- STEM Science Lab Renovations
- M30 Parking Deck Maintenance
- Emergency Generator Upgrades
- Garfield Building Renovations



YOUNGSTOWN
STATE
UNIVERSITY

Student Union Study

Final Draft Report: August 19, 2022





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TEAM

WTW Architects

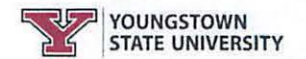
Amy Maceyko	Project Manager
Chaz Barry	Intern Architect



Youngtown State University

Core Committee:

Summer Barker	University Architect
Capri Cataro*	Board of Trustees
John Hyden	AVP Facilities Maintenance
Michael Peterson	Board of Trustees
Joy Polkable Byers	AVP Student Experience
Richard White	Director of Planning and Construction
Joe Kerola	Board of Trustees



Steering Committee:

Heather Chunn	VP Operation & H.R./ YSU Foundation
Zachary Clark*	YSU Student Employee
Erin Driscoll	Executive Director, Student Activities
Nicholas Koupiaris	Student Government Association-President
Bishol Lamichhane	Housing RA/RHA
Jennifer Pinter	Associate Provost Academic Admin
Stan Sweeney	Director, Kiltawley Center Student Union
Shannon Tirone	Associate Vice President for University Relations
John Young	Executive Director, Auxiliary Services
Jivraj Zeeyana	YSU Student Athlete

* Participated for part of the study

EXECUTIVE SUMMARY

WTW Architects

WTW Architects was commissioned in 2021 to conduct a study of the Kilcawley Center at Youngstown State University, and to work with campus leaders, students, and staff in the development of a plan to improve and optimize student union space on campus.

The center itself was last expanded in 1979, and the adjacent recreation center was built in 2004. Various minor renovations have occurred in the last 43 years, but there remains a significant amount of deferred maintenance and facility deficiencies to be addressed. The quantity and needs of student organizations and student life programming have changed in the intervening years as well. The current building lacks the quality of space desired by students, making it more challenging for the university to compete with institutional peers, and attract & retain students, faculty, and staff.

REQUIREMENTS

The design team was tasked with the following goals in order to explore options and develop recommendation to alleviate the current obstacles:

- 1) Evaluate and assess the existing Kilcawley Center, including documentation of the age and condition of existing building systems, current building program, previous planning documents, and opportunities to renovate the building, including impacts to the adjacent Recreation Center and Kilcawley House.
- 2) Evaluate and assess sites for a new building to replace the Kilcawley Center. The site of a parking deck to be removed at 5th and Lincoln Avenues was highlighted as a preferred option.
- 3) Evaluate existing building tenants, and meet with students, staff, and stakeholders to gain insight on existing program deficits and needs. Identify and present emerging trends in union facilities with benchmark information pertaining to YSU's peer institutions and other campuses with similar enrollment. Use input from these discussions to develop an overall building program.
- 4) Explore options to renovate or replace the Kilcawley Center based on the desired building program. For the latter option, incorporate student, staff, and stakeholder comments about the opportunities and challenges of an alternative student union location.
- 5) Prioritize the building program based on probable costs and acceptable project budget.
- 6) Develop site-plan diagrams, diagrammatic floor plans, as well as a project schedule and estimated costs for the resulting schemes to inform the final direction for the union project, to be approved by the Board of Trustees.



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

PROCESS

- The design team collaborated with Student Experience and Facilities Management staff to assemble a Core Committee and Steering Committee tasked with reviewing and evaluating the progress of the study during each campus visit and major milestone.
- The Core Committee consisted of Student Experience & Facilities staff, along with Board of Trustees members charged with providing final decisions on presented options, bringing knowledge of other campus projects affecting the study outcome, and sharing updates with campus leadership.
- The Steering Committee assembled leaders from the YSU Foundation, Auxiliary Services, University Relations, Student Activities, and the Kilcawley Center, as well as representatives of faculty and students.
- This group was charged with providing a breadth of campus perspectives on the questions and materials presented by the design team, and providing WTW with direction on who should be included in the focus group process and how best to engage with the campus community at open forums and other campus events.
- In addition to committee meetings, WTW Architects used time on campus to meet with additional staff and students through targeted user group meetings, observation of student life programming, open forums, and intercept polling at a student event. Throughout the study process, input was obtained from this assortment of campus sources about the union program size and components, potential union sites, retail venues, site alternatives, and preliminary concepts.



OPPORTUNITIES AND CONSTRAINTS

Conceptual designs for new union buildings on two possible sites and two different renovation schemes were explored with relative budget estimates and relative construction schedules.

- The construction of a new student union, whether on the site on the site of the current Kilcawley Center or on the site at 5th and Lincoln Avenues was determined to be cost prohibitive for the current financial environment of campus, despite the possible benefits of avoiding the challenges of renovating an aging building.
- A potential new building at 5th and Lincoln also would have the benefit of maintaining union operations in the existing Kilcawley Center while construction was underway.
- Conceptual design work was then focused on renovation schemes and the program elements that could and should be included in the project, including ways that additions and renovation work could be approached. The site, topography, and best locations for the large assembly spaces informed the available footprint, entrance opportunities, and arrangement of other program elements.
- The site, budget, and existing service roads limit the possibility of relocating the building service locations as currently configured.

Opportunities

- Enlargement and Improvement of the Chestnut Room in it's current location
- Improved views and visibility
- New entrances & vertical connectivity between floors
- Better connectivity to fountain and quad, and creation of outdoor space connected to Kilcawley Center

Constraints

- Service path, loading dock, and main kitchen to remain in place
- Differing floor heights between original wing of building and additions at second floor
- Many elements are not accessible or past their useful life

DESIGN DIRECTION

The input received was synthesized into a series of Design Drivers, intended to provide direction for the future student union without limiting the outcome to the schemes developed as a part of the study. They are intended to ensure that the insight gathered by this process is maintained without preventing the design process from uncovering new opportunities.

In the Synthesis phases of the study, the input received about the conceptual designs that had been explored was synthesized into two final renovation schemes, which overlap the targeted budget range established by campus leadership and provides the desired program. Site plan, floor plans, and additional detail is illustrated in the last section of this report.



Executive Summary

DESIGN DRIVERS TO INFORM THE RENOVATION PROCESS:

Elevate the Quality, Accessibility and Resiliency of the Student Union

- Modernize infrastructure systems, building shell, and equipment identified as being past their useful lifespan
- Prioritize universal accessibility and code-compliance in new and renovated spaces
- Enhance wayfinding and connectivity between the Kileawley Center and the Recreation Center
- Prioritize student-facing services and spaces

Engage with Campus Surroundings

- Increase opportunities for physical and visual connections between interior program spaces, the fountain, Heritage Park, and the campus quad
- Enlarge public and student-focused spaces along the building's southern façade to provide access to landscape views and enhance the building as a beacon of activity
- Improve site landscape and hardscape adjacent to new and updated entrances, including the creation of outdoor program space
- Improve visibility, prominence, and transparency of building entrances

Foster community engagement and student development

- Enlarge student organization space to foster collaboration and engagement
- Improve meeting, lounge, and assembly spaces to meet the expectations of current students as well as the upcoming Generation Alpha
- Meet student demand for evening, late night, and weekend dining and events
- Expand shared collaboration space for student organizations with more visual transparency and resource support
- Celebrate YSU tradition and history with expressions that celebrate the student experience and YSU brand

Optimize Design and Infrastructure for Wayfinding, Adaptability and Flexibility

- Address wayfinding challenges within the building using a circulation path that creates a crossroad and expansive views across the building, both horizontally & from floor to floor
- Minimize program spaces that are designed for only one function
- Organize building program to facilitate exploration and the ability to stumble upon new opportunities
- Expand the current Chestnut Room (ballroom), connect the whole space visually, allow flexibility to be divided into smaller meeting rooms, and provide a pre-function space and green room for Chestnut Room events

Improve Student Retail and Dining Access

- Consolidate food service station to improve diner experience and maintain student access to dining seating even when venues are closed
- Enhance and enlarge retail opportunities in the Kileawley Center, both to serve student needs and to increase revenue generation opportunities



Introduction

A



INTRODUCTION

WTW Architects

HISTORY

The Student Union Planning Committee was formed in response to the identified need for building updates, both from the 2018 Facility study and union renovations accomplished by YSU peers. The committee was charged as follows:

Kilcawley Center is often the first impression of YSU for perspective students, parents, visitors, and the community. It is the one building that truly serves the entire University and is the gateway to YSU. A commitment to Kilcawley Center will allow us to continue to support YSU's mission of learning, social interactions, diversity, and community outreach. Kilcawley can support the development of student leadership, provide co-curricular work experiences, retention of students, enhance student experiences, and create a sense of belonging that binds students and campus community to their university.

Over the years, Kilcawley Center has adapted to the changes in student and campus needs with minor renovations and often re-purposing spaces to meet current needs. As a result, the Center no longer functions effectively.

- Does not meet contemporary student needs
- Building accessibility, health, safety, and code issues
- Inefficient use of space
- Aging and inefficient mechanical systems
- Aging infrastructure
- Inadequate activity and gathering space for students
- Lack single controlled access point and ability to close down areas of building, impacting expenses and rental rates
- Competition between students and conference for meeting spaces, and lack of a large, modern, multi-purpose room



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

ROLE OF THE KILCAWLEY CENTER

The Kilcawley Center at Youngstown State University provides a variety of critical functions to support student life and campus community. Located in the geographic center of campus, the building draws students, faculty, and staff for reasons including, but not limited to:

- Retail Dining for breakfast and lunch
- Use of the Chestnut Room and meeting rooms for departmental gatherings, conferences, student organization meetings, and events
- Student Services, including Access & Disability Services, Counseling, Tutoring, Graphic Services, and IT support
- Student Organization offices, meetings, and events
- Grab and Go purchases at Pate's Treats
- Entertainment and recreation in The Cove

Modest updates to The Cove, Student Organization spaces, and some retail areas have been made in recent years, but the building has not had a major renovation, upgrade, or addition since 1979. Given the significant opportunities for the Student Union to improve campus recruitment and retention, and also positively impact the quality of student life on campus, a major renovation or building replacement was identified as a priority project to be investigated beginning in Summer 2021.

The goal of the study was to develop a financially responsible renovation or replacement concept to improve the quality of the Kilcawley Center facility, resolve issues with deferred maintenance, and create a student union that can improve YSU's standing amongst its peers.

Recruitment is enhanced when a College Union is a front door for campus visitors and makes a great first impression.

Retention is improved because students who feel connected to their institution and school peers perform better academically.

Inclusion is fostered when programs, staff, and spaces promote inclusivity, equity, respect, and affirm the identities of all individuals.



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

2018 Housing and Student Life Facility Assessment

The facility assessment conducted in 2018 of all student life and housing buildings on campus concluded that the Kilcawley Center represents 60% of the 10-year projected deferred maintenance costs for all nine buildings examined.

The building's exterior is generally in good condition with the exception of the roof and windows. Interiors are generally in good condition with short term repair needs and legacy accessibility challenges. Building systems and equipment were assessed to be in poor condition, requiring prompt replacement.

2018-2020 Short-Term

- General repairs to cracked/spalled masonry, repoint mortar joints
- Refinish corroded metal
- Replace 20BY switchgear
- Replace fire alarm system
- Replace select food service equipment

2021-2023 Intermediate-Term

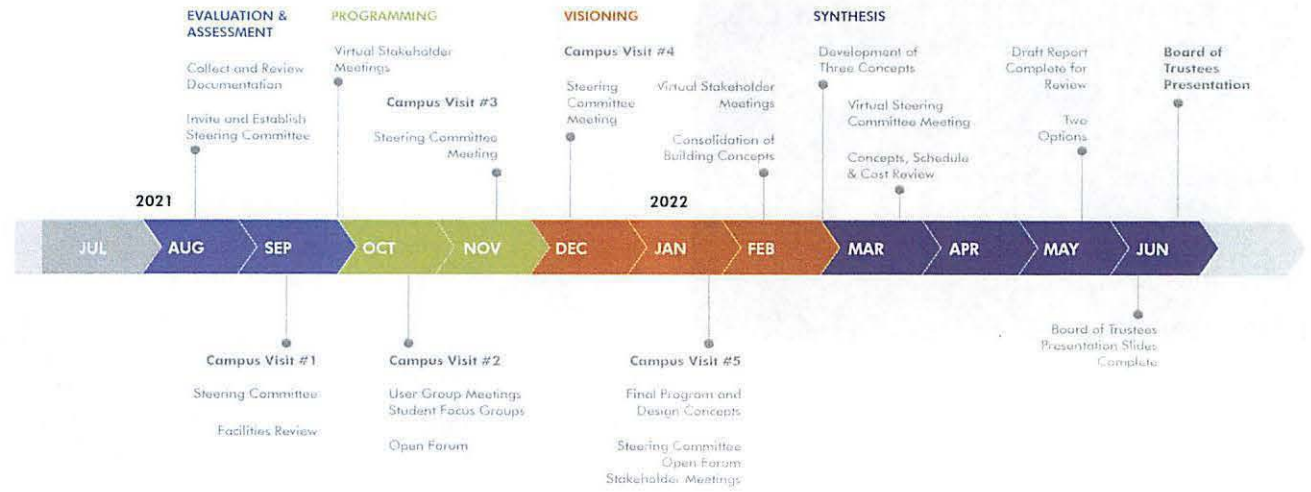
- Refinish mansard roof panels
- Replace entire roof and flashing; replace framing system at windows and doors
- Replace skylights and single-glazed windows, replace HVAC system
- Replace plumbing system; add full sprinkler system

2024-2027 Long-Term

- Replace entrance doors, lighting fixtures, upgrade data/telecom cabling
- Replace production kitchen equipment



FEASIBILITY STUDY SCHEDULE



Evaluation and Assessment

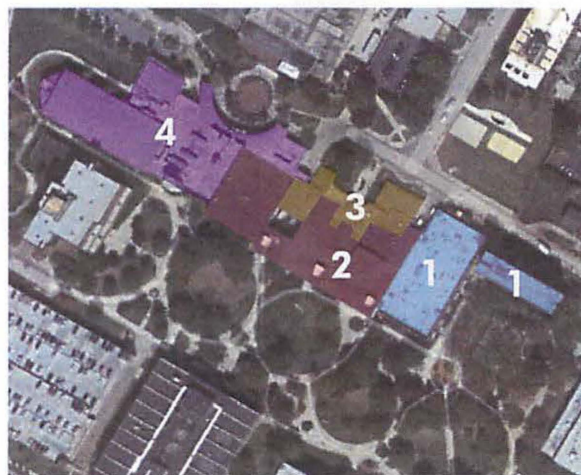
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EVALUATION AND ASSESSMENT

WTW Architects



HISTORY

- 1) Original Kilcawley Center & Kilcawley House - 1964
- 2) The Main Addition to the Kilcawley Center - 1971
- 3) North Addition - 1979
- 4) The Recreation Center - 2005

The student and recreation center complex was built on over a number of decades.

The original wing of the Kilcawley Center was built with the 7-story Kilcawley House residence hall in 1964. The two buildings are connected by a breezeway, and feature a matching brick facade, window type, and architectural rhythm. The large addition built in 1971 (number 2 on plan above) added a concrete facade to face the campus quadrangle, and added space for offices, meeting rooms, and other student center services. This construction also created the loading dock and added all three current elevators.



The 2nd major addition, built in 1979 and noted with number 3 on the plan above, created a better defined

entrance on the north side of the building, while also adding two lower level spaces with skylights and more area for food service. The construction of this addition also created the interior courtyard, and masked views of the loading dock from the primary north entrance. An open air walkway connects the building wings on either side of the courtyard.

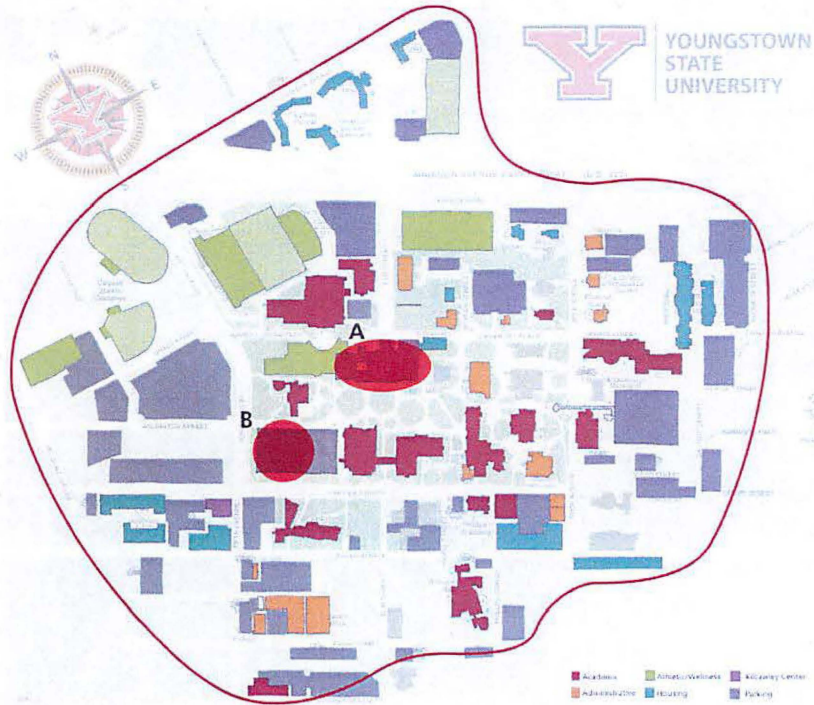
The student recreation center, which opened in 2005 (number 4 on the plan above), provides student wellness and exercise-focused amenities in an adjacent building. The design established a more formal, semi-circular entrance promenade on the north side facing campus athletic amenities and an alumni plaza. A secondary loading deck for trucks was also added to the student center as a part of this enlargement.

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

SITE ASSESSMENT AND CONTEXT

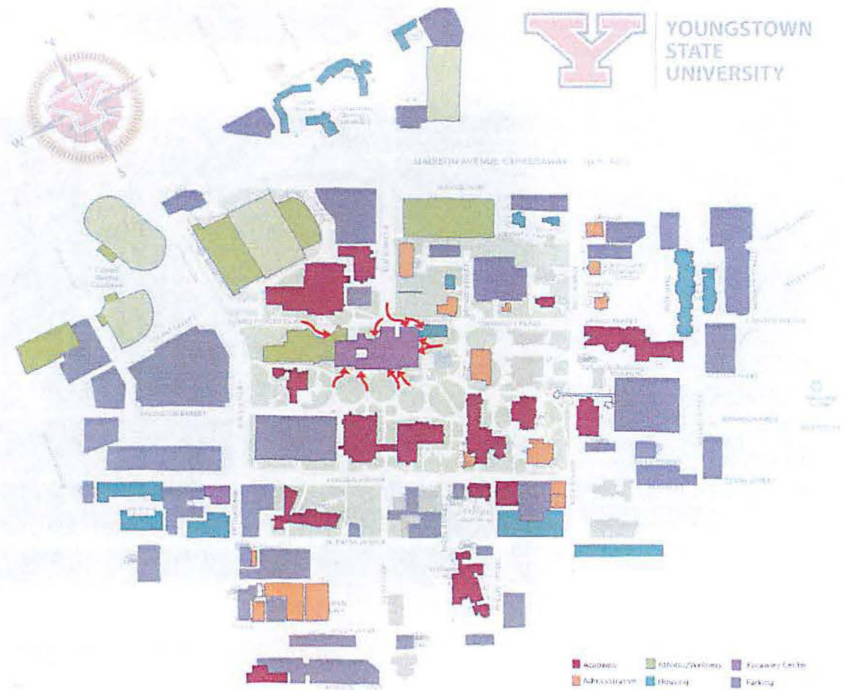
The design team and steering committee were charged to explore both the possibility of a Kilcawley Center renovation and a building replacement on another site. A potential new building site was identified at the northeast corner of Fifth and Lincoln Avenues, where an existing parking garage is slated for demolition.

Examining the extents of the current campus, the locations of both the existing building (Site A on the plan below) and the proposed new building location (Site B on the plan below) are within the central core of the map. But even on this modest campus, many students and stakeholders made the case that the proximity of the Kilcawley Center to the northern residence halls and the eastern academic buildings was preferred over the redevelopment of the parking garage site.



The central campus location of the Kilcawley Center means that students and YSU community members approach and enter the building from the north, east, and south or enter through the Recreation Center when approaching from the west. Some existing entrances are difficult to identify as one approaches the building, and in some cases wayfinding to other parts of the building are not obvious upon entering. The desire is for at least one entrance in each direction to be prominent, and for all entrances to be welcoming to students and visitors entering the facility.

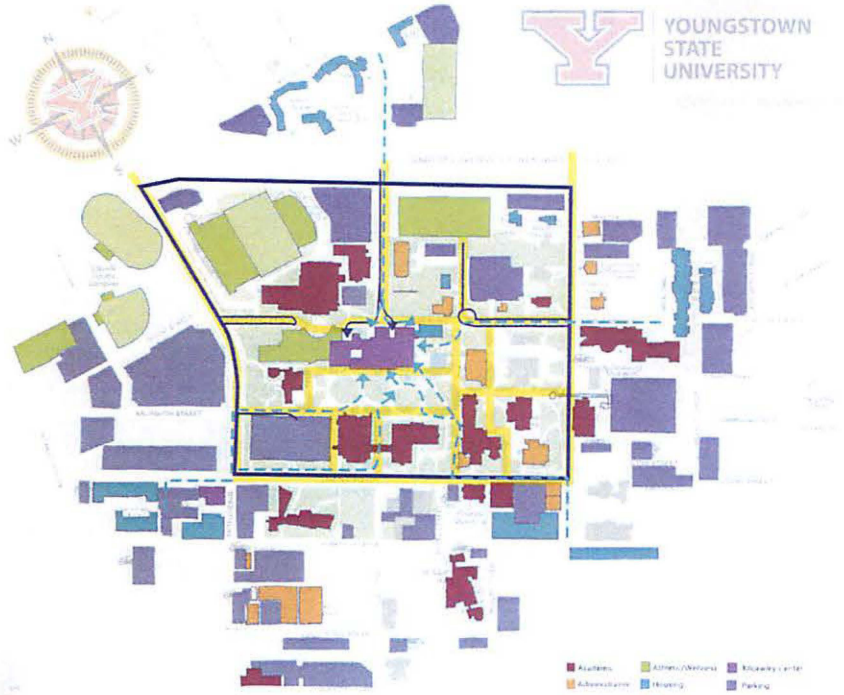
This is a common consideration in student center design, as they are frequently located centrally for the benefit of the campus community.



Further exploration of the site plan examined vehicular & service pathways, paved roadways & sidewalks, green space, and frequent pedestrian routes. The site plan was also color coded to show building uses, campus parking, and athletic fields.

NOTABLE OBSERVATIONS:

- The roadway from the north is a prime access both for service vehicles and students who live in the northern residence halls.
- Ideally these two populations should be segregated as much as possible.
- Students coming from academic buildings at the south and east can come through a variety of pathways and angles - identifying the potential need for multiple entrances on each side.
- Small, campus vehicles (e.g. golf carts) have a variety of access points, depending on local topography



1

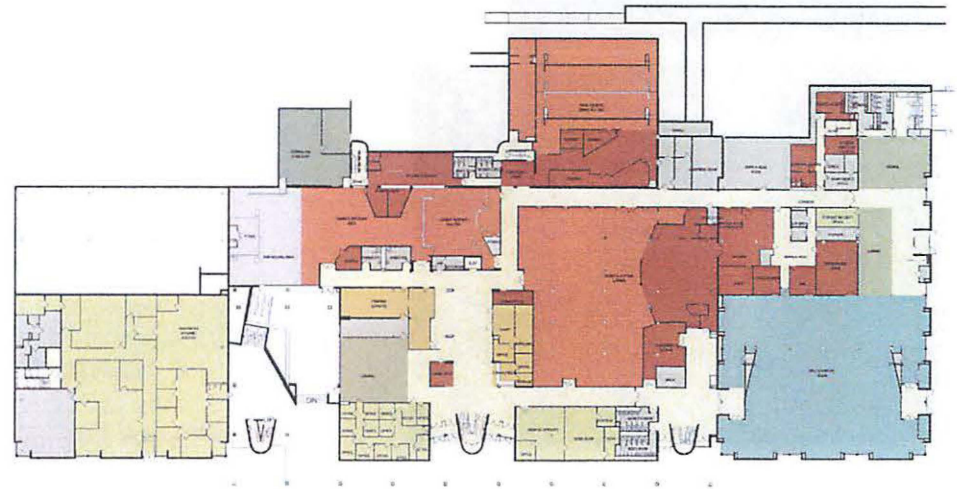
Existing First Floor (1st)

Notable Features of the First Floor:

- The Chestnut Room (Large Event Space) is shaped in such a way that the perimeter of the space is only usable for catering staging or pre-function space due to poor views of the front of the room.
- The lounge areas north of the Chestnut Room work well for pre-function space but lack significant acoustical separation when events are going on.
- Catering support is well-located to serve the Chestnut Room and connect to the main kitchen via the service elevator.
- Dining space at Wendy's and the Food Court are popular with students and centrally located, but are closed when the food service isn't operating.
- Many services are available and visible from the central entrance at this level - students and staff can access Graphic Services, IT assistance, Pete's Treats and Jamba Juice. There are empty spaces available for additional retail support.
- The Dunkin' Donuts and surrounding seating are popular whenever the building is open. The nearby stage is well-located, but competes with noise from the food service venues.
- The student media area has a nice space, but is not connected to other student organization spaces in the building.
- The Resch Academic Center provides a valuable service to students in a central campus location, but this portion of the building is fully separate from the rest.

Legend

- Food Service/ Dining
- Food Service/ Service/Support
- Ballroom/Facilities
- Conference/Meeting Rooms
- Additional Retail Services
- Recreation/Entertainment
- Lounge Spaces
- Academic Related
- Student Organizations
- Administrative
- Special/Misc. Components
- Support/Service, IT
- Circulation



FIRST FLOOR PLAN

2

Existing Second Floor (2nd)

Notable Features of the Second Floor:

- Though popular, the Chick-Fil-A is isolated from the rest of the building.
- Many meeting rooms are co-located on this floor to facilitate conferencing activity, though the corridor layout makes navigation from room to room too challenging.
- Meeting rooms above the Chestnut Room lack acoustical separation.
- The preferable location of the main kitchen and mechanical spaces near the loading dock and service elevator make them challenging to relocate.
- Student service offices along the south wall co-locate staff offices but limit public views of the quad and suffer from temperature challenges as well as inequitable space layouts.
- The breezeway at the open courtyard separates the building into two "wings"

- The student organization and staff support space in the west wing are popular upgrades, though they lack acoustic separation and have limited access to natural light.
- The Cove is a popular student recreation and entertainment area. If provided with adjacent restrooms it could be open when the rest of the building is closed.

Legend

- Food Service/Leasing
- Food Service/Service/Support
- Ballroom/Facilities
- Conference/Meeting Rooms
- Additional Retail Services
- Recreation/Entertainment
- Lounge/Office
- Audience Related
- Student Organizations
- Administrative
- Special/Event Components
- Support/Service/IT
- Circulation



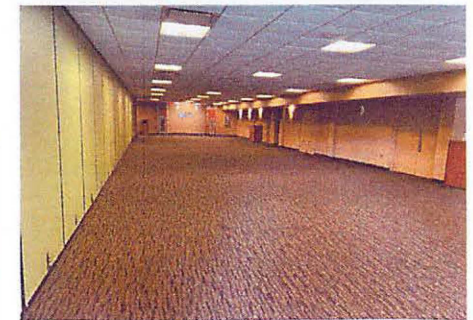
SECOND FLOOR PLAN

BUILDING AND SPACE ASSESSMENT

Chestnut Room

Southern-facing two-story windows provide attractive views of the nicely landscaped quad, but light intrusion and glare during presentations is controlled with dark, absorptive curtains. The glazing is not insulated and does not contribute to modern goals for building energy efficiency.

The operable partitions between the double height space and flexible corridor/lounge/pre-function space no longer provide adequate acoustic separation. There is a desire for updated finishes, lighting fixtures, IT infrastructure, and AV equipment.



"What I liked the most about the Toledo Student Union was 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!"

Hallway Ramps

Accommodating existing floor elevation changes between the older and newer sections of the building on the second floor will require careful planning. Existing hallway ramps are not compliant with current accessibility guidelines. They are challenging to navigate for students with disabilities as well as service staff moving food and equipment to and from meeting rooms & event spaces.

Alternate floor finishes and visual contrast should be incorporated into potential renovation plans. Both can help building occupants better navigate ramps and floor elevation changes.

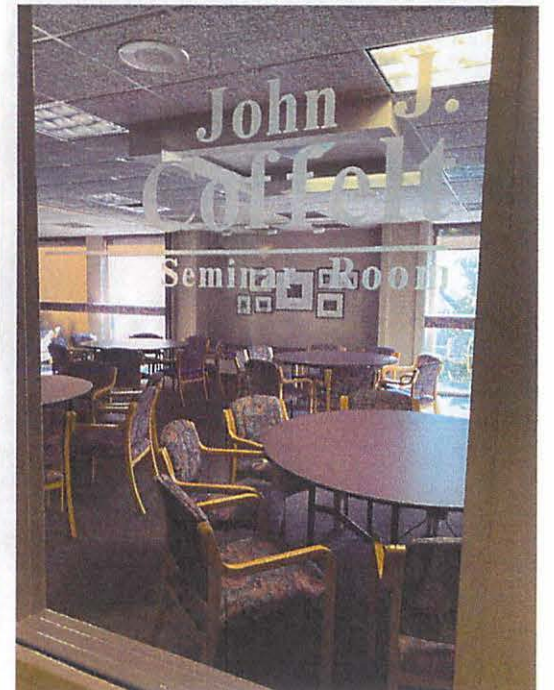


Meeting Rooms

Updates are currently in progress to provide more consistent AV equipment and presentation technology in the variety of meeting rooms in the Kilcawley Center. Furniture, lighting fixtures, and finishes vary significantly from room to room, and only a handful of existing meeting rooms have access to natural light.

Additionally, many of the meeting rooms lack visibility from hallway circulation and/or transparency of entrances. This layout makes it difficult for building users to perceive activity in the building or know when meeting rooms are available for impromptu uses.

Room reservation data was provided by the Auxiliary Services department, and the size & quantity of meeting rooms was reviewed with staff and student groups who facilitate large and small events in the Kilcawley Center.



The Cove

This casual hangout space is popular with students for playing E-Sports and table games, as well as studying, and small meetings. Student Government and Student Activities staff program a variety of events in this space, and visitor events like orientation use the area for check-in and other gatherings.

The area also includes a small food vendor to accommodate late-night snacking needs, a pick-up location for online grocery orders, and the current home of the radio station. The space is nicely branded with YSU colors & artwork, and has both natural light access and good connection to the recreation center.



Student Organization & SGA Spaces

Across the hall from The Cove is a newly renovated area to support student organizations, especially SGA and Penguin Productions.

A stocked resource area with work tables and meeting area is available for use by all student organizations, and dedicated offices are provided for student leaders in SGA and Penguin Productions. More space like this is needed to support more student organizations, and their meetings & work sessions. This program area is well-located near Student Activities staff, but is separated from the rest of the Kilcawley Student Center by the breezeway and interior courtyard. It can be difficult to find for some students.



"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."

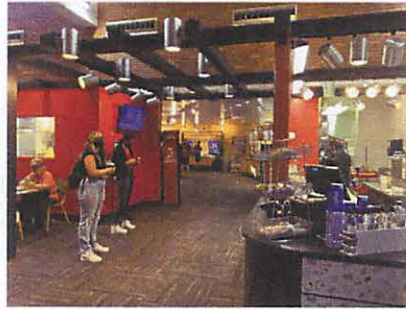
Kitchen and Serveries

The food service venues in the building are spread out in several separate areas, several with their own dedicated seating that is unavailable to students when the venue is closed. Current dining options include:

Chick-Fil-A - This venue has both an exterior entrance and interior door to the second floor of the Kilcawley Center. It includes a dedicated dining area, an outdoor seating area, and small set of restrooms, so this space has the ability to operate under independent hours from the rest of the building. The staff area has a dedicated kitchen space as well as direct access to the main building kitchen.

Food Court - There are several small food stations in this first floor breakfast and lunch destination. The venues are occupied primarily by concepts developed by the Food Service Provider to balance the offerings provided by the building's national chain stations. This area hosts a large, tiered seating area with a high angled ceiling and perimeter skylights. The seating area has a lot of potential to foster large group meals, but is not available to students when the food court is closed.

Wendy's - Down the hall to the right from the Food Court is a fast food outpost that is currently occupied by a Wendy's franchise, operated independently from the campus Food Service Providers operation. The venue is at the center of the first floor and can be entered from 3 different corridors. The dining area is a popular place for students to hang out and study, though the area is closed when Wendy's isn't operating and means that the 3 corridors surrounding it are inactive when the venue is closed.



Dunkin Donuts & Hissho Sushi - Down the hall to the left from the Food Court are two smaller stations currently occupied by Dunkin Donuts and a sushi outlet. There is a small prep and storage kitchen behind the venue to support their operations and corridor access to the service elevator & main kitchen. The Dunkin is known for being the destination with the longest operating hours, as well as being located near two casual seating areas with updated furniture. One of these areas has a stage area, and access to natural light through the courtyard.

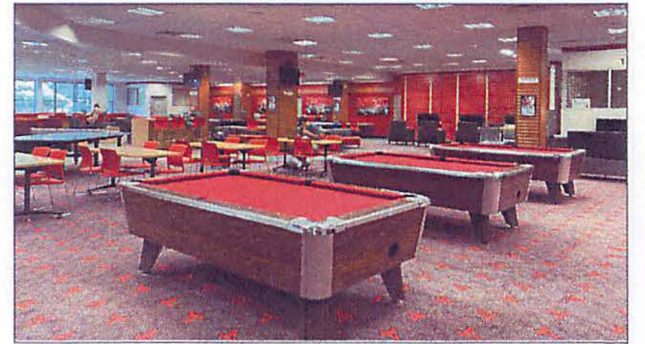
Jamba Juice - A very small venue inside the first floor entrance houses a Jamba Juice. The station is located right on the corridor and functions independently from the main kitchen, only requiring staff to move food an equipment once a day or less often each week.

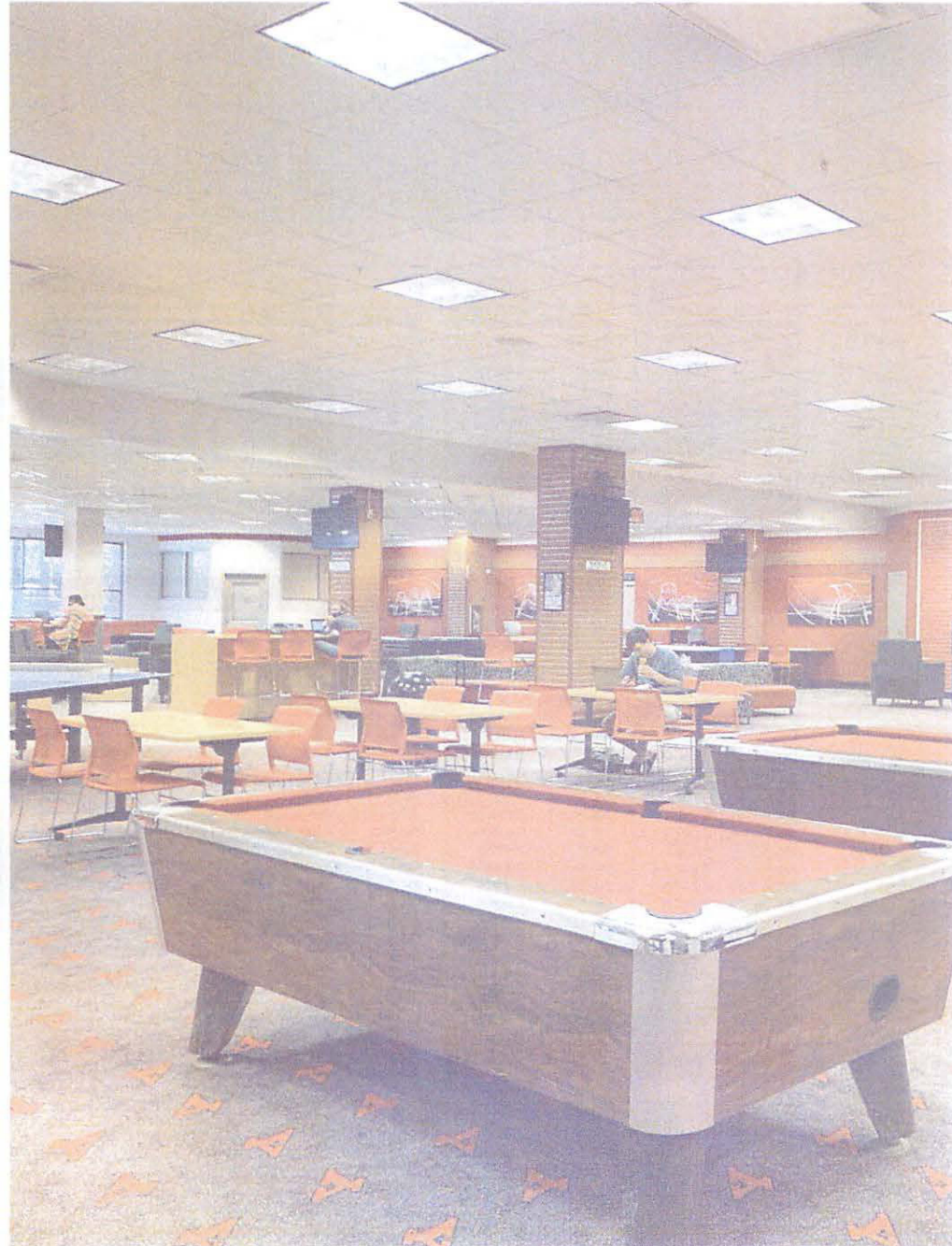
Main Kitchen - The kitchen supports both batch prep and cooking for the food service providers venues, as well as catering service in the building. The space is not undersized for the function and the need for finish upgrades and renovation less pressing, but much of the food service equipment is original to the building and is past its useful life. Building renovation should include full replacement of the kitchen equipment.

Penguin Pantry - This is a great asset that the SGA has spearheaded to support YSU students in a variety of challenging life situations. Proximity to a building entrance is helpful, but a more private experience would be appreciated by some users of the service. They could also occupy a larger space and could use additional temporary storage during food drives and events.



Programming





PROGRAM ASSESSMENT AND BENCHMARKING

WTW Architects

EXISTING FACILITY

The programming process begins by identifying existing spaces in the Kilcawley Student Center and assigning each to one of the standard 13 Program Groups utilized by WTW Architects for college unions. Then the square footage of each of these groups, as well as the overall size of the building, can be benchmarked in two ways against other institutions in the WTW database.

Youngstown State University identifies a list of institutional peers and six of these institutions were available in the database. Additionally, a good starting point for identifying college union size is 10 square feet per student, so institutional peers with similar enrollment were compared to the YSU facilities.

Six Identified Peers:

- Cleveland State University
- Middle Tennessee State University
- Northern Kentucky University
- Southeastern Louisiana University
- University of Akron
- University of Memphis

Ten Institutions with Comparable Enrollment:

- Arkansas State University
- Indiana University of Pennsylvania
- Northern Kentucky University
- Texas Christian University
- University of Idaho
- University of Montana
- University of New Orleans
- University of West Florida
- University of Wisconsin - Eau Claire
- Valdosta State University

On the following pages, the Program Groups for each college union are listed to show the square footage of program and the percentage of the building dedicated to that program, as well as the relationship between the building program area & total square footage. These comparisons identify a starting point for identifying building spaces that could be larger or smaller. Through further exploration in visioning and initial concepts, the final program was adjusted based on campus community input.

"I really enjoyed being able to see other college campuses in a new light when we visited the University of Akron and Kent State student centers."

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%	23,672 sf	25.8%
Large Event Space	8,840 sf	8.5%	9,066 sf	7.8%	10,644 sf	11.6%
Conference & Meeting Rooms	15,018 sf	14.4%	12,389 sf	10.6%	8,100 sf	8.8%
Bookstore	0 sf	0.0%	14,134 sf	12.1%	10,865 sf	11.8%
Additional Retail Services	2,329 sf	2.2%	4,383 sf	3.8%	3,492 sf	3.8%
Theater / Auditorium	0 sf	0.0%	4,820 sf	4.1%	3,328 sf	3.6%
Recreation / Entertainment	9,580 sf	9.2%	4,800 sf	4.1%	5,840 sf	6.4%
Lounge Space	4,910 sf	4.7%	7,768 sf	6.7%	4,916 sf	5.4%
Academic / IT	2,421 sf	2.3%	2,085 sf	1.8%	1,003 sf	1.1%
Student Organizations	7,393 sf	7.1%	8,066 sf	6.9%	7,275 sf	7.9%
Administrative	19,534 sf	18.8%	14,493 sf	12.4%	8,522 sf	9.3%
Multicultural Centers	0 sf	0.0%	2,964 sf	2.5%	1,244 sf	1.4%
Special / Miscellaneous	343 sf	0.3%	367 sf	0.3%	2,981 sf	3.2%
Total Assignable Sq. Footage	103,956 sf		116,438 sf		91,883 sf	
Total Building Gross	157,164 sf		177,362 sf		140,277 sf	
Grossing Factor	1.51		1.52		1.53	

Programs are compared both using assignable square footage and as a percentage of the total building program.

Components	Existing Student Union		Six Identified Peers		Peers w/Similar Enrollment	
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Undersized Program - Highlighted elements are undersized and/or poorly arranged compared with institutional peers. The Chestnut Room looks comparable by the numbers, but this square footage includes adjacent lounge and circulation space that can be co-opted for large banquets but don't allow all attendees to see activities and presentations at the head of the room.

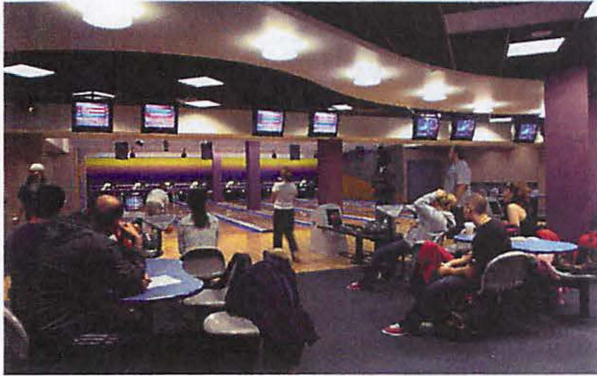
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Oversized Program - Highlighted elements are generally oversized compared with institutional peers. Food Service program provides an ideal opportunity to improve efficiency - locating venues close together and allowing students to use dining area as lounge space whenever the building is open outside of peak meal time.

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Program not Included - The bookstore was moved to another location on campus a number of years ago, and the Kilcawley Center has never had a theater. Neither program element needs to be included in the building. It is helpful to identify that the lack of these elements provides more space for other student-centered priorities or the opportunity for the overall building to be smaller.

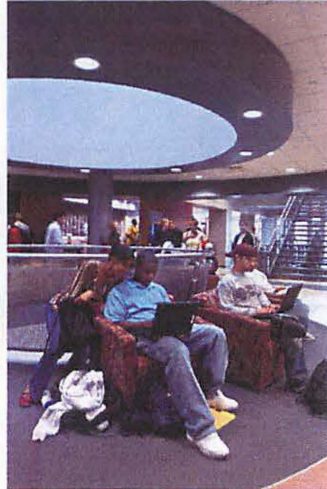
PEER INSTITUTIONS



University of Akron
Jean Hower Taber Student Union
 Estimated Enrollment - 17,829
 Renovation Completed - 2004
 Project Cost - \$41M

200,000 GSF
 11.2 SF/student

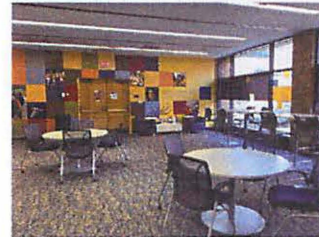
Includes Bookstore & Theater



Kent State University
Kent State Student Center
 Estimated Enrollment - 26,804
 Renovation Ph 1 Completed - 2020
 Project Cost - <\$5M

288,000 GSF (13,000 renovated)
 10.7 SF/student

Includes Bookstore



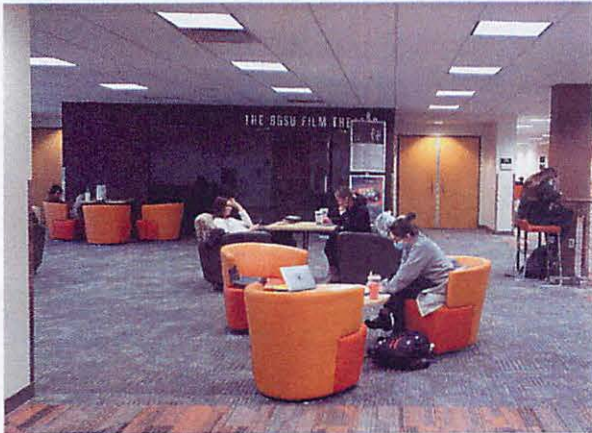
PEER INSTITUTIONS



**Bowling Green State University
Bowen-Thompson Student Union**
Estimated Enrollment - 20,395
Renovation Completed - 2015
Project Cost - \$10M

125,000 GSF
6.1 SF/student

Includes Bookstore & Theater



**University of Toledo
Lancelot Thompson Student
Union**

Estimated Enrollment - 19,782
Union Renovation Part of 2021
Master Plan

Size not known

Includes Bookstore & Theater

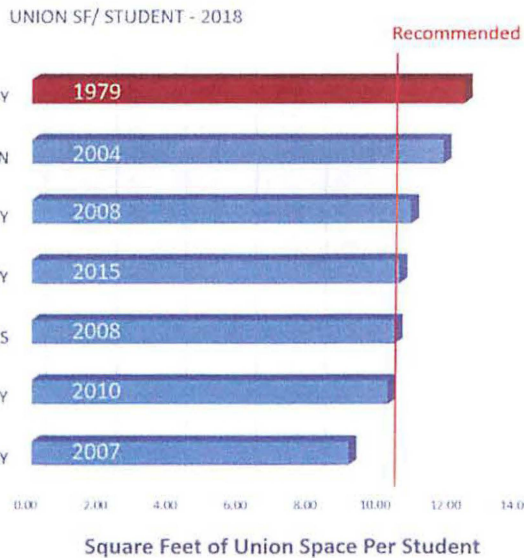


BENCHMARKING

Another method of benchmarking a college union facility involves comparing the building area to the student population on campus. A good starting place to size a college union is to provide 10 square feet per FTE student. This may be too low for a very small institution or too high for the largest campuses, but it is a good benchmark for medium-sized institutions. As shown below, the size of the Kilcawley Center is adequate for Youngstown State University, if not oversized - especially given that enrollment is not projected to grow in the coming years.

The other information shown in the graph below is a comparison of building ages. The six peers identified by YSU have all performed a major renovation or built a new college union within the last twenty years. This investment stands in stark contrast to the fact that the last addition to the YSU Student center occurred in 1979 and no major renovation has been completed since. Minor renovations that have been completed in recent years have primarily been finish or AV/IT upgrades.

This data does not indicate that the building has to be decreased in size, but it shows that if there isn't desired programming to fill the available space or sufficient funds to renovate the whole building, then partial demolition may be the best course of action. A smaller building is also less expensive to maintain and operate over time.



PROGRAM DEVELOPMENT

Program of Needs

Over the course of the study, the program was explored in several ways. Some program groups are consistent in all options, while others are reduced or eliminated in some scenarios.

Renovation Program (Larger)

This initial renovation scenario incorporates nearly all of the existing building plus several small additions.

New Building Program

The new building option does not include some program spaces that remain in the wing of the recreation center.

Renovation Program (Smaller)

This second renovation option reduced the overall building square footage to better align with campus enrollment and lower the project cost.

The kitchen program is minimally reduced and food service venues can get smaller with the intention that they will be co-located and more efficient, the program also assumes that the dining seating area will be consolidated in one or two spaces, and will be adjacent to circulation, lounge, and/or recreation space to create flexible uses. The smaller program reduces spaces by 10%.

	Existing ASF	Renovation Program (Larger) ASF	New Building Program ASF	Renovation Program (Smaller) ASF
Group 1: Food Service				
1.01 Existing Cafeteria / Retail Dining	33,588	0	0	0
Servery	31,759	0	0	0
Jamba Juice	148	0	0	0
Cove FS Venue	332	0	0	0
Staff and Shared	1,349	0	0	0
1.02 Food Service / Retail Dining	0	29,000	29,000	26,105
Servery Details TBD	0	29,000	29,000	26,105
1.03 Vending	208	350	200	175
Vending Storage	0	100	50	45
Total Group 1: Food Service	33,796	29,350	29,200	26,280

"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."

The Chestnut Room is enlarged to accommodate 600-650 for banquet seating and 1,000 for lecture seating. The smaller program will not accommodate a stage in addition to the maximum number of seats requested. The ballroom should be of a more regular shape, be dividable into 3-4 spaces, and this program includes pre-function space.

The larger version of the Black Box Theater includes Cafe Seating for 200, is a double-height space, and includes retractable seating. The reduced version is a one-story space with cafe seating for 100. Both versions have a "pub" feel with a stage for casual performances and access to a late night food venue and potentially a dedicated entrance to accommodate late night activities when the rest of the building is not operating.

	Existing ASF	Renovation Program (Larger) ASF	New Building Program ASF	Renovation Program (Smaller) ASF
Group 2: Ballroom Facilities				
2.01 Chestnut Room	8840	15,100	15,100	14,700
2.02 Black Box Theater	0	4,150	4,150	2,270
Total Group 2: Ballroom Facilities	8,840	19,250	19,250	16,970

The Conference and Meeting Room program includes meeting rooms in a variety of sizes. The largest should accommodate 200 or 100 occupants, respectively. The middle sizes of meeting and conference rooms should accommodate 25-30 and 12-15 seats. The two smallest sizes of rooms should hold 6 and 3 occupants. The reduced program has a smaller quantity of the three smallest sizes of conference rooms.

	Existing ASF	Renovation Program (Larger) ASF	New Building Program ASF	Renovation Program (Smaller) ASF
Group 3: Conference/Meeting Rooms				
3.01 Meeting Rooms	0	3,600	3,600	1,200
3.02 Small Meeting Rooms	0	3,750	3,750	3,750
3.03 Conference Rooms	0	2,400	2,400	1,600
3.04 Small Conference Rooms	0	1,200	1,200	800
3.05 POD Rooms	0	600	600	300
3.06 Meeting Room Support	957	1,100	1,100	775
3.07 2nd Flr East Meeting Rooms	4,671	0	0	0
3.08 2nd Flr West Meeting Rooms	4,754	0	0	0
3.09 Committee Rooms	685	0	0	0
3.10 Assembly Rooms	2,434	0	0	0
3.11 Seminar Rooms	1,516	0	0	0
Total Group 3: Conference/Meeting Rooms	15,018	12,650	12,650	8,425

The large bookstore is successful in its current location at 5th and Lincoln Avenues. The program proposes a small Spirit Shop to support additional purchases of YSU merchandise by visitors. During the programming process it was suggested that the Spirit Shop could be located near the ID Card office to be more efficient with staff labor.

	Existing ASF	Renovation Program (Larger) ASF	New Building Program ASF	Renovation Program (Smaller) ASF
Group 4: Bookstore				
4.01 Bookstore	0	500	0	500
Total Group 4: Bookstore	0	500	0	500

A consistent theme during focus group discussions was a request to increase the size of the current caddy & convenience store. A variety of other retail opportunities were discussed without settling on a clear program, so a "future" retail space was included to accommodate a local retail provider, campus entrepreneur, or other future retail experience.

	Existing ASF	Renovation Program (Larger) ASF	New Building Program ASF	Renovation Program (Smaller) ASF
Group 5: Additional Retail Services				
5.01 Copy Center	1,270	0	0	0
5.02 Banking	0	150	150	150
5.03 Tech Retail	277	220	220	220
5.04 Candy & Convenience Store	548	650	650	650
5.05 Grocery/Retail Pick-up	234	250	250	250
5.06 Flexible Future Retail	0	650	650	650
Total Group 5: Additional Retail Services	2,329	1,920	1,920	1,920

Neither a theater or auditorium is included in the Kilcowley Center program.

	Existing ASF	Renovation Program (Larger) ASF	New Building Program ASF	Renovation Program (Smaller) ASF
Group 6: Theater/Auditorium				
6.01 Theater	0	0	0	0
Total Group 6: Theater/Auditorium	0	0	0	0

The existing Cove space is very successful and generally well used for both on demand use as well as program & event hosting. The program shown assumes the programming of the space stays as is, and additional group 7 spaces are added elsewhere. The new building program locates all recreation and entertainment spaces in the new building and assumes the Recreation Center space to be back-filled with other uses.

	Existing ASF	Renovation Program (Larger) ASF	New Building Program ASF	Renovation Program (Smaller) ASF
Group 7: Recreation/Entertainment				
7.01 Game and E-Sports Lounge	6,814	7,150	7,000	7,150
7.02 TV Lounge	0	900	900	500
7.03 Recreation	2,765	400	400	400
Total Group 7: Recreation/Entertainment	9,580	8,450	8,300	8,050

Lounge space is programmed to ensure that these types of spaces, critical to fostering community in student life buildings, are accommodated in the building design. The smaller renovation program decreases lounge space by 10-30% to make it proportional to the overall building size. Lounge spaces should be co-located with other gathering spaces, food service spaces, and should mostly be open to circulation corridors and be visible from entrances.

	Existing ASF	Renovation Program (Larger) ASF	New Building Program ASF	Renovation Program (Smaller) ASF
Group 8: Lounge Space				
8.01 Atrium / Lobby	0	3,000	3,000	2,000
8.02 Pocket Lounges	0	3,000	3,000	2,000
8.03 Student Welcome / Entry Lounge	1,839	0	0	0
8.04 Student Lounges	3,070	0	0	0
8.05 Study Lounges	0	500	500	450
8.06 Schwebel Lounge	0	750	750	650
Total Group 8: Lounge Space	4,910	7,250	7,250	5,100

Academic related spaces are very limited in the goals of the new student union for YSU. Proposed computer labs are open to circulation and these three labs are designed for 4 users each plus possible printing stations..

	Existing ASF	Renovation Program (Larger) ASF	New Building Program ASF	Renovation Program (Smaller) ASF
Group 9: Academic Related				
9.01 Student Academic Recreation	2,421	300	300	300
Reading Lounges	1,942	0	0	0
Computer Labs	479	300	300	300
Total Group 9: Academic Related	2,421	300	300	300

In addition to accommodating Student Government and Student Activities Board offices, the student organization space will provide resource, workroom, storage, and meeting space for the rest of student organizations on campus. This space is shared and should be prominent in the building layout. Student media space would be co-located with other student org space but would likely have a separate entrance/access.

	Existing ASF	Renovation Program (Larger) ASF	New Building Program ASF	Renovation Program (Smaller) ASF
Group 10: Student Organizations				
10.01 Student Involvement	5,750	7,600	7,600	6,405
Student Involvement Leadership Suite	4,075	3,000	3,000	2,100
Student Organizations	875	2,790	2,790	2,550
Student Activities Board	50	660	660	630
Student Government	750	1,150	1,150	1,125
10.02 Student Media	1,643	1,700	1,700	1,500
10.03 Cultural Center	0	0	0	0
Total Group 10: Student Organizations	7,393	9,300	9,300	7,905

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

Most student services currently located in the Kiltawley Center are included in the larger renovation program. The New Building and Smaller renovation program include fewer student services. Those not included may be moved to the library. Those adjustments were not included in the scope of this report.

Student Union offices should be co-located with the information Desk. Student Activities Offices should be located in proximity to student org spaces.

	Existing ASF	Renovation Program (Larger) ASF	New Building Program ASF	Renovation Program (Smaller) ASF
Group 11: Administration				
11.01 IT Suite & Help Desk	1,200	1,990	1,990	1,990
11.02 Access & Disability Services	2,927	2,044	0	0
11.03 Student Advocacy & Support	219	0	0	0
11.04 Counseling	1,503	2,170	0	0
11.05 Resch Academic Success Center	6,227	5,370	0	0
11.06 Graphic Services	1,435	1,390	1,390	1,390
11.07 Shared Staff Resources	0	470	470	470
11.08 Misc Offices	327	0	0	0
11.09 Student Union Offices	3,169	3,630	3,630	3,630
11.10 Student Activities Staff Office Suite	2,527	2,320	2,320	2,320
Total Group 11: Administration	19,534	19,384	9,800	9,800

The multicultural space program is a flexible placeholder at this time. It is currently envisioned as a lounge space that may include a few small meeting rooms. Due to the pandemic, cultural student organizations are currently in flux and specific needs or supportive staff were not able to be identified during the study process.

	Existing ASF	Renovation Program (Larger) ASF	New Building Program ASF	Renovation Program (Smaller) ASF
Group 12: Multicultural				
12.01 Multicultural Space	0	750	750	750
Total Group 12: Multicultural Centers	0	750	750	750

There was significant student enthusiasm about including a maker space in the union program. The specific making tools and goals were not finalized. The Group 13 program also includes a larger food pantry, located with opportunity for privacy as students come and go from the space.

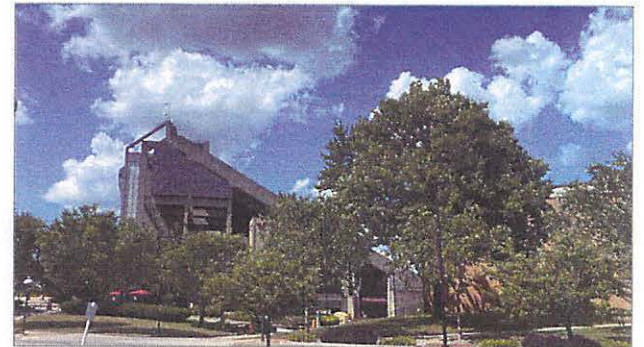
The community kitchen program would function with support from the future food service provider.

	Existing ASF	Renovation Program (Larger) ASF	New Building Program ASF	Renovation Program (Smaller) ASF
Group 13: Special/Misc. Components				
13.01 Maker Space	0	620	620	550
13.02 Sensory Space	0	0	0	0
13.03 Food Pantry	343	550	550	550
13.04 Community Kitchen	0	1,000	1,000	1,000
13.05 Family Support	0	150	150	150
Total Group 13: Special/Misc. Components	343	2,320	2,320	2,250

"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 Kiltawley today."

Visioning

D



VISIONING

WTW Architects

FOCUS GROUPS AND WORKSHOPS

In addition to gathering input from the Steering and Core committees, discussions were held in a series of focus group meetings and two open forums during Programming and Visioning to review the proposed program as well as opportunities and barriers in the current Kilcawley Center. Many of these groups were part of early programming meetings to understand current opportunities and needs, and then were revisited during Visioning to get their input on the direction the study outcomes had taken. The goal was to get their thoughts about programming goals, potential building location, and design drivers to ensure that needs weren't being overlooked.

Most Visioning meetings included a polling exercise to prioritize elements of the program and design goals. The elements discussed and polling outcomes are shown on the following pages. This input was critical during the prioritization process as the building program was narrowed from the "Wish List" version to the prioritized version that could fit within the available budget.

September 2021 – Evaluation and Assessment

WTW Design Team - Building Walk-through and Site Walk

Kilcawley Student Center Staff
YSU Facilities and Parking Staff

Steering Committee

October 2021 - Programming

YSU Campus Event Committee
YSU Student Affairs and Admissions
Kilcawley Student Center Tenants – Graphics Center, IT Help Desk, ADS, ID Card Office
Chartwells Dining Services & Catering
Resch Academic Success Center and Writing Center Staff
Penguin Productions (Student Programming Board)
RAs & Residential Students
YSU Student Government Leaders and Penguin Pantry
YSU Student Media
YSU Student Employees
YSU Student Organizations
Steering Committee
Open Forum

November 2021 - Programming

YSU Campus Leadership for Diversity, Equity & Inclusion and International Students
E-Sports
Print Shop
YSU Counseling
Student Security
Kilcawley Student Center Staff
Commuter Students

Students in YSU Athletics
YSU Faculty
Campus Tour for WTW Design Team
Steering Committee

December 2021 - Visioning

Honors College
Kilcawley Student Center Staff
IT Help Desk
Chartwells Staff and Kitchen Tour
Midnight Breakfast Surveys
Steering Committee

January 2022 - Visioning

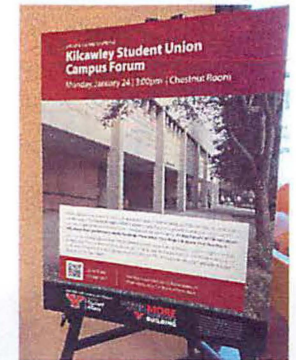
Black Student Union
Presidential Mentors
Greek and Student Organizations
Open Forum
Student Leadership Forum

February 2022 – Visioning

Kilcawley Student Center and Auxiliaries / Dining Services Staff
Student Government Leaders, Student Organization Leaders, Penguin Pantry, and Penguin Productions
IT Help Desk and Penguin Play-In
Resch Academic Center and YSU Accessibility Office
YSU Orientation Staff
YSU Faculty
Steering Committee

March 2022 and April 2022 – Synthesis

Steering Committee



GATHERING & COLLABORATION

Unions are often referred to as the “living room” of campus. A modern student union provides a variety of spaces to gather and collaborate in addition to the classic fireplace lounge. There are many ways to create gathering and collaboration spaces throughout a union and no student center will include all of them. Entertainment/Dining, Crossroads, and Flexible Living Room all scored well. It was also noted that Open and Flexible Collaboration Pods, and well as Flexible Collaboration Space scored high with Commuters and other student groups.



POLLING RESULTS - Open Forum



POLLING RESULTS - Steering Committee



POLLING RESULTS - Student Government



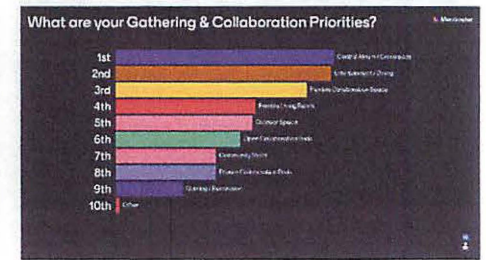
POLLING RESULTS - Resident Assistants



POLLING RESULTS - Student Employees



POLLING RESULTS - Student Org Leaders



POLLING RESULTS - Commuters



POLLING RESULTS - Athletes

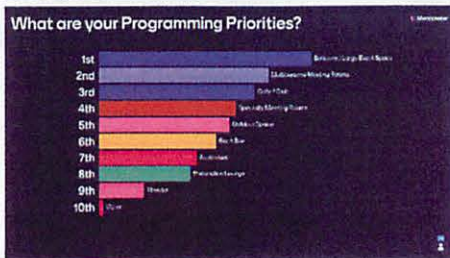


PROGRAMMING SPACES

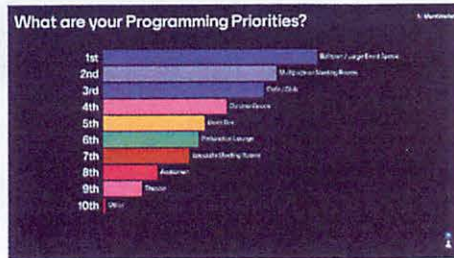
Union programming spaces support Student Organization events, University-wide events, and even community events. Hundreds of events a semester will be programmed in a typical student union. The largest unions for high enrollment campuses may include all of these types of spaces, but for a more modest enrollment like YSU, not all will fit in the available space. Theater and Auditorium scored low with nearly every group. Cafe/Club and Black Box Theater both scored well, especially with students, so the flavor of the final space should include these program intentions even if a full black box theater isn't included.



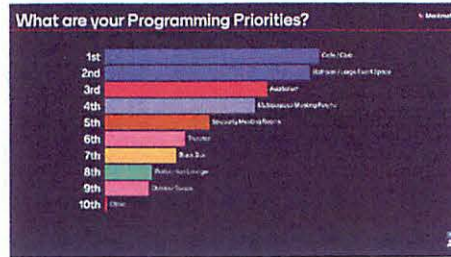
POLLING RESULTS - Open Forum



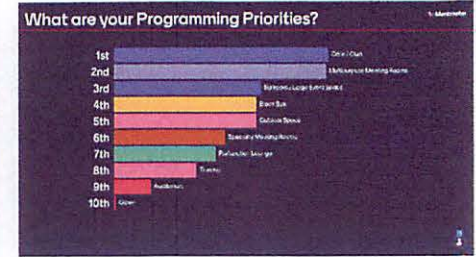
POLLING RESULTS - Steering Committee



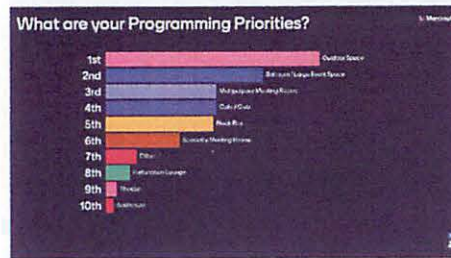
POLLING RESULTS - Student Government



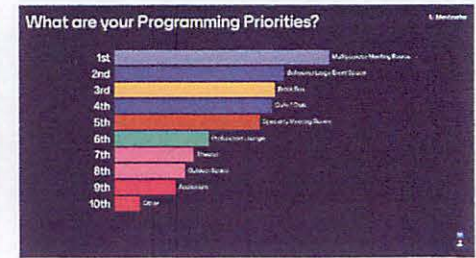
POLLING RESULTS - Resident Assistants



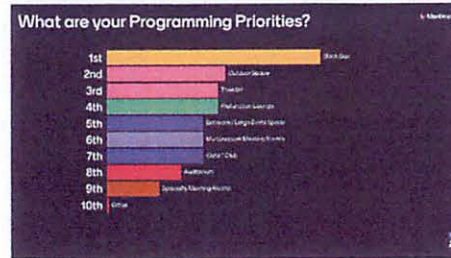
POLLING RESULTS - Student Employees



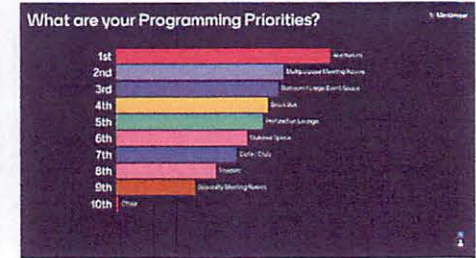
POLLING RESULTS - Student Org Leaders



POLLING RESULTS - Commuters



POLLING RESULTS - Athletes



SPECIAL USES

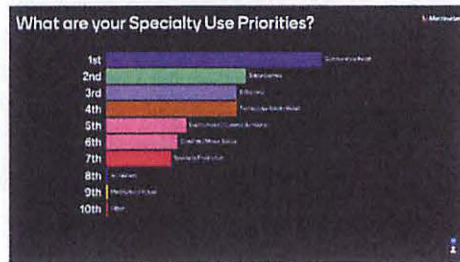
This catch-all category represents both the traditional types of union spaces as well as new trends. The exact mix of Special Uses often varies from campus to campus and depends on the unique needs of the University's stakeholders and a particular union's context. Convenience Retail, Maker Space, and Community Kitchen scored the highest among these poll responses.



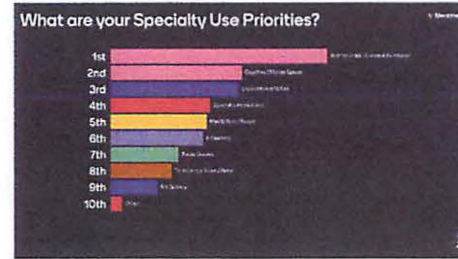
POLLING RESULTS - Open Forum



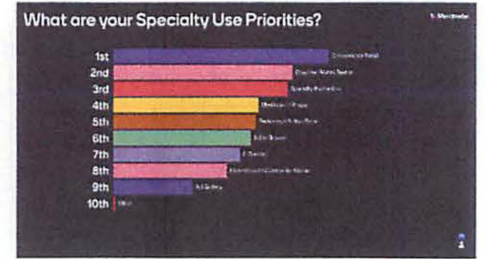
POLLING RESULTS - Steering Committee



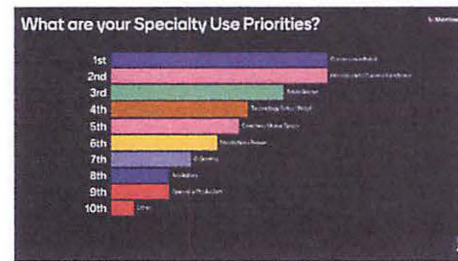
POLLING RESULTS - Student Government



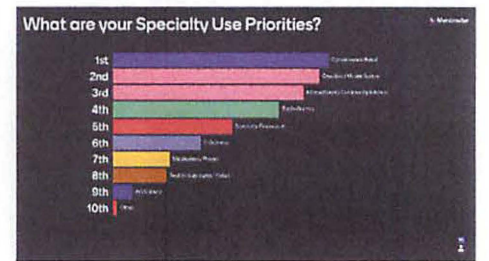
POLLING RESULTS - Resident Assistants



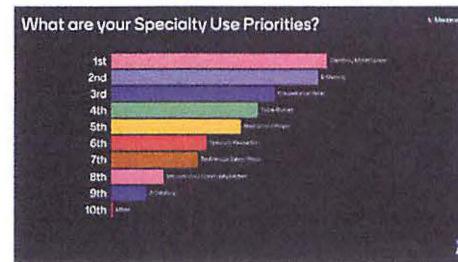
POLLING RESULTS - Student Employees



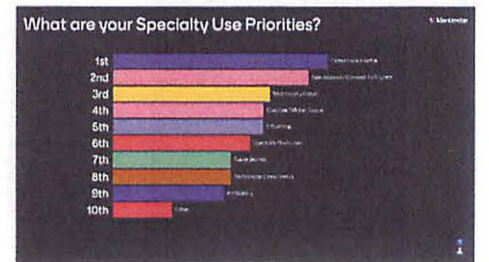
POLLING RESULTS - Student Org Leaders



POLLING RESULTS - Committees



POLLING RESULTS - Athletes



OUTREACH AND INTERCEPT

Midnight Breakfast

In order to get a wider variety of student input, a series of posters were designed for the Midnight Breakfast event during finals week. While students were in line for food and activities, they had a chance to answer questions about the Kilcawley Center, their thoughts on the services currently provided in the building, and potential program opportunities.

It should be noted that there was no formal presentation included with this event, so student input was based solely as a reaction to images provided and any discussion with steering committee members facilitating the process.



Which services are best suited to the Kilcawley Center?

ID CARD SERVICES	12
COUNSELING	11
STUDENT ACTIVITIES STAFF	10
RESCH ACADEMIC SUCCESS CENTER & TUTORING	9
STUDENT HELP DESK	7
ACCESSIBILITY & DISABILITY SERVICES	4
COPY CENTER	3
GRAPHICS SERVICES	2
STUDENT ADVOCACY & SUPPORT	2

Which services have you accessed this year?

ID CARD SERVICES	11
COUNSELING	12
STUDENT ACTIVITIES STAFF	8
RESCH ACADEMIC SUCCESS CENTER & TUTORING	9
STUDENT HELP DESK	8
ACCESSIBILITY & DISABILITY SERVICES	5
COPY CENTER	4
GRAPHICS SERVICES	3
STUDENT ADVOCACY & SUPPORT	0

Where do you live?

COMMUTER / OFF-CAMPUS	28
CAFARO / LYDEN / FLATS @ WICK	18
KILCAWLEY HOUSE / WICK WELER / BUECHNER	12
UNIVERSITY COURTYARD	11
LOFTS / ENCLAVE	7
THE EDGE	2

Are you in a Student Organization?

YES	51
NO	6
TOTAL IN ATTENDANCE	374

"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."

What spaces in Kilcawley Center should be bigger?

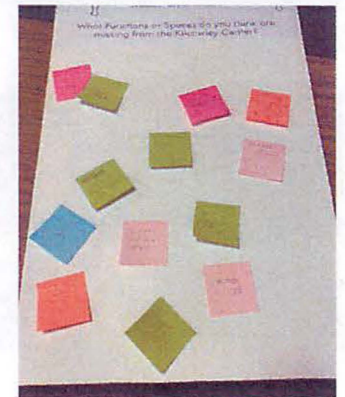
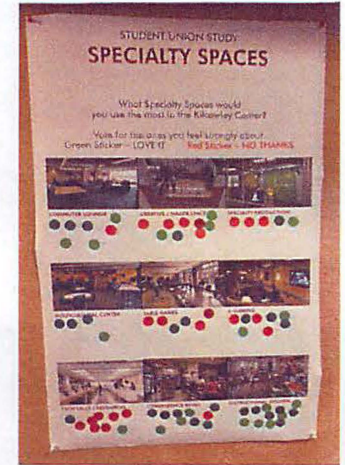
REC CENTER	2
MORE FOOD OPTIONS	4
HANGOUT SPOTS AND STUDY SPACES	4
KILCAWLEY BASEMENT	
CHESTNUT ROOM	
THE ROSSI ROOM (OHIO ROOM)	

What would you change about the Kilcawley Center?

MORE FOOD OPTIONS	2
MORE OUTLETS FOR CHARGING	
LATER HOURS FOR FOOD AND STUDYING	6
CURRENT LAYOUT IS CONFUSING	2
LATER DUNKIN DONUTS HOURS	
BETTER COMPUTER LAB	
ADD A STORE THAT TAKES FLEX DOLLARS	
GROCERY STORE	3
UPDATED ROOMS LIKE THE OHIO ROOM	
CONVENIENT STORE WITH OTC MEDICINE	

What functions or spaces do you think are missing from the Kilcawley Center?

MORE RESTAURANT OPTIONS	
GROCERIES / CONVENIENT STORE	6
STORE THAT USES FLEX DOLLARS	
LATE NIGHT FOOD OPTIONS	4
GREEK LIFE CHAPTER ROOMS	
UPDATED ROOMS LIKE THE OHIO ROOM	
CONVENIENT STORE WITH OTC MEDICINE	



Polling Outcome

The same polling options were shared with the Midnight Breakfast attendees, and the used stickers to note which spaces they loved and which ones they weren't interested in. Though the input process was different between the focus group meetings and the midnight breakfast, there were some commonalities between the spaces that rated highest under both circumstances.

GATHERING & COLLABORATION

MEETING ROOMS	MIDNIGHT BREAKFAST
ENTERTAINMENT/ DINING: 2	ENTERTAINMENT/ DINING: 1
PRIVATE COLLAB. SPACE: 3	GAMING / RECREATION: 2
RECREATION ROOM: 4	STUDY/WORK SPACE: 3
CENTRAL STUDY/ STUDYBOARDS: 4	COMMUNITY STAIRS: 4
OUTDOOR SPACE: 5	PRIVATE COLLAB. PODS: 5
GAMING / RECREATION: 6	OPEN COLLAB. PODS: 6
COMMUNITY STAIRS: 7	RECREATION ROOM: 7
OPEN COLLAB. PODS: 7	RECREATION SPACE: 8
PRIVATE COLLAB. PODS: 7	EXTERNAL STUDY/ STUDYBOARDS: 8

No Thanks (N):
 Community Stairs
 Central Atrium

PROGRAM SPACES

MEETING ROOMS	MIDNIGHT BREAKFAST
ENTERTAINMENT/ DINING/ EVENT SPACE: 2	OUTDOOR SPACE: 1
RECREATION/ MEETING ROOMS: 9	STUDY/WORK SPACE: 9
CAFÉ / CLUB: 1	AUDITORIUM: 3
BLACK BOX: 5	RECEPTION LOUNGE: 4
OUTDOOR SPACE: 5	RECREATION/ EVENT SPACE: 4
SPECIALTY MEETING ROOMS: 6	CAFÉ / CLUB: 4
RECEPTION LOUNGE: 7	THEATER: 5
AUDITORIUM: 7	SPECIALTY MEETING ROOMS: 5
THEATER: 8	MULTIPURPOSE MEETING ROOMS: 6

No Thanks (N):
 Cafeteria
 Specialty Meeting Rooms

SPECIALTY SPACES

MEETING ROOMS	MIDNIGHT BREAKFAST
CONFERENCE RETAIL: 1	CONFERENCE RETAIL: 1
RECREATION / GYM SPACE: 3	GAMING: 3
INTERNATIONAL / COMMUNITY KITCHEN: 4	RECREATION / GYM SPACE: 3
BAR/ CAFE: 3	BAR/ CAFE: 4
SPECIALTY PRODUCTION: 5	SPECIALTY PRODUCTION: 5
TECHNOLOGY SALES / RETAIL: 5	TECHNOLOGY SALES / RETAIL: 6
GAMING: 6	RECEPTION / PRAYER: 6
RECEPTION / PRAYER: 7	ART GALLERY: 6
ART GALLERY: 9	INTERNATIONAL / COMMUNITY KITCHEN: 6

No Thanks (N):
 E-Gaming
 Creative/Student Space
 Technology Sales/ Retail

"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."

The consensus built from these conversations is summarized in the established Design Drivers for the project. This study process concludes with a potential design outcome for the renovation of the Kilcawley Center, but the actual design process will explore additional possibilities. These Design Drivers are guideposts for the design process to ensure that future outcomes are aligned with the goals of this study and the input received over eight months.

Design Drivers

Elevate the Quality, Accessibility and Resiliency of the Student Union

Updating mechanical systems, roofs, door hardware, and plumbing infrastructure doesn't have the same visual and urgent impact on students as new technology or new flooring, but these are critical components of ensuring occupant comfort and extending the life of the building. Similarly, improving building ramps or accessible restroom facilities may only be noticed by a small population of students, but since these students have likely been marginalized by existing conditions, these changes will dramatically increase the welcoming impression the building makes to all visitors and prospective students.

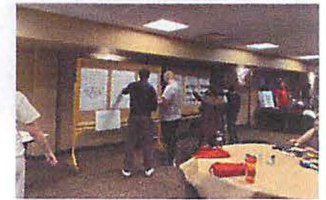
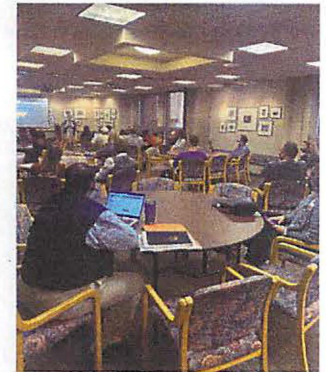
When imagining what offices and program elements can be housed in a student union, there are always trade-offs to be made. Not every administrative office and student program will fit. The consensus of the Steering Committee led to a prioritization of student-facing services. The final program may be adjusted during the design process, but this maxim should lead the program verification discussion.

- Modernize infrastructure systems, building shell, and equipment identified as being past their useful lifespan
- Prioritize universal accessibility and code compliance in new and renovated spaces
- Enhance wayfinding and connectivity between the Kilcawley Center and the Recreation Center
- Prioritize student-facing services and spaces

Engage with Campus Surroundings

The Kilcawley Center is well located in the heart of campus, adjacent to pleasant landscaped areas, and approached by students and campus visitors from all angles. Taking advantage of this prime location on an attractive campus is the theme of these design drivers. These strategies provide opportunity to activate the building and its surroundings, and accentuate the existing beauty.

- Increase opportunities for physical and visual connections between interior program space, the fountain, Heritage Park, and the campus quad
- Enlarge public and student-focused spaces along the building's southern facade to provide access to landscape views and enhance the building as a beacon of activity
- Improve site landscape and hardscape adjacent to new and updated entrances, including the creation of outdoor program space
- Improve visibility, prominence, and transparency of building entrances



Visioning Workshops

Foster Community Engagement and Student Development

Whether we were discussing how to help international student feel more welcome on campus, providing opportunities for commuters to hang out or between their classes, or encouraging more students to get involved with student organizations, a majority of conversations revolved around student engagement goals. Campus engagement leads to positive academic outcomes, as well as improving social-emotional learning and leadership development, for future employment success. These are the strategies that most directly impacts recruitment and retention, to have a positive impact on future YSU success.

- Enlarge student organization space to foster collaboration and engagement
- Improve meeting, lounge, and assembly spaces to meet the expectations of current students as well as the upcoming Generation Alpha
- Meet student demand for evening, late night, and weekend dining and events.
- Expand shared collaboration space for student organizations with more visual transparency and resource support
- Celebrate YSU tradition and history with expressions that celebrate the student experience and YSU brand



Optimize Design and Infrastructure for Wayfinding, Adaptability and Flexibility

Wayfinding is a significant barrier in the existing Kilcawley Center and addressing that issue is an important goal for the renovation project. Openness and transparency are important attributes of any student union, and providing these type of updates will be critical to making the building more welcoming and facilitating adaptation in the future to new opportunities.

- Address wayfinding challenges within the building using a circulation path that creates a crossroad and expansive views across the building, both horizontally & from floor to floor.
- Minimize program spaces that are designed for only one function
- Organize building program to facilitate exploration and the ability to stumble upon new opportunities
- Expand the current Chestnut Room (bullroom), connect the whole space visually, allow flexibility to be divided into smaller meeting rooms, and provide a pre-function space and green room for Chestnut Room events

Improve Student Retail and Dining Access

Dining is one of the major reasons that many students come to the Kilcawley Center on a regular basis, but these necessary visits are faced with frustrating experiences due to food venues being spread out in the building, and a limited number of them operating after peak lunchtime hours. Students are looking for longer food service hours, longer access to dining seating areas, and an easy way of assessing which venues have the shortest lines at peak times. Many students, especially those living on campus, are frustrated that nearby drug and convenience stores have closed. They would like increased opportunities to buy convenience items on campus instead of traveling to big box stores in nearby suburbs.

- Consolidate food service station to improve diner experience and maintain student access to dining seating even when venues are closed
- Enhance and enlarge retail opportunities in the Kilcawley Center, both to serve student needs and to increase revenue generation opportunities

PRELIMINARY CONCEPTS AND SITE ALTERNATIVES

As a part of the exploration of options and visioning process several preliminary concepts were developed to either renovate or replace the Kilcawley Center. These included two renovation options and two replacement variations. As the study continued, it was decided to focus only on renovation and to refine the two renovation concepts. These two concepts developed for student union replacement were helpful in discussions about site development and indoor-outdoor connectivity, which resulted in improvements to the schemes presented in the synthesis section of this report.

CONCEPT EXPLORATION

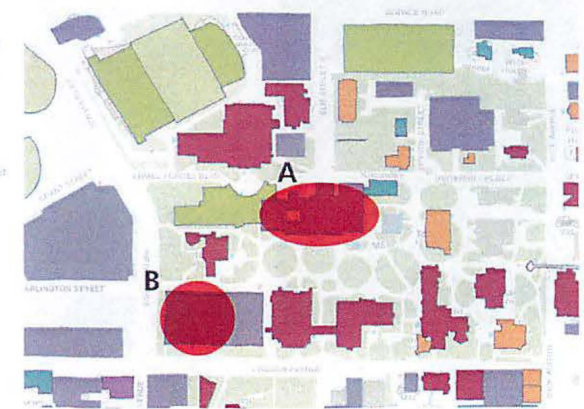
New building at Fifth Avenue & Lincoln Avenue

The parking garage near the Kilcawley Center, the Fifth Avenue M-60 Parking Deck, is set to be demolished in the coming years, allowing an opportunity for a positive change in this area of campus adjacent to the central quad. This dilapidating structure's demolition could have provided a high-profile location for an entirely new student union, one that confronts the current spatial, maintenance, and functional issues of the current Kilcawley Center. Situated adjacent to the intersection of Fifth Avenue and Lincoln Avenue provides an opportunity to attract not only YSU students, staff, and faculty, but also prospective students, alumni, and the Youngstown community at large.



Current Parking Deck at 5th and Lincoln planned for demolition in the next couple of years

While not in the geographic center of campus like the Kilcawley student center, a new building in this location can still function as the "heart" of the campus. The street level entrances, facing Fifth Avenue and Lincoln will attract those community members traveling both foot and by car, introducing them to a an entire floor of food service and event spaces. The crossroads created by the north-south and east-west circulation in the proposed building simplifies wayfinding throughout the building and strategically sorts the major space functions on each floor, like the Chestnut Room, Food Service venues, Black Box theater, retail, student organization space, and the dining seating



Site B shows the location evaluated at Fifth and Lincoln Avenues

Vertically, the new building program categorizes the space by occupancy, placing the majority of the rather constantly occupied spaces on the first floor, with administrative, organization, and production spaces placed on the second floor, along with meeting rooms and lounge spaces for students who may need acoustical and physical separation from the louder spaces on the first floor. Though the second floor mainly accommodates administrative needs, it also facilitates a connection to the first floor, giving the building occupants visual access to the Chestnut Room and Black Box Theater. The second floor would also be served by a grade level entrance connected to the campus quad, and service access would be located on this level as well.

Existing Kilcawley Center	157,164 gsf
Proposed New Building - 5th & Lincoln	
First Floor	67,900 gsf
Second Floor	51,400 gsf
Third Floor	40,200 gsf
Total Building	158,500 gsf

The third floor is a continuation of the second floor, providing additional student service space and other program support. The requested meeting and conference rooms, as well as lounge spaces, would be distributed on all three floors, with the ones up on this level providing the quietest versions of these spaces. The smaller programming needs on this level and the consistent circulation from floor to floor creates an opportunity for outdoor space.

OPPORTUNITIES AND CONSTRAINTS

Like every concept, there are pros and cons. The main advantage of this scenario is that the campus would never be without a student union – the Kilcawley Center would not need to be demolished until the new building was complete. A new student union in this new location would also bring the student union closer to the southern academic areas of campus and offer community access, as well as opening up a visual connection from north campus to the Quad once the majority of the Kilcawley Center was removed. This new building scheme offers spatial efficiency and improved accessibility, as there will be no large level changes, making catering service and general supply transportation much easier throughout the building. Additionally, an energy efficient building and sustainable systems are easier to integrate into a new building rather than adapting an existing structure.

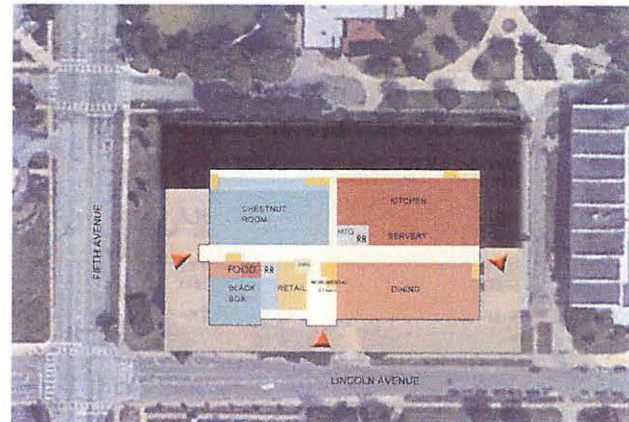
A new building would cost more than a renovation, but it will confront any operational issues of the current Kilcawley Center. Geographically, a new building in this location will be further from the northern residence halls and eastern academic halls, and loses its direct connection to the Recreation Center. A building in the new location will also move pedestrian traffic closer to the main vehicular intersections of campus.

SITE PLAN



The areas shown in blue would remain in service to support the Recreation Center and Kilcawley House. The project cost would need to include new facilities at areas of demolition.

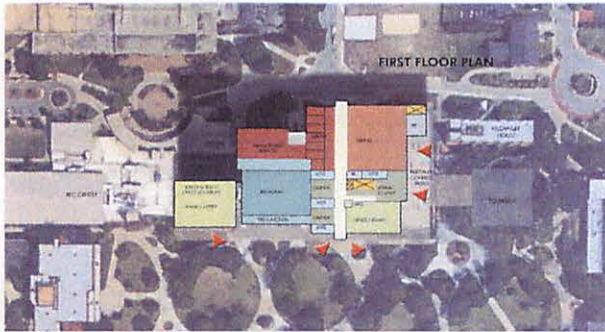
FIRST FLOOR PLAN



The crossroads created by the north-south and east-west circulation in the proposed building simplifies wayfinding throughout the building and strategically sorts the major space functions on each floor.

Due to site topography, entrances on the first floor will be accessible at the west, south, and east of the building.

New building at current location



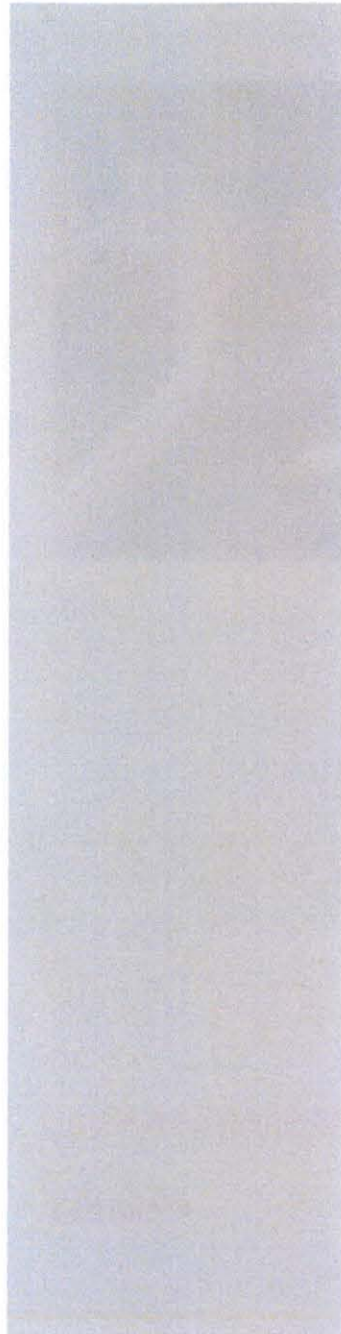
First Floor plan



Second Floor plan



Third Floor plan



Synthesis

E



SYNTHESIS

WTW Architects

REFINED RENOVATION CONCEPTS

The Kilcawley Center is dubbed the heart of campus, in both a physical and practical way, as well as wanting to be the emotional heart and “living room” of campus. It has services, food venues, and programming spaces that make it a hub for students, and it provides meeting rooms & food services that can attract staff and faculty. Certain events held in the Chestnut Room and other meeting spaces serve prospective students, support student organization events, and attract community members.

YSU had a study done in 2018 to assess the quantity of deferred maintenance of the Kilcawley Center and other non-academic buildings on campus. The assessment showed significant need to replace MEP systems, food service equipment, data infrastructure, and many materials that make up the building shell. In addition to these known infrastructure needs, staff, faculty, and students expressed concerns with accessibility, wayfinding, circulation, and programmatic issues of the current building. All of these concerns have been considered in the concepts presented and will need to be incorporated into a future renovation project.

Input collected by WTW in engagement meetings and analysis produced the program described earlier in this report, which was then applied to these renovation scenarios to test the opportunities and challenges of the proposed future project. When Youngstown State University has the Kilcawley Center undergo a major renovation, the aforementioned infrastructural issues will be resolved without requiring recurring capital expenditures over 8 to 10 years in smaller phased projects.

“[On our tours of other univ[er]sities], 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.”



RENOVATION SCHEME (FULL PROGRAM)

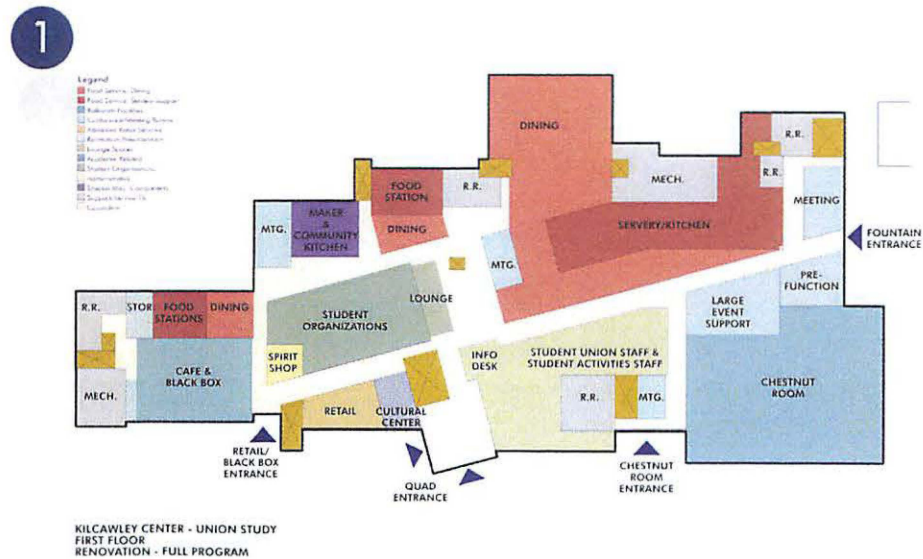
FIRST FLOOR

Both renovation schemes implement a simple but eclectic circulation strategy - taking the traditional orthogonal corridors found in Kilcawley Center and enlarging & rotating them, placing spaces strategically on this path for easy discovery & wayfinding. An information desk, directly supported by the student union offices, is located at the crossroads of the building circulation.

Adding to the clarity of the plan is a set of four entrances on the lower level, creating openness and a welcoming experience with expansive views into the building that show off activity and program opportunities. An emphasis on leisure, entertainment, and event space takes place on the ground floor, which would all be supported by the proximity of new food service venues, which have been consolidated in comparison to the spread-out food service areas in the existing Kilcawley Center.

In both renovation concepts the Chestnut Room is expanded to the south and east. This takes advantage of the existing double height structure for the existing space and provides the opportunity to create a new, more appropriate façade for the room, while also meeting current occupancy goals. The addition of designated storage, staging, and pre-luncheon spaces for the Chestnut room, and continued proximity to food service areas will support more streamlined catering and event support.

The schemes also consistently expand the central entrance off the quad and provide a community stair with atrium opening just inside this entrance. Meeting rooms and lounges are also provided in several locations on this level.



Full program highlights:

Messy maker space and community kitchen are located close to a two story student organization space, and the spirit shop, located nearby is easily visible from the black box theater entrance. This concept locates a double height black box theater in the current location of the Resch Academic Center, and includes a dedicated food venue as a part of the theater.

This building scheme fills in the courtyard space and replaces it with the Student Organization Space and Spirit Shop, allowing the Student Organization space to increase by 26%, potentially satisfying the projected growth in YSU's student-run organizations.

Student organization space is stacked on both floors with interior circulation to promote visibility of their activities to all building users and visitors.

Connectivity:

New entrances and wider corridors alone are not enough to make the whole building feel more welcoming. Due to the entrances on both levels of the building, as well as second floor connections to the Recreation Center, vertical visual connections through an atrium and/or community stair are also suggested to ensure that wayfinding and circulation are clear no matter which level one uses to enter. In these renovation schemes, there are elements that allows light to permeate the building, solving current concerns related to darkness and isolation.

The double height space needed for the Chestnut Room, the central atrium, and atrium over the social stairs all facilitate the vertical connection between the first floor spaces and the second floor spaces. This connection relieves student activities staff and the Kilcawley Center's administrative staff from working in closed off spaces with low levels of light in their offices while maintaining acoustic privacy and acoustic separation, as the first floor is meant to hold mostly noisy spaces that will likely always be occupied in a high magnitude and the second floor is meant to house spaces for users who need that acoustic privacy.

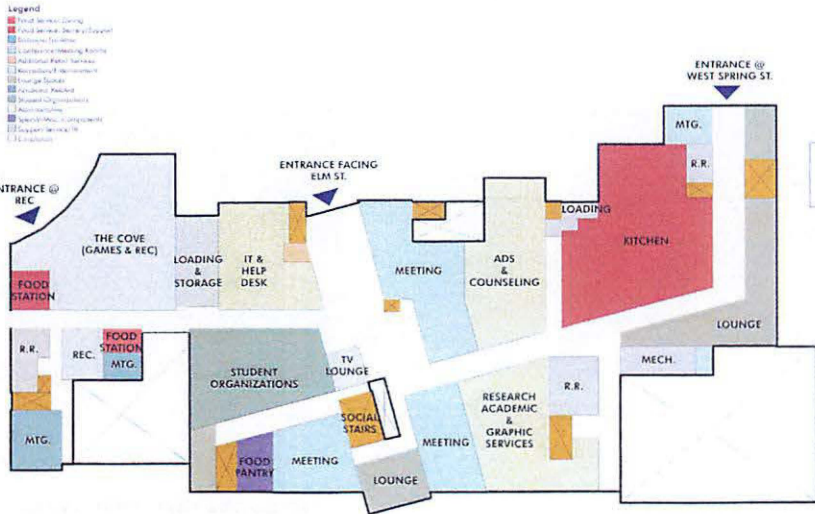
"Bring dining spaces together - provide opportunities to stay on campus between or after classes. A more welcoming building is better for recruitment, especially for commuters."

SECOND FLOOR

The second level welcomes all users through the north entrance facing Elm Street, the entrance at West Spring Street, and the entrance through the Recreation Center into the Cove, which embraces that connection between the Kilcawley Center and the Recreation Center. The meeting rooms have been scattered and reduced by 16% and spread out for acoustic separation and to encourage building exploration amongst its users.

The majority of the east side of the second floor is lounge space, taking full advantage of exterior views of the Fountain and site of any outdoor activities held in that space. The users will have a connection to the activities behind the comfort and privacy of the lounge space. Food service exists in the same region of the second floor as existing to maintain use of the eastern loading dock and the vertical transportation of food for the first floor food service space. The student organization space is expanded by 500 sf and remains in the same region as existing, maintaining the storage needed and the connection between Student Activities and The Cove. Administrative staff at the IT & Help Desk and the members in the Student Organization spaces will be able to work on operations closer together without impeding the grandiose north entrance.

2



KILCAWLEY CENTER - UNION STUDY
SECOND FLOOR
RENOVATION - FULL PROGRAM

RENOVATION SCHEME (SMALL PROGRAM)

Similar to the Full Program scheme, the Large Program, the Small Program accounts for the same considerations in regards to the three highlighted entrances on the south of the building. These three entrances meant to attract users and retain their interest as they navigate through the building.

The Black Box Entrance directs users to the black box theater, retail space, and spirit shop. The student activities staff and graphics services are combined to ensure students' academic needs are met with ease and minimal travel distance from the what may be one of the most popular entrances. The retail is an immediate opportunity to show off YSU-decked wares, facilitating school pride, thus drawing in more prospective students to enjoy the student union in the coming years.



The quad entrance, being the more grandiose, quickly introduces users to the cultural center, a program space meant to exist as the embodiment of diversity and inclusion, an element meant to attract students of ALL communities and cultures and emanate a sense of belonging in the student union and the campus as a whole. The small program scheme expands the dining area, holding together three different food station areas for students and other users to use without traveling far distances for other options.

Meeting spaces are spread out along the first floor and second floor to ensure a variety of views, acoustic separation and privacy, close proximity to the dining services, and accessibility.

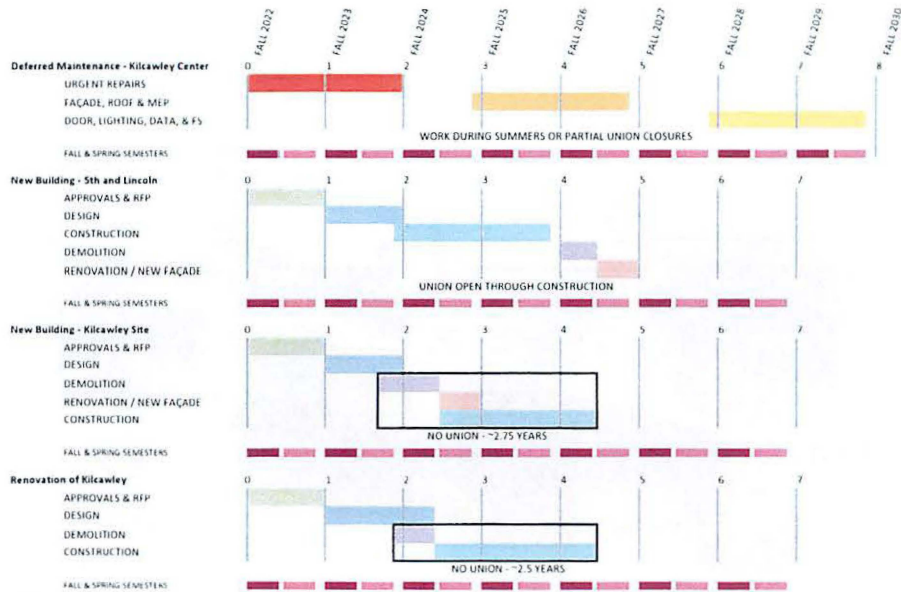
The administrative space are placed strategically by function to ensure the needs among each type of administrative space are met. The functions that remain in the building in the smaller program are the ones most focused on student interaction and student organization needs.

Student organization space is on the second floor, expanding on the current space and renovating it to accommodate more student organizations and to provide more collaboration area. It exists on the second floor with meeting rooms in multiple locations and close proximity in the event that the student organizations need to take advantage of those meeting rooms.

Knowing the building cannot be completely opened all hours of the day, there is an opportunity for closing the majority of the building and leaving certain student oriented spaces open during later hours.

TIME LINES

Estimated timelines were put together in order to compare the possibility of new construction or renovation against the anticipated time frame required to respond to deferred maintenance needs using annual capital funding. Comparisons also note that the first two options allow the campus to have continuous access to a student union, while the second two options involve a period of time with no union access. During the design process, it may be possible to develop a renovation strategy that lessens the timeframe that the full union needs to be off limits.



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

Appendix - Meeting Reports **F**



Digital Transformation

Jim Yukech - AVP/CIO, YSU

Finance & Facilities Subcommittee Meeting
September 2022



1

What is Digital Transformation in Higher Education?

- Digital transformation in higher education refers to an organizational change realized by means of digital technologies and business models with the aim to improve an institution's operational performance and academic outcomes.
- In other words, it's the transformation of the entire academic and business models through digital technologies to better serve the campus community (faculty, staff students) **and streamline operations.**



2

Examples of digital transformation in Higher Education:

- Using more digital channels and tools like websites, social media, chatbots and email marketing to recruit and retain students => *CRM Advise workflows with student texting alerts*
- Collecting, connecting and activating data from across campus to inform decisions => *Penguin Intelligence implementation*
- Enabling students to complete tasks such as class registration, transcript requests and financial aid requests on their own through self-service capabilities => *Banner 9 self-service modules*
- Automating cross-departmental workflows to complete tasks faster and more accurately => *As we replace our Luminous portal this year, we will assess options that provide automated departmental workflows*



3

Digital Transformation Investments

- Foundational Investments:
 - WiFi/Network Upgrades, PC Refresh Program, Student BYOD, Laptop Loaner Program, Cyber Security enhancements, (100) Classrooms of the Future, Cloud-printing, etc.
- Technology Training Investments:
 - Faculty, Staff Student offerings (online and in-person) plus faculty consulting engagements
- Application Investments
 - Degree Audit, CRM Suite (Recruit, Advise, Advance), Banner 9 Self-Service
- Business Intelligence Investments:
 - Penguin Intelligence



4

Most Common Digital Transformation Barriers

- Antiquated, siloed technology ecosystem => *Top priority the past five years has been modernizing and detangling our technology ecosystem*
- Lack of technology governance => *IT Governance has been in place since January 2017, very mature today*
- Lack of necessary skills => *Departmental Business Systems Administrators are filling this void with new tech skills and departmental knowledge; YSU TECH Academy will prepare the next generation to fill this void into the future*
- Change management difficulties => *Institute of Teaching and Learning in collaboration with the Technology Training Team are effectively managing this cultural shift with faculty*



<https://er.educause.edu/articles/sponsored/2021/10/how-higher-education-can-overcome-barriers-to-digital-transformation>

5

Digital Transformation Strategy

- Establish institutional goals => *Take Charge of Our Future Resolution*
- Recognize how technology can support objectives => *ITSP mapped to Take Charge of Our Future Resolution*
- Evaluate IT services and security risks => *ITS KPI'S, Ransomware Remediation focus*
- Gain buy-in from key stakeholders => *IT Governance & Deans Meeting*
- Secure funding => *IT Governance - ROI*
- Prioritize basic needs first => *Technology Pyramid*
- Transition to the cloud => *Approximately 60% (90% of our mission critical) of our computing resources are now in the Cloud (less than 25% five years ago)*
- Integrate the right tools => *Focus on core vendors (Ellucian, Blackboard, Microsoft)*
- Train and support users => *ITL & Technology Training Team*



6

Reference Articles

- <https://er.educause.edu/articles/sponsored/2021/10/how-higher-education-can-overcome-barriers-to-digital-transformation>
- <https://collegiseducation.com/news/technology/proactive-it-strategy-for-digital-transformation/>
- <https://collegiseducation.com/resources/making-higher-eds-back-office-more-efficient-and-student-centric/>
- <https://er.educause.edu/articles/2020/1/how-colleges-and-universities-are-driving-to-digital-transformation-today>
- <https://eab.com/research/it/resource-center/digital-transformation-in-higher-education/>



7

Questions ?



8