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STATE UNIVERSITY

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BACKGROUND MATERIALS
Tuesday, June 4, 2013

YOUNGSTOWN STATE UNIVERSITY
Budget to Actual Comparison
For the 9-month period of 7/1/12-3/31/13

Overall, actual general fund revenues and expenses are below budgeted levels.

- Tuition and mandatory fees as a percentage of the annual budget was 90.8%, lower than expected. This is attributable to a fall semester enrollment drop of 4.3% and a spring semester enrollment drop of 5.0%. The University is taking action to address this revenue shortfall, including efforts to reduce expenses and exploring ways to restore enrollment levels.

- Other tuition and fees include non-resident surcharges, lab and material fees, college fees, graduation fees, and application fees. These fees as a percentage of the budget totaled 90.1% at the end of the third quarter. This is lower than expected, which is also attributable to the drop in fall and spring semester enrollments.

- State appropriations are on target for the third quarter.

- Investment income, consisting of realized net gains and interest income, was 39.7% of the annual budget, lower than expected. This is due to the investment portfolio having been shifted to equity markets and a yield decline for fixed income investments. Management will review internal practices for disbursing interest income for possible revision, and will reduce the amount budgeted for investment income, effective July 1, 2013.

- At 86.1% of the annual budget, combined revenues through the third quarter are below budgeted targets. A caution indicator was assigned due to two main factors: (1) the largest category of revenues—tuition and fees—are below target, as described above; and (2) concerns persist over future enrollment levels, the primary driver of revenues.

- At 76.2% of the annual budget, combined expenses and transfers for the third quarter are below budgeted targets. Actual expenses in nearly all major categories were below targeted levels, reflecting the University's efforts to curb spending in light of reduced revenues as described above.

- The largest categories of expenses—wages and benefits—were below targeted levels, largely due to the extraordinary level of vacant staff and faculty positions combined with reductions in health care expenses.

YOUNGSTOWN STATE UNIVERSITY
Budget to Actual
For the 9-month period of 7/1/12 - 3/31/13

FY2013 Revenue 3rd Quarter, 3/31/13	Fiscal Year 2013		Actual as a % of Budget	Business Indicator	FY13 actual compared to FY12 actual
	Budget	Actual			
Tuition and mandatory fees	$103,937,510	$94,347,629	90.8%	🟡	↓
Other tuition and fees	7,883,245	7,105,035	90.1%	🟡	↑
Student charges	1,390,286	1,095,201	78.8%	🟢	↓
State appropriations	38,752,093	28,930,011	74.7%	🟢	↓
Recovery of indirect costs	2,051,766	1,888,889	92.1%	🟢	↑
Investment income	1,400,000	555,263	39.7%	🔴	↓
Other income	885,100	691,015	78.1%	🟢	↓
Total	$156,300,000	$134,613,043	86.1%	🟡	↓

🟢 On/Above target

🟡 Caution

🔴 Warning

FY2013 Expenses 3rd Quarter, 3/31/13	Fiscal Year 2013		Actual as a % of Budget	Business Indicator	FY13 actual compared to FY12 actual
	Budget	Actual			
Wages	$80,501,581	$60,113,496	74.7%	🟢	↓
Benefits	27,166,567	20,871,520	76.8%	🟢	↓
Scholarships	4,765,092	4,537,254	95.2%	🟢	↑
Operations	15,857,558	8,039,159	50.7%	🟢	↓
Plant & maintenance	8,147,437	5,838,927	71.7%	🟢	↑
Fixed asset purchases	405,605	145,639	35.9%	🟢	↑
Transfers	19,614,639	19,645,320	100.2%	🟢	↓
Total	$156,458,479	$119,191,315	76.2%	🟢	↓

🟢 On/Below target

🟡 Caution

🔴 Warning

BUDGET TRANSFERS WITHIN THE OPERATING BUDGET (i.e., General Fund and Auxiliaries):

FROM	TO	AMOUNT	REASON
None.			

TRANSFERS OUTSIDE OF THE OPERATING BUDGET:

FROM	TO	AMOUNT	REASON
Athletic Facility - Gifts (Restricted Plant Fund)	Debt Service Reserve - WATTS Gifts (Restricted Plant Fund)	$259,670	Transfer quarterly residual cash received on Athletic Facility pledges/gifts to a debt service fund in accordance with Board Resolution approved in June 2010 directing that any private contributions received for the WATTS Center after the payoff of the interfund loan be transferred on a quarterly basis for the Bond Series 2010. Outstanding pledges at 3-31-13 total approximately $408,000.
Unallocated Plant Fund (Unrestricted Plant Fund)	Property Acquisition Fund (Unrestricted Plant Fund)	$126,261	Standard quarterly transfer of interest income/losses.
New WCBA Bldg - Gift Fund (Restricted Plant Fund)	Debt Service Reserve - WCBA Gifts (Restricted Plant Fund)	$93,320	Transfer quarterly residual cash received on WCBA pledges/gifts to a debt service fund in accordance with Board Resolution approved in September 2009 directing that any private contributions received for the new WCBA building from July 1, 2009 forward be transferred on a quarterly basis. Outstanding pledges at 3-31-13 total approximately $3.6 million.
Debt Service Funds (Restricted Plant)	Wick Pollock Renovations - Bond Proceeds (Restricted Plant)	$85,634	Transfer BAN Series 2008 and Bond Series 2009 interest income to project spending fund.

TRANSFERS OUTSIDE OF THE OPERATING BUDGET:

FROM	TO	AMOUNT	REASON
Kilcawley Center Renovations - Gifts (Restricted Plant Fund)	Veterans Resource Center - Gifts (Restricted Plant Fund)	$80,000	Reallocate funds per donor request.
Telephone Services Residence Hall Plant Reserve (Unrestricted Plant Fund)	Residence Hall Telephone Equipment Replacement Fund (Unrestricted Plant Fund)	$59,945	Transfer for 911 system upgrade.
Property Acquisition Fund (Unrestricted Plant Fund)	Church Deconstruction Fund (Unrestricted Plant Fund)	$48,000	Transfer for asbestos abatement.
College Fee Carryforward Fund (Designated Fund)	CTME Sub award Match (Restricted Fund)	$45,676	Fund matching requirement.
Kilcawley Center Renovations - Bond Proceeds (Restricted Fund)	Wick Pollock Renovations - Bond Proceeds (Restricted Plant)	$31,307	Transfer to reallocate remaining funds to current project.

FY 2013 Vacancy Savings Report
3rd Quarter FY 2013 (as of March 31, 2013)

The following quarterly vacancy savings report is provided pursuant to the FY 2013 Operating Budget, adopted by the Board of Trustees on June 13, 2012, which states in part:

> *"Because the FY 2013 budget relies so heavily on vacancy savings, and because this use of position vacancies represents only temporary budgetary savings, the Administration will report quarterly to the Board of Trustees on the status of funds budgeted as vacancy savings."*

Note that the figures provided in this report reflect permanently budgeted staff positions; faculty vacancy savings are not included here.

YOUNGSTOWN STATE UNIVERSITY Vacancy Savings Summary, FY 2013 As of 3/31/13	
Budget shortfall funded with vacancy savings	($4,944,684)
Vacancy savings available on 7/1/12	$5,269,294
Net Balance on 7/1/12	$324,610
Additional vacancy savings after 7/1/12	$1,029,790
Cost of vacancies filled after 7/1/12	($2,074,097)
Net total balance/(deficit)	($719,697)

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│        Youngstown State University       │
│        Information Technology            │
│             Master Plan                  │
│                                          │
│           June 2013 Update               │
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Banner Project – R. Marsico

Since the March 2013 Technology Master Plan update, an additional 41 projects have been created in response to customer requests for computer services. Over this same period, sign-off was obtained on 29 delivered solutions and 3 requests were withdrawn by the requester due to the identification of pre-existing solutions. Of the 227 tasks tracked since the current recording process was implemented in March 2012, 105 requests remain pending while 113 solutions were delivered and accepted by our customer.

Project highlights include the following:

- The University's Faculty & Staff Directory was successfully integrated into the Banner system following a significant development and data cleansing effort. Previously, directory information was housed in a standalone Microsoft Access database and maintenance relied upon voluntary employee participation. This often resulted in the presentation of a less than accurate directory listing. The integrity of the data is now ensured through the Banner system. Coinciding with the directory rollout, a self-service application was introduced allowing the employee to indicate a preferred name along with the personalization of other contact information.

- The Business Intelligence (BI) team continues to refine the underlying data extracts associated with the proof of concept. Utilizing this data, additional BI tools were demonstrated by Information Builders, the provider of our WebFOCUS enterprise reporting solution. Further evaluation is necessary, however, the products appear to offer significant new analysis and presentation capabilities. Creation of the first point-in-time data snapshots is scheduled for this summer facilitating trend analysis in future BI initiatives.

- Progress continues on the automated travel expense reimbursement request form tentatively scheduled for a third quarter 2013 implementation. The in-house developed system will require minimal data entry by the traveler to quickly process the request from preapproval through post-trip reimbursement. The University travel system will interface with the booking system maintained by Traveline Travel Services, the University's preferred travel agency, allowing for the automated population of lodging, airfare, and car rental costs directly into the traveler's request for reimbursement.

- A number of manual processes have been automated by the online graduation application. Functionality available to students includes the ability to apply for graduation, pay the associated fee, and enter cap and gown information directly online. Behind the scenes, automated checks are made to ensure the undergraduate applicants are applying for a curriculum approved by their advisor eliminating the need for manual review of student records. Student notification of approval for graduation is now communicated via email replacing the standard form letter. Development continues on the automation and consolidation of remaining manual processes.

ITS Operations – T. Cross

Beginning February 2013, ITS Operations was created as part of the ITS reorganization. ITS Operations consists of two distinct areas. IT Infrastructure Engineering (ITIE) designs, installs, maintains and administers our server and storage hardware, software and applications. IT Operations Support (ITOS) schedules, operates, monitors and controls computer hardware, systems and applications.

- Staff recovered computer hardware and software systems after two unscheduled campus power outages.

- Staff is developing plans to reduce the space requirements to accommodate our computer hardware. This may decrease our future energy, cooling and fire suppression requirements.

- ITIE deployed Lync to IT staff in preparation for a campus-wide deployment. Lync is one component of the Office 365 suite that was deployed fourth quarter of calendar year 2012. Lync provides instant messaging and video conferencing to enhance collaboration on campus.

- ITIE determined and purchased hardware for future disaster recovery project implementation. We are planning to initially implement an automated tape library in Tod Hall basement in order to separate the location of the backup media from the location of the actual data. Eventually, we intend to move the automated tape library to an off-site location.

- ITIE provided support to Admissions and Records Departments to expand their usage of the Banner Document Management System (BDMS) to index specific documents to each student so that relevant information is only a few clicks away.

- ITIE worked with systems development staff to implement Banner Display ID Images so that users of Internet Native Banner (INB) can easily display the student's photo ID on their workstation for identity verification.

- ITIE worked with systems development staff to generate the Banner Financial Aid Shopping Sheet along with their Award Letter.

- ITOS has teamed up with the Tech Desk to provide extended telephone support for YSU students, faculty, and staff. Initially, they will perform password resets, assistance with standard, documented technology configurations and creation of work orders.

Media & Academic Computing – M. Hrishenko

During the first quarter of calendar year 2013, units within Media & Academic Computing (M&AC) responded to over 3,300 requests for technology assistance. Complementing these efforts are achievements on the following initiatives:

- Good progress was made during the past several months in migrating additional academic departments to the desktop domain. Benefits included replacement of old, non-standard full-time faculty computers with a new, standard computer, network storage for individual and departmental share needs and configuring computers and peripherals to operate on the Q2 network. Planned work was completed a week ahead of the documented schedule.

- Technology support available to the YSU campus community via telephone was extended by twenty-six (26) hours per week at no additional cost to the university. Through the combined efforts of YSU Tech Desk and ITS Operations staff, student, faculty and staff technology concerns are now being fielded from 7:30 a.m. until 12:00 midnight Monday through Friday. This initiative, along with a self-service web page implemented earlier this year, recognizes and more effectively addresses 24/7 technology support needs.

- The efforts of M&AC in identifying the need for resourcing and developing an Information Technology Infrastructure Engineering (ITIE) team as well as the achievements and effectiveness of the team were recognized through an ITS division reorganization. The realignment permits the ITIE team to have a much greater impact on the technology systems and services available to the YSU community. Additionally, through a reorganization of teams internal to M&AC over the past few years along with the effective management of position vacancies, a vacant position was available for the ITS reorganization.

- As part of the Office365 project, active use of the Lync product was piloted in preparation for distribution to the ITS division and beyond. Lync facilitates online communications between Office365 users via calendar and directory integration. Through a request & approval process, Lync participants have access throughout the workday to the availability of colleagues and can use Lync to communicate with available individuals via chat and/or video conferencing.

Network Telecommunications & Security – J. Rakers

- Network Telecommunications has begun upgrading wireless access points across campus. The new equipment will bring the latest 802.11n wireless to campus, allowing for faster connections and better performance for students and employees.

- Network Telecommunications has worked with Procurement Services to issue a request for proposal (RFP) for a Visitor Wi-Fi service for campus visitors. AT&T currently provides the University with Visitor Wi-Fi service which is also extended to students and employees. The RFP should lower the annual cost of providing Wi-Fi service to campus visitors.

- Network Security has begun implementing Identity Finder on campus. This service is targeted towards critical data areas on campus, such as General Accounting, Procurement Services, Human Resources, Financial Aid, and Student Accounts. The service will help the University ensure sensitive information is properly handled and encrypted as needed for compliance.