



**YOUNGSTOWN
STATE
UNIVERSITY**

**BOARD OF TRUSTEES
FINANCE AND FACILITIES COMMITTEE**

**Michael A. Peterson, Chair
Allen L. Ryan, Jr., Vice Chair
All Trustees are Members**

**Thursday, December 8, 2022
10:00 a.m. or immediately following
previous meeting**

**Board Room
Tod Hall**

AGENDA

- A. Disposition of Minutes for Meeting Held September 20, 2022**
- B. Old Business**
- C. Committee Items**

1. Finance and Facilities Action Items

- C.1.a. = Tab 1 a. Resolution to Approve Supplier Diversity Policy, 3356-3-01.1**
Carol Bennett, Assistant Provost, Diversity, Equity and Inclusion, Barb Green, Director of Procurement Services, and Neal McNally, Vice President for Finance and Business Operations, will report.
- C.1.b. = Tab 2 b. Resolution to Approve the 2022 Affordability and Efficiency Report**
Neal McNally, Vice President for Finance and Business Operations, will report.
- C.1.c. = Tab 3 c. Resolution to Approve Interfund Transfers**
Katreana Davidson, Associate Vice President for Finance and Controller, will report.

2. Finance and Facilities Discussion Items

- C.2.a. = Tab 4 a. Quarterly Update on the FY 2023 Operating Budget**
Neal McNally, Vice President for Finance and Business Operations, will report.
- C.2.b. = Tab 5 b. Review of S&P's Long-Term and Underlying Rating of YSU's Debt Obligations**
Neal McNally, Vice President for Finance and Business Operations, will report.
- C.2.c. = Tab 6 c. Student Union Project/Renovation**
Joy Polkabila Byers, Associate Vice President for Student Experience, and Neal McNally, Vice President for Finance and Business Operations, will report.

C.2.d. = Tab 7 **d. Planning and Construction Projects Update**
John Hyden, Associate Vice President for Facilities and Support Services, and Rich White, Director of Planning and Construction, will report.

C.2.e. = Tab 8 **e. Report on Facilities Maintenance Projects**
Rich White, Director of Planning and Construction, will report.

f. Campus Health and Safety Update

g. 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
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**RESOLUTION TO APPROVE
SUPPLIER DIVERSITY POLICY, 3356-3-01.1**

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

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

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

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the creation of a University Policy governing Supplier Diversity policy number 3356-3-01.1, attached hereto.

**Board of Trustees Meeting
December 9, 2022
YR 2023-
HLC Criterion 1.C.2.**

3356-3-1.01 Supplier Diversity.

Responsible Offices:	Diversity, Equity & Inclusion, and Procurement Services
Responsible Officer:	VP for Finance & Business Operations
Revision History:	December 2022
Board Committee:	Finance and Facilities
Effective Date:	December 9, 2022
Next Review:	2027

- (A) Policy statement. Youngstown state university (university) strives to enable diverse business to share and grow in economic markets and seeks to form strong bonds with the surrounding communities by strengthening supplier diversity and establishing mutually beneficial relationships with socially and economically disadvantaged businesses by utilizing diverse vendors defined as minority-owned, women-owned and veteran-owned, business enterprises.
- (B) Purpose. The use of diverse vendors is an integral part of the university's procurement procedures and is intended to increase the utilization of diverse suppliers whenever possible. By providing opportunities for diverse suppliers to market and sell goods and services, the university seeks to increase its use of diverse suppliers.
- (C) Parameters.
- (1) The university strives to provide opportunities for socially and economically disadvantaged business enterprises.
 - (2) In order to track diversity spending, suppliers must be certified through one or more of the state of Ohio's diversity programs: minority business enterprise (MBE); encouraging diversity, growth & equity (EDGE); women business enterprise (WBE); and/or veteran-friendly business enterprise (VBE).
 - (3) The university recognizes that diversity has a positive impact on the community and may create a competitive advantage for some suppliers.
 - (4) All employees authorized to make purchases with university funds shall comply with this policy to ensure equal opportunities and nondiscrimination.

- (5) All employees authorized to make purchases with university funds have a responsibility to consider diverse suppliers in order to increase the utilization of diverse suppliers.
- (6) The office of diversity, equity and inclusion and procurement services are together responsible for identifying and verifying diverse vendors.
- (7) 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.

(E) Related Links.

- (1) [Diversity business information via YSU website](#)
- (2) [Certified MBE suppliers via Ohio DAS website](#)
- (3) [EDGE suppliers via the DAS website](#)
- (4) [Certified MBE suppliers via the OSMDC website](#)
- (5) [Certified MBE suppliers via the NMSDC website](#)
- (6) [Youngstown Business Incubator Minority Business Assistance Center](#)



**YOUNGSTOWN
STATE
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**RESOLUTION TO APPROVE THE
FY 2022 AFFORDABILITY AND EFFICIENCY REPORT**

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

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

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

WHEREAS, Youngstown State University's FY2022 efficiency and affordability report is a product of a collaborative process that included input from various levels of campus stakeholders to assess progress and capture examples of efficiencies, academic practices, policy reforms, cost savings, redeployment of savings and tangible benefits to students; and

WHEREAS, Youngstown State University's FY2022 report provides evidence of affordability and efficiency in various categories, including direct savings, deferred revenue (direct savings to students), and cost avoidance that would otherwise increase expenses; and

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

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

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the FY2022 efficiency and affordability report, attached hereto.

**Board of Trustees Meeting
December 9, 2022
YR 2023-
HLC Criterion 5.A.2.**



Department of
Higher Education

Mike DeWine, Governor
Randy Gardner, Chancellor



Affordability & Efficiency

FY22 Efficiency Reporting Template

Introduction:

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

The first several Efficiency Reports were heavily influenced by and structured around the Ohio Task Force on Affordability and Efficiency’s October 2015 report “Action Steps to Reduce College Costs” (Task Force). The Task Force report provided many good recommendations that sharpened our focus and set a course for increasing efficiency throughout public higher education in Ohio. Since then, the Efficiency Reports have transitioned to other timely issues. This year’s report will continue that practice.

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

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

Your Efficiency Report Contact: *David Cummins*, Advisor, 614-752-9496, dcummins@highered.ohio.gov Please provide your institution’s efficiency report by **Friday, October 14, 2022** via email to OdheFiscalReports@highered.ohio.gov

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

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

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

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

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

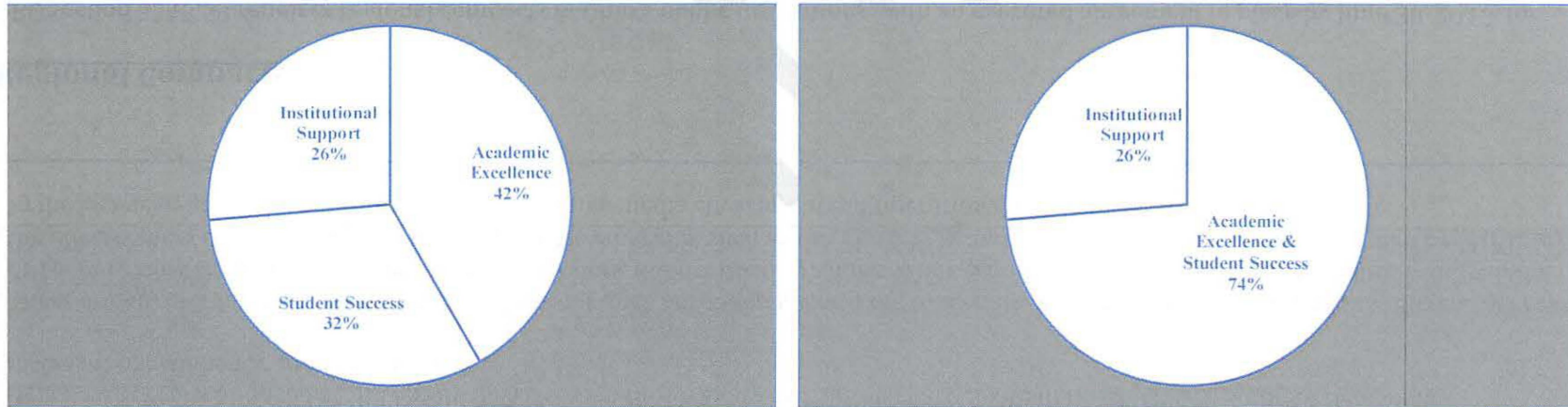
Youngstown State University

Section I: Efficiency and Effectiveness

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

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

Youngstown State University uses IPEDS expense classifications to annually evaluate actual expenses and to help reset budgeted expenses as necessary. As a metric, the University combines IPEDS classifications to facilitate analyses on three overarching expense categories: (1) Academic Excellence, (2) Student Success and (3) Institutional Support. As a strategic goal, YSU strives to prioritize the academic enterprise and other functions that foster student success. Accordingly, annual expenses in the combined category of Academic Excellence and Student Success range between 70% and 75% each year. YSU's performance, as measured by FY 2022 actual expenses (unaudited), is summarized as follows:



For definitional purposes, what IPEDS (or other uniformly accepted) expense categories, or subset(s) therein, would you include in instructional expenses and administrative expenses? Please explain.

At Youngstown State University, instructional expenses are embodied in *Academic Excellence*, which includes all instruction and instructional technology, academic advising to students, research and public service, and academic support and academic administration. Aside from academic administration, the expenses for which directly support instruction, other administrative expenses are included in

the category of *Institutional Support*, which includes general administration, fiscal operations, enterprise technology, public relations and advertising, and plant operation and campus maintenance.

Are you aware of national models used to benchmark institutional efficiencies? If so, please provide.

Youngstown State University would be interested in learning more about relevant best practices gleaned from this report or from other sources known to the Ohio Department of Higher Education.

Various consulting firms provide this type of service such as Bain, EAB, Hanover, and RPK, amongst others. There is also the [University Benchmark Project](#) housed at University of Wisconsin-Stout. Many institutions participate in the [Delaware Study](#) to Benchmark instructional efficiency and effectiveness.

There are also several books published on this topic such as *Re-engineering the University*, William Massy, Johns Hopkins University Press, 2016 and *Prioritizing Academic Programs and Services*, Robert Dickeson, John Wiley & Sons, 2010. In addition, new methods for gauging the effectiveness of higher education in general are emerging such as the [Third Way](#) and via analysis such as that performed by [McKinsey](#).

In the last year, has your institution received positive media coverage about operational efficiencies? If so, please provide.

Regional Compacts

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

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

Please discuss efficiencies gained or opportunities for future partnerships in any of the relevant categories below.

Category	Description
Reducing duplication of academic programming	Discussions continue with the Northeast Ohio Regional Compact. On September 5, 2019, the YSU Board of Trustees passed its "Take Charge of Future for Sustainability" resolution outlining an academic program effectiveness and advancement process. According to the resolution, this academic program effectiveness and advancement process will have actionable steps and regular Board updates regarding the process, feedback loops, and critical steps.

Charged by the YSU Board of Trustees, YSU implemented a comprehensive and fully-integrated Academic Program Enhancement and Effectiveness Initiative (APEEI) in Fall 2020. APEEI culminated in Spring 2021 with the Provost's final recommendations to the YSU Board of Trustees.

Curricular Efficiency, the second phase of APEEI, began in Spring and Summer 2021 and continues in Fall 2022. Using the resources provided to them, faculty in each academic program will be able to conduct a thorough review of the courses currently being offered as well as inactive courses remaining in the catalog. Upon completion of this review, program faculty will be required to conduct curricular mapping (core courses and electives) and a curricular complexity review.

In conjunction with its APEEI and Curricular Efficiency initiatives, YSU is also complying with ORC 3345.35, which requires that the board of trustees of each state institution of higher education evaluate all courses and programs the institution offers based upon enrollment and duplication of its courses and programs with those of other state institutions of higher education within a geographic region. The focus on courses and programs with low enrollment and duplicative programs is consistent with the work already being done for APEEI and Curricular Efficiency. YSU's provost has discussed duplicate programs during individual meetings with the provosts from institutions of higher education in the geographic region.

Implementing strategies to address workforce education needs of the region

In 2020, YSU launched the Division of Workforce Education and Innovation (DWEI) to help address rapidly changing industry needs through industry recognized credentials, pre-apprenticeships, apprenticeships and short-term training programs. DWEI offers over 80 courses and credentials focused on regional in-demand jobs for advanced manufacturing, information technology, business and professional skills. DWEI has issued over 2,000 credentials in its first full fiscal year of operation through the Excellence Training Center and online Skills Accelerator. DWEI has engaged with over 100 employers to inform, educate and engage in work-based learning programs. Through our partnerships with local community organizations and other Ohio public institutions, we have achieved a 43% diversity rate in our training programs.

Sharing resources to align educational pathways and to increase access within the region

YSU-DWEI actively participates in Tech Prep grant alongside other IUC schools in the region. Through this grant, we have created new pathways toward high school graduation incentives. Additionally, through state funded initiatives, we are piloting a program with The Educational Service Center of Eastern Ohio to provide pathway training programs for at-risk seniors in select public schools.

In addition, discussions continue within the Northeast Ohio Regional Compact.

<p>Reducing operational and administrative costs to provide more learning opportunities and collaboration in the region</p>	<p>100% of YSU's DWEI is externally funded through grants and private sector funding. Additional efficiencies in operating costs have been achieved through state workforce programs like IMAP and TechCred.</p> <p>Additionally, YSU has partnered with Kent State University to share various administrative services, including internal audit, database administration and IT security. YSU has partnered with four other state universities, including regional compact member KSU, to jointly contract with Ellucian as the single vendor for each partner university's enterprise technology platform.</p> <p>YSU continues to work with other NEO Compact institutions to develop shared procurement strategies to take advantage of campus proximity to streamline the acquisition and delivery of goods and services common among these institutions. Areas under consideration include:</p> <ul style="list-style-type: none"> • Custodial Cleaning Equipment • Emergency Repair Services • Energy (Electricity and/or Natural Gas) • Janitorial and Sanitary Supplies • MRO Supplies (including tools) • Service Contracts (janitorial and/or maintenance services) • Systems Controls contracts
<p>Enhancing career counseling and experiential learning opportunities for students</p>	<p>Career Counseling:</p> <p>In addition to providing career assessments, individual career and major counseling, advising for undecided students, resume review, mock interviews, and career development courses, YSU supported career counseling at YSU and regionally in 2021-2022 through the following:</p> <p>YSU began working with the Choose Ohio First Scholarship Program in April 2022. Twenty-five students will receive this scholarship in Fall 2022. Students are required to complete a work-based learning experience in the form of an internship, co-op, or REU before they graduate. YSU currently has two additional COFSP Awards that concentrate on research.</p> <p>YSU was awarded an ADMETE (Assured Digital Microelectronics Education & Training Ecosystem) grant to support career development for Electrical Engineering and Electrical Engineering Technology students. The grant includes a paid internship/co-op component. Students are required to work for a company that either manufactures microelectronics or utilizes microelectronics within their day-to-day operation. Upon</p>

completion of the experience, student will receive a \$1,500 scholarship to be used toward the next academic semester, and the employers will receive a \$1,200 wage reimbursement.

YSU continues to participate in Ohio Means Internships and Co-Ops (OMIC 3), a regional grant shared with nine northeast Ohio two- and four-year higher education institutions (including Stark State College, Cleveland State University, University of Akron, Kent State University, YSU, Lakeland Community College, Lorain County Community College, North Central State College, and Cuyahoga Community College).

YSU continues to participate in Ohio Means Internships and Co-Ops (OMIC 4), a regional grant shared with nine northeast Ohio two- and four-year higher education institutions (including Kent State University, Cleveland State University, University of Akron, YSU, Lakeland Community College, Lorain County Community College, North Central State College, Cuyahoga Community College, and Stark State College). This sub-grant emphasizes scholarships and monetary employer reimbursements for employers who offer internships/co-ops to science students.

YSU participates in Ohio I/C Engineering Directors virtual meetings. This group consists of internship and co-op engineering directors from Cleveland State University, University of Akron, University of Toledo, Case Western Reserve University, University of Dayton, University of Cincinnati, and YSU. This group, originally formed in response to COVID-19, meets once a month to discuss career-related items, the effects of COVID on events and internships/co-ops, the transition from face-to-face events to virtual events, and other topics.

YSU's Williamson College of Business Administration continues to participate in the Export Program through the State of Ohio. The WCBA Export Program recruits students for programs across YSU's campus as well as University of Akron and Kent State University. Students attend an Export course in WCBA during the spring semester. The course is delivered by the Director of Ohio SBDC Export Assistance Network. After completing the Exporting course, students are placed with a company in Ohio for a full-time, 12-week, paid internship. The internship is credit-bearing. Relationships are built with exporting companies, and companies are reimbursed half of the intern wages through the Ohio Development Services Agency.

YSU again participated in NE Ohio Regional Virtual Career Fairs. 2021-2022 fairs were held virtually in September 2021 and February 2022. In addition, YSU hosted two Career

	<p>Exploration Fairs on campus: one in September 2021 and the other in March 2022. Each fair included 50 local and regional employers and YSU graduate program representatives.</p> <p>Experiential Learning Many YSU programs and courses incorporate experiential learning projects as assignments that generally entail real-life and real-world experiences wherein students work outside the traditional classroom/lab setting to directly interact with outside organizations, including private businesses, government and non-profit organizations, health clinics and K-12 schools.</p>
Expand alternative education delivery models such as competency-based and project-based learning	<p>The YSU-DWEI apprenticeship program is registered with the U.S. Department of Labor and offers apprenticeships and pre-apprenticeships for students and the community. DWEI, in collaboration with the YSU STEM College, has launched the YSU Data Mine, where students learn about the emerging field of data science through training and semester-long corporate sponsored projects. Students receive up to 4 credits for participating in the program.</p> <p>Additional discussions are occurring at the academic college level.</p>
Collaboration and pathways with information technology centers, adult basic and literacy education programs and school districts	<p>YSU has been engaged with the facilitation of the Tri-County Broadband Task Force aimed at increasing access to technology in the region.</p> <p>YSU-DWEI offers testing and online classes to develop basic digital literacy. DWEI also partners with many community partner programs like EGCC Aspire, Flying High, Oak Hill Collaborative and local libraries to offer resources for individuals in need.</p>
Enhancing the sharing of resources between institutions to expand capacity and capability for research and development	<p>YSU's Excellence Training Center (ETC) is a shared-use facility, supporting the interest of the Mahoning Valley Innovation and Commercialization Consortium (MVICC) comprised of academic, industrial, and economic development organizations. The YSU ETC houses a full spectrum of manufacturing equipment, and it is expanding to healthcare through partnership with Eastern Gateway Community College on the RAPIDS 5 grant. The center provides training and research opportunities for YSU students and faculty, institutional collaborators, regional career and tech Centers, and industry professionals to accelerate innovation and technology adoption.</p> <p>YSU-DWEI is engaged in 2 new R&D projects with the University Texas El Paso (hypersonics) and the University of Northern Iowa (industry 4.0) to help expand regional capacity for defense projects.</p>
Identifying and implementing the best use of university regional campuses	<p>While YSU does not have regional branch campuses, DWEI is preparing to launch YSU training outposts in 6 counties in the Appalachian region. The goal is for YSU to provide onsite instruction to students at local community centers and community colleges.</p>
Other initiatives not included above	

Co-located Campuses

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

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

Co-located campus: Not applicable to YSU

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

Section II: Academic Practices

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

Textbook Affordability

Textbook Cost Study

ORC Section 3333.951(D) requires Ohio's public colleges and universities to annually conduct a study to determine the current cost of textbooks for students enrolled in the institution and submit the study to the Chancellor.

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

Please attach the analysis of textbook costs developed by your institution labeled “[Institution Name – Academic Year – Textbook Cost Study]” and summarize the results of your institution’s study below.

Category	Amount
Average cost for textbooks that are new	\$73.06
Average cost for textbooks that are used	\$47.22
Average cost for rental textbooks	\$51.91
Average cost for eBook	\$74.16

Reducing Textbook Costs for Students

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

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

Please discuss all initiatives implemented, including those referenced below that ensure students have access to affordable textbooks.

ORC Section 3345.025 requires the board of trustees of each state IHE to adopt a textbook selection policy for faculty to use when choosing and assigning textbooks and other instructional materials.

3345.025 The board of trustees of each state institution of higher education as defined in section 3345.011 of the Revised Code shall adopt a textbook selection policy for faculty to follow in selecting and assigning textbooks and other instructional materials for use in courses offered by the institution. The policy shall include faculty responsibilities and actions faculty may take in selecting and assigning textbooks and other instructional materials.

In addition, the biennial budget bill, Am. Sub. HB 110, enacted Section 733.20 requiring state institutions of higher education to evaluate textbook affordability initiatives to ensure compliance with Title I, Section 133 of the federal “Higher Education Opportunity Act of 2008.”

SECTION 733.20. (A) In furtherance of the State of Ohio's intent to improve affordability in higher education, and in recognition of the positive achievements of the Ohio Faculty Council's October 2017 resolution supporting textbook affordability initiatives, the State of

Ohio hereby tasks Ohio's institutions of higher education with evaluating their respective implementation of textbook affordability initiatives.

(B)(1) Consistent with requirements in Title I, Section 133 of the federal "Higher Education Opportunity Act of 2008," institutions of higher education receiving federal financial aid shall disclose required and recommended textbooks not later than the time at which students can first begin to register for a course.

(2) Prior to academic year 2022-2023, the administration of each state institution of higher education, as defined in section 3345.011 of the Revised Code, shall work collaboratively with the institution's faculty senate, or equivalent body, to consider adopting a formally recognized textbook auto-adoption policy.

(C) Not later than August 15, 2022, the board of trustees of each state institution of higher education shall adopt a resolution or otherwise formally vote to affirm or decline adoption of the policy. If the board of trustees adopts the policy as agreed upon by the administration and faculty senate, the state institution shall formally transmit a copy of its resolution to the Chancellor of Higher Education.

1. Has your institution's board of trustees adopted a textbook selection policy consistent with Ohio Revised Code 3345.025? If so, please attach the policy in full length and label the file as "[Institution Name – Academic Year – Textbook Selection Policy]." Yes, please see attached policy 3356-10-23.
2. Has your institution's board of trustees adopted a textbook auto-adoption policy to ensure compliance with federal law that requires faculty to select textbooks for courses no later than the first day of class registration? If so, please attach the policy and label the file as "[Institution Name – Academic Year – Text Auto-adoption Policy]." Please also describe the mechanisms for tracking compliance.
Yes, auto-adoption is incorporated into YSU's textbook selection policy, specifically section C(1)(c) of attached policy 3356-10-23.
3. If the board has not adopted an auto adoption policy, please explain the major reasons that the board declined to adopt such a policy.
Not applicable to YSU.

Open Educational Resources

1. Has your institution adopted practices/policies to formally encourage the use of OER materials in lieu of purchased materials? Please explain and please include links to information on your institution's website.
Yes, Youngstown State University encourages faculty to use open educational resources in place of purchased textbooks. Section 2(b) of YSU's textbook selection policy 3356-10-23 states, "*The university recommends that faculty select open educational resources when they are appropriate for the faculty members' discipline and course content. Faculty need to notify the bookstore of open education resources on or before the first day of class registration for the term. Open educational resources are freely accessible, openly licensed text, media and digital assets, which include but are not limited to college textbooks and online supplements.*"

2. Has your institution provided support to faculty for the development of OER materials. Please explain and please include links to information on your institution's website.

Yes, YSU's Office of Cyberlearning provides instructional designers who support faculty OER development. As an added incentive, faculty who adopt an open resource are eligible for a \$750 mini-grant to support implementation of the OER. There are also \$1,500 grants available for departmental adoptions. YSU has created a website that provides specific information regarding the OER adoption: <https://ysu.edu/departement-cyberlearning/open-educational-resources>

3. What courses did your institution offer during the 2021-22 academic year that used OER? Please fill out the attached template completely. This template will be used to inform a statewide landscape analysis of OER adoption and will be publicly shared in a report.

YSU has 25 courses that use OER materials. For details, please see attached template labeled *OER and IA Template_YSU.xlsx*.

Inclusive Access

Inclusive access is defined as an arrangement between an institution, through faculty, and students to offer college textbooks and materials as "included" within tuition and/or a fee assessment, rather than purchased individually by the student. The benefit to faculty and students of inclusive access typically includes a significantly reduced cost per textbook for students, as compared to students buying a new copy of the textbook, and confidence that all students will possess the necessary textbook and/or materials on "day one." Federal law provides the statutory right for students to "opt-out" of inclusive access if they prefer, which preserves the right of the student to source materials.

1. Does your institution formally encourage faculty to offer inclusive access acquisition of college textbooks as a cost-savings for students? If yes, what mechanisms are in place help promote this strategy with faculty?

Yes. Each semester, the manager of the YSU Barnes & Noble bookstore reaches out to faculty to make them aware of the cost savings and benefits of utilizing the First Day Ready program. This program has grown in 5 years from 1 pilot course to ninety (90) courses today.

2. What courses did your institution offer during the 2021-22 academic year that participated in an inclusive access program? Please fill out the attached template completely. This template will be used to inform a statewide landscape analysis of the utilization of inclusive access and will be publicly shared in a report.

YSU offers 433 First Day Ready courses. A complete list can be found in the attached template labeled *OER and IA Template_YSU.xlsx*.

3. How are students at your institution made aware of their right to opt out of utilizing inclusive access?
 Information on the First Day Ready opt-out process are on the main web page for the Bursar's office, in both the Undergraduate and Graduate catalogs, and on the student registration portal where students register for courses and make changes to their registration.

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

Susan Ewing, CPA
 YSU Bursar
 Ph: 330-941-3142
 Email: sebeiling@ysu.edu

Other Textbook Affordability Practices

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

Please provide any relevant information in the table below.

Initiative	Explanation of Initiative	Cost Savings to Students
First-Day Ready	An inclusive access and general affordability initiative that provides digital materials to students at a reduced price.	\$655,623
YSU Bookstore Price Match Program	Barnes & Noble program matches the lowest price (advertised by other vendors) for books and instructional materials sold.	\$475
Textbook Rental program	Students have the option of renting books in lieu of purchasing books.	\$102,529 (estimate based on average price of books rented vs. sold).
Textbook Buyback program	Students have the option of selling back purchased books to Bookstore.	\$12,371

Section III: Policy Reforms

Transcript Access

It is common for IHEs nationally to withhold transcripts from students who owe any amount of debt to the institution. Transcript withholding blocks students from re-enrolling both at the debt-holding institution and at other institutions. Transcripts are sometimes withheld in their entirety even when students have fully paid all or most tuition charges, earned their credits through successful completion of coursework and only incurred a nominal debt such as a parking ticket, library fine or other relatively minor assessment.

ORC Section 3345.027 was newly enacted in HB 110 and requires IHE's to release transcripts to potential employers even if the student has an outstanding balance owed to the institution.

Sec. 3345.027. A state institution of higher education, as defined in section 3345.011 of the Revised Code, shall not withhold a student's official transcripts from a potential employer because the student owes money to the institution, provided the student has authorized the transcripts to be sent to the employer and the employer affirms to the institution that the transcripts are a prerequisite of employment.

1. Has your institution updated its policy on transcript withholding to assure compliance with ORC 3345.027?
Yes, YSU's policy has been updated, and the process for obtaining transcripts is published on our website at <https://ysu.edu/registrars-office/request-transcript>
2. Has your institution taken additional action(s) beyond what is minimally required by section 3345.027 to provide students with access to their transcripts, even if the student owes money to the institution? If so, please describe.
YSU participates in the Northeast Ohio Stranded Credit Compact Initiative, along with several other colleges and universities in the region. As part of this initiative, YSU releases transcripts with financial holds to other participating institutions in hopes of having students re-enroll and complete their degree. YSU also provides unofficial transcripts to all students, regardless of an account balance.

Second Chance Grants

ORC Section 3333.127 was newly enacted in Sub. SB 135 to create the Second Chance Grant program. The program will provide one-time grants of up to \$2,000 to eligible students that "while in good standing, disenrolled from a qualifying institution and did not transfer to a qualifying institution or an institution of higher education in another state in the two semesters immediately following the student's disenrollment."

1. Has your institution implemented the "Second Chance Grants" program as described in SB 135? If so, what is the status of the program and approximately how many students have been impacted to date at your institution?
YSU implemented the Second Chance Grant program during the 2021-2022 award year. There were 25 students who received

\$2,000 each for a total of \$50,000 disbursed during 2021-2022. YSU is participating in the program again for the 2022-2023 award year and has identified 27 students as potentially eligible to date.

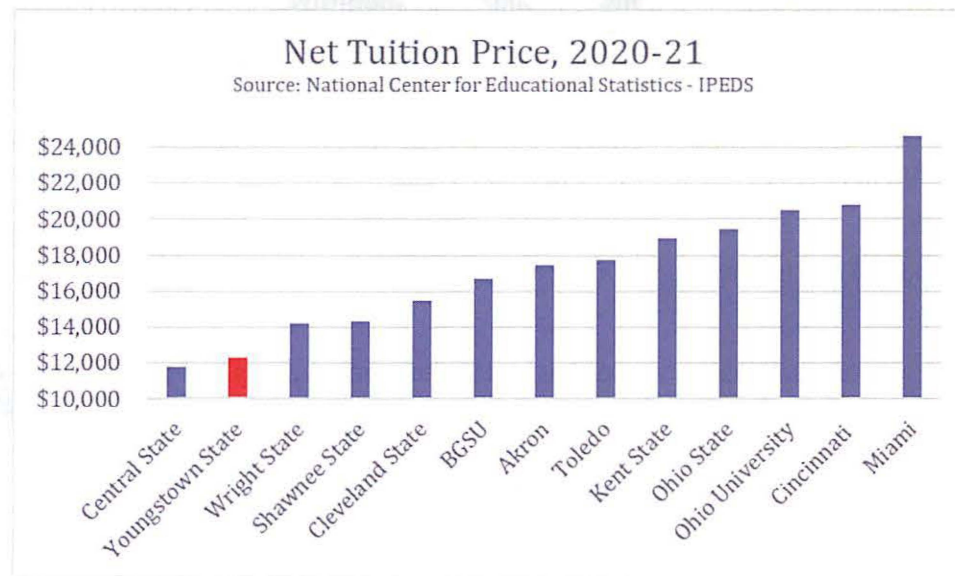
2. What efforts has your institution made to identify and attract such students that will be able to take advantage of this new initiative?

YSU's Office of Financial Aid and Scholarships created a report query to identify students who meet all of the eligibility requirements set forth by the state. The report is run on a rolling weekly basis to identify newly admitted students who meet the eligibility requirements for the grant. The University has also prioritized degree completion by creating a new staff position that focuses on the recruitment of students who have college credit but have not received a degree after stopping out of college. This staff member is working with Financial Aid staff to promote the Second Chance Grant program to potentially eligible students while also providing them with advisement and registration support as they return to college.

Additional Practices

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

YSU is fully committed to student affordability, underscored by the fact YSU's in-state undergraduate net tuition price that is nearly 30% below the Ohio statewide average:



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

Section IV: Future Goals

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

1. Please provide your thoughts and suggestions regarding ways the State of Ohio can further support strength, resiliency and reputational excellence in Ohio's post-secondary education system.
 - With so much of the state's emphasis on *student affordability*, Ohio should consider an SSI funding model that rewards institutions that maintain lower net tuition levels. This would incentivize institutions to keep net tuition low and as affordable as possible.
 - At a minimum, SSI and OCOG funding levels should keep pace with CPI inflation, lest Ohio fall further behind with regard to an educated and job-ready workforce that will help attract and retain employers in Ohio.
 - Increase the time-period within which institutions are required to submit outstanding debt to the Ohio Attorney General for collection. This would provide more time for institutions and students to develop payment plan solutions.

Thank you for completing the FY22 Efficiency Reporting Template. We appreciate the important role Ohio's colleges and universities play in supporting Ohio students, economic growth, world-class research and the overall success for our state.



**YOUNGSTOWN
STATE
UNIVERSITY**

**RESOLUTION TO APPROVE
INTERFUND TRANSFERS**

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

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

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

**Board of Trustees Meeting
December 9, 2022
YR 2023-
HLC Criterion 5.A.2.**



YOUNGSTOWN STATE UNIVERSITY
Interfund Transfers Requiring Board Approval
Transfers Outside of the Operating Budget
Requested Transfers for Second Quarter FY2023

FROM	TO	AMOUNT	REASON
Debt Service Reserve Funds (Unrestricted Plant Funds)	Bond Funds - Series 2016 and Series 2021 (Restricted Debt Service Funds)	\$1,343,429	To fund portion of \$3,297,294 FY23 Bond Debt Service Obligation.

YOUNGSTOWN STATE UNIVERSITY
General Fund and Auxiliary Enterprises
Budget to Actual and Actual to Actual Comparison
1st Quarter (July 1, 2022, through September 30, 2022)

Revenue	Fiscal Year 2023		Actual as a % of Budget	Business Indicator	One-year trend
	Budget	Actual			
Tuition and mandatory fees	\$ 89,120,575	\$ 46,124,900	51.8%	●	↓
Other tuition and fees	10,590,539	4,275,772	40.4%	●	↓
Student charges	1,171,150	382,406	32.7%	●	↓
State appropriations	46,588,505	11,599,079	24.9%	●	↑
Recovery of indirect costs	1,842,813	477,675	25.9%	●	↔
Investment income	2,068,718	198,444	9.6%	●	↓
Other income	917,700	365,190	39.8%	●	↑
Auxiliary enterprises	17,304,541	8,795,697	50.8%	●	↑
Total	\$ 169,604,541	\$ 72,219,163	42.6%	●	↓

● On/Above target

● Caution

● Warning

Expenses	Fiscal Year 2023		Actual as a % of Budget	Business Indicator	One-year trend
	Budget	Actual			
Wages	\$ 79,763,434	\$ 16,475,279	20.7%	●	↓
Benefits	29,754,859	6,046,673	20.3%	●	↓
Scholarships	16,294,927	3,745,544	23.0%	●	↓
Operations	33,823,570	9,669,937	28.6%	●	↑
Plant & maintenance	12,978,575	3,615,202	27.9%	●	↓
Fixed asset purchases	1,163,874	211,548	18.2%	●	↓
Transfers	(2,137,495)	806,756	-37.7%	●	↓
Total	\$ 171,641,744	\$ 40,570,939	23.6%	●	↓

● On/Below target

● Caution

● Warning

RatingsDirect®

Youngstown State University, Ohio; Private Coll/Univ - General Obligation; Public Coll/Univ - Unlimited Student Fees

Primary Credit Analyst:

Nicholas K Fortin, Boston + 1 (312) 914 9629; Nicholas.Fortin@spglobal.com

Secondary Contact:

Ken W Rodgers, New York + 1 (212) 438 2087; ken.rodgers@spglobal.com

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Youngstown State University, Ohio; Private Coll/Univ - General Obligation; Public Coll/Univ - Unlimited Student Fees

Credit Profile

Youngstown St Univ gen receipts bnds

Long Term Rating

A+/Negative

Affirmed

Youngstown St Univ (AGM)

Unenhanced Rating

A+(SPUR)/Negative

Affirmed

Many issues are enhanced by bond insurance.

Credit Highlights

- S&P Global Ratings affirmed its 'A+' long-term rating and underlying rating (SPUR) on Youngstown State University (YSU), Ohio's series 2016 and series 2021 general receipts bonds.
- The outlook is negative.

Security

As of fiscal 2021 year-end, debt outstanding totaled \$69.5 million and included the series 2010, series 2011, and series 2016 bonds in addition to approximately \$13.1 million in notes and minor capital leases. Subsequent to fiscal 2021 year-end, the university issued the approximately \$28.1 million series 2021 general receipts bonds for the purpose of refunding the series 2010 and 2011 bonds outstanding, creating about \$6.4 million in net present value savings. Total pro forma debt of \$64.1 million includes the series 2016 and series 2021 bonds, in addition to the aforementioned notes and capital leases. The university does not maintain any operating leases. All long-term debt of the university is fixed rate and is secured by a first-lien pledge of and lien on general receipts of the university. The university has not formalized any additional debt plans.

Credit overview

We assessed YSU's enterprise profile as adequate, characterized by full-time equivalent (FTE) enrollment declines in each of the past four years and in nine of the past 12 years, somewhat offset by historically solid matriculation and retention rates, the latter of which has seen some softening in recent years. We assessed YSU's financial profile as strong, highlighted by solid available resources (including foundation assets) relative to adjusted operating expense and total debt, low maximum annual debt service (MADS) burden with no additional debt plans, and solid management practices and policies offset by generally weak operating performance. Combined, we believe these credit factors lead to an indicative stand-alone credit profile (SACP) of 'a'. The SACP reflects our view of the underlying credit quality of YSU without the benefit of extraordinary state support. The long-term rating of 'A+' reflects our application of government-related entity (GRE) criteria, given our view of the limited importance role with the state and moderate likelihood of extraordinary government support.

The 'a' SACP reflects our view of the university's:

- Healthy available resources, when including the assets of the foundation, relative to those of rating category medians;
- Low pro forma MADS burden at 3.4% of fiscal 2021 adjusted operating expenses; and
- Ongoing financial support from Ohio as one of the state's 14 public universities, with modest state appropriation increases in fiscal years 2021 and 2022, and further increases expected for 2023 and 2024.

Offsetting rating factors include our view of YSU's:

- History of full-accrual operating deficits, although federal support helped YSU to a surplus in fiscal 2021 and expense-reduction measures are expected to ease pressure over the next few years;
- Four consecutive years of enrollment declines, with demographic challenges in the State of Ohio likely to make enrollment stabilization difficult; and
- Relatively high level of deferred maintenance.

YSU is an urban, state-supported university, with its principal campus adjacent to Youngstown's central business district in northeastern Ohio. YSU was founded in 1908 under the sponsorship of the Young Men's Christian Association. YSU offers associate, bachelor's and master's degree programs, and three doctoral programs. Professional programs include business, education, physical therapy, nursing, dental hygiene, and engineering. YSU is also one of three Ohio public universities that formed a consortium to establish the Northeast Ohio Medical University.

Environmental, social, and governance

We view the health and safety social risks posed by the pandemic as somewhat abating for the higher education sector, but, given the pandemic's significant effects on modes of instruction and enrollment trends over the past two-and-a-half years, we believe a future public health event of similar size and scope could again affect demand and finances. In addition, we believe that YSU is affected by demographic pressure, which we view as a social capital risk, with fewer graduating high school students in Ohio and the surrounding region anticipated for the next several years that we believe could accelerate a historical trend of softening enrollment. Despite the elevated social risks, we view the university's environmental and governance risks as neutral factors in our credit rating analysis.

Outlook

The negative outlook reflects our view of the university's continued enrollment challenges, which, if unabated, will likely make stabilizing operations difficult. We view the numerous expense-reduction measures implemented by management favorably and believe that these measures, coupled with stabilized enrollment, could lead to improved operations over the next few years.

Downside scenario

We could lower the rating on the SACP if enrollment continues to fall and expense reductions are insufficient to offset declines in net tuition revenue, resulting in a return to full-accrual operating deficits. We could also consider a negative rating action if available resources deteriorate such that they are no longer in line with the current rating.

Upside scenario

We could revise the outlook to stable on the SACP if the university stabilizes enrollment and right sizes operations such that operations show signs of returning to near-breakeven on a full-accrual basis.

Credit Opinion

Enterprise Profile

Management and governance

YSU's governance is vested by law in a board of trustees (BOT) composed of nine voting members. The governor appoints all nine BOT members, with the advice and consent of the state senate for overlapping nine-year terms.

James Tressel became the ninth president of YSU in 2014 after four years at the University of Akron. Mr. Tressel is, perhaps, best known for his achievements as head football coach at Ohio State University, where he coached from 2001-2010, winning the national championship once and winning the Big Ten championship seven times. In June 2022, Mr. Tressel announced that he would step down as president effective January 2023. He will not only ensure a smooth and effective transition to the interim president, but will remain close with the university even after retirement. In October 2022, the YSU BOT approved the appointment of Dr. Helen K. Lafferty as interim president once Mr. Tressel leaves the position. Dr. Lafferty, a Youngstown native and YSU alumna, has been an administrator and a faculty member at Villanova University for almost 40 years. She plans to take a sabbatical from Villanova to assume the interim president post at YSU. She also will resign her position as a national/global member of the YSU BOT, a position she has held since 2020. Outside Mr. Tressel's planned resignation, senior leadership has remained stable and is expected to remain stable. Dr. Brien Smith has served YSU as provost and vice president for academic affairs since 2019, while Neal McNally, vice president for finance and business operations, is one of the longest-serving senior leaders, joining the university in 2006. In our view, the YSU team is experienced and sufficiently qualified to successfully lead the university.

Market position and demand

Over the past 12 years, YSU has coped with the effects of a challenging demographic situation in the state. During that time, FTE enrollment fell to 8,949 in fall 2022 from a record high of 12,093 in fall 2010--a 26% decline. However, the university did see enrollment stabilize between fall 2016 and fall 2018 due, in part, to a more than twofold growth in applications, which increased enrollment approximately 5.3% during that time. Enrollment pressure picked up again in fall 2019, with a 12.5% slip in first-year applications, which, with relatively stable selectivity and matriculation, led to a first-year class that was approximately 370 students smaller than in fall 2018. Applications would drop an additional 26.5% over the next two years, which, together with softened matriculation due to increasing competition across the region, reduced first-year class sizes to 1,600. Importantly, in the early 2010s, first-year classes were upwards of 2,500-3,000 students. Some of the most recent pressure can be attributed to the pandemic and, in previous years, to the closing of a local General Motors plant. However, generally the enrollment challenges at YSU and at many universities across Ohio can be attributed to changing regional demographics.

To address these challenges, management is working through a strategic plan that aims to increase visibility and

provide opportunities for workforce training at the new Excellence Training Center. At the same time, YSU is expanding its graduate-level footprint, increasing investment and, so far, enrollment for on-campus and online programs. In fact, graduate FTE enrollment grew to 1,235 in fall 2022 from 584 in fall 2018. Finally, management is also working through an in-depth, comprehensive programmatic review that it expects will lead to the reduction of some, under-enrolled programs and, in turn, the shoring up of funds for other, in-demand programs. Management hopes these efforts will help turn the tide for undergraduate enrollment, which has been the main cause of enrollment declines over the past 12 years. In our view, stabilization of enrollment is crucial for the future success of YSU. While the State of Ohio has provided consistent state support, YSU relies on student tuition and auxiliary fees for more than half the university's total operating revenue.

In September 2021, YSU concluded its "We See Tomorrow" campaign, which was initially a \$100 million foundation campaign for scholarships, endowed professorships as well as some capital projects but, after recognizing early success, was increased to \$125 million. In the end, the campaign raised approximately \$126.2 million.

Government-related entities

In accordance with our criteria for GREs, our view of a moderate likelihood of extraordinary government support is based on our assessment of YSU's strong link with Ohio, given the state's history of regular operating support, periodic capital support for academic facilities, ability to appoint the university's governing board, and relatively active role in overseeing the financial health of its public universities. In addition, our assessment is based on YSU's limited importance to the state's economy compared with that of other state GREs, given its position as a regional provider of higher education, the large number of regional public universities in Ohio, some regional competition, and YSU's indirect contribution to economic development in the state and region. The university is a state educational institution created pursuant to the state constitution and statutes. If the rating or outlook on the State of Ohio changes, the rating on YSU could also change.

Financial Profile

Financial performance

Financial performance has historically been weak with full-accrual operating deficits occurring every year between fiscal 2007 and fiscal 2020. This soft operating performance can be attributed to slowly softening net tuition revenue, coupled with what had been variability in state support in previous years. In fiscal 2021, YSU recognized a \$15.3 million, or 6.7%, full-accrual operating surplus due almost entirely to the recognition of nearly \$25 million in federal support provided through Higher Education Emergency Relief Fund (HEERF) and the Coronavirus Relief Fund (CRF) that the state passed along to the university. These funds helped, for example, to offset auxiliary revenue that totaled \$13.3 million in fiscal 2021, down from approximately \$20 million in fiscal 2020. In response to the pandemic, but also to the consistent enrollment declines at the university, management successfully reduced audited operating expenses by nearly \$23 million in fiscal 2021. Some of the savings were tied to a reduction in discretionary and travel related expenses, a freeze on hiring and non-contractual pay increases, and other pandemic-related measures. Some of the other expense reductions, however, were due to the university's ongoing academic portfolio review, which is expected to help position the university for future success.

As part of the aforementioned plan, the university made the difficult decision in fiscal 2022 to cut more than 20 programs and lay off seven full-time faculty members. More recently, senior leadership initiated a new voluntary separation or retirement program (VSRP), which it hopes will attract up to 35 faculty members and lead to annual savings of about \$3 million once completed. This reduction in faculty is part of the university's Academic Program Enhancement and Effectiveness Initiative, which management hopes will lead to the streamlining of the university's programmatic offerings by reducing lower-demand, high-net-cost programs. The entire effect of these initiatives will likely not be felt until fiscal 2024, but expense reductions carried over from fiscal years 2020 and 2021 are expected to help YSU to near-breakeven operations in 2022 and 2023.

While enrollment challenges have led to some variability in tuition revenue in recent years, state appropriations have remained a stable source of operating revenue, comprising approximately 18% of total adjusted operating revenue year over year. Management indicates that state funding remained relatively flat in fiscal 2022, but that YSU is expecting to see a nearly 5% increase in operating appropriations for fiscal 2023, with potential for further increases in fiscal 2024.

Available resources

The university's available resources are healthy, in our opinion, compared with those of 'A' category medians and they remain a key credit strength. The university benefits from the support of the YSU Foundation, a legally separate component unit of YSU that functions primarily to raise and hold funds to support, expand, and develop programs at the university. While YSU does not control the timing or amount of funds transferred from the foundation to the university, all funds held at the foundation are for the benefit of the university. In fiscal 2021, adjusted unrestricted net assets (UNA) grew 41.9% to \$245.1 million due to certain successes recognized at both the university and state level over recent years. First, UNA improved to negative \$58 million from negative \$125.5 million due to HEERF funds and healthy investment returns in fiscal 2021. To arrive at adjusted UNA, we add back \$179.4 million from the YSU Foundation, the university's net pension liability of \$108.5 million, and the net difference between the deferred inflows and outflows of resources related to pension. We then subtract the net other postemployment benefits (OPEB) asset of \$9.5 million and add the net difference between the deferred inflows and outflows of resources related to OPEB. With adjusted operating expenses down in fiscal 2021, YSU's adjusted UNA improved by comparison, rising to 107.9% from 73.1%. At the same time, with the continued amortization of the series 2016 bonds and the issuance of the series 2021 bonds, adjusted UNA to pro forma debt was 382.4%, a marked improvement over fiscal 2020. The university's cash and investments, which we view as a somewhat less conservative metric, grew 38.5% to \$102.2 million in fiscal 2021 following a year of bountiful investment returns. YSU's cash and investments are equal to 45.0% of adjusted operating expenses and 159.4% of pro forma debt. When we consider the YSU Foundation cash and investments of \$326.2 million, total cash and investments increased to \$428.4 million, equal to 188.6% of adjusted operating expenses and 668.4% of pro forma debt.

The university's endowment is modest but it benefitted from favorable markets in fiscal 2021, growing to \$13.6 million from \$10.4 million in fiscal 2020. The vast majority of fundraising, endowments, and invested dollars are held in the foundation whose total net assets grew to \$327.1 million in fiscal 2021. Funds held at the foundation level are used annually for student scholarships, academic program enhancements, and campus improvements. Management suggests that market volatility put some pressure on the university and foundation endowment, and YSU's available

resources as a whole. Similar to the strong returns in fiscal 2021, we expect the volatile market will resonate throughout the higher education space, pressuring available resources for YSU and peers across the sector. We expect YSU's available resources will remain strong for the rating.

Debt and contingent liabilities

We view YSU's debt profile as relatively conservative. As of fiscal 2021 year-end, the university had \$69.5 million of debt outstanding including approximately \$56.4 million related to the series 2010, series 2011, and series 2016 bonds, \$96,000 of capital leases, and \$13.9 million of notes related to a campus energy saving project. In July 2021, the university issued the \$28.1 million series 2021 general receipts bonds to refund the series 2010 and series 2011 bonds, creating approximately \$6.4 million of net present value savings. Debt service on the new series escalates slowly before maturing in fiscal 2034, while amortization on other debt is relatively flat, amortizing entirely by fiscal 2038. Pro forma MADS of \$7.6 million occurs in fiscal 2029 and is a low and manageable 3.3% of fiscal 2021 adjusted operating expenses.

Retirement plans and OPEB

YSU participates in contributory retirement plans administered by the State Teachers Retirement System of Ohio (STRS) and the Ohio Public Employees Retirement System (OPERS). Both are statewide, cost-sharing, multiple-employer public employee retirement systems in which other Ohio public universities participate. These plans were created by and operate pursuant to Ohio law and the Ohio General Assembly has the power to amend the plans, revise rates and methods of contributions and determine eligibility criteria. Each system has multiple retirement plan options available to its members, with three options in STRS and OPERS. Both systems also provide OPEB options for members. As an alternative to STRS and OPERS, eligible employees may elect to participate in the university's Alternative Retirement Plan, a defined-contribution plan.

YSU's net pension liability at fiscal year-end 2021 was \$108.6 million. Pension expense in fiscal 2021 was \$4.8 million, equal to a very low 2.1% of adjusted operating expenses. YSU made required contributions for its participation in these plans of approximately \$9.7 million in fiscal 2021. We understand the overall funding level of the state sponsored plans has improved over recent years, rising to 87.4% as of June 2021. Resulting from recent changes to the OPEB plan administered by OPERS, the university eliminated its OPEB liability as of fiscal 2021 and now reflects those as an asset of \$9.5 million. The university is now only obligated to pay contributions to the retirement systems and not the actual benefits themselves. For additional information on the plans, please see our analysis on Ohio, published Feb. 4, 2022.

Youngstown State University, Ohio--Enterprise And Financial Statistics

	--Fiscal year ended June 30--						--Medians reported for 'A' rated public colleges and universities--
	2023	2022	2021	2020	2019	2018	2021
Enrollment and demand							
Headcount	11,069	11,298	11,786	12,150	12,696	12,644	17,431
Full-time equivalent	8,949	9,275	9,930	10,352	10,566	10,432	14,060
Freshman acceptance rate (%)	81.3	78.2	70.3	67.4	67.6	65.5	78.2
Freshman matriculation rate (%)	27.4	30.9	30.6	32.5	33.6	35.3	24.6

Youngstown State University, Ohio--Enterprise And Financial Statistics (cont.)

	--Fiscal year ended June 30--						--Medians reported for 'A' rated public colleges and universities--
	2023	2022	2021	2020	2019	2018	2021
Undergraduates as a % of total enrollment (%)	80.6	83.6	88.8	90.5	90.8	90.1	84.9
Freshman retention (%)	N.A.	74.1	75.2	74.0	74.9	76.3	79.3
Graduation rates (six years) (%)	N.A.	43.7	47.7	41.4	37.1	35.7	56.0
Income statement							
Adjusted operating revenue (\$000s)	N.A.	N.A.	242,401	225,271	222,682	222,612	MNR
Adjusted operating expense (\$000s)	N.A.	N.A.	227,127	236,408	236,430	233,875	MNR
Net adjusted operating income (\$000s)	N.A.	N.A.	15,274	(11,137)	(13,748)	(11,263)	MNR
Net adjusted operating margin (%)	N.A.	N.A.	6.72	(4.71)	(5.81)	(4.82)	2.70
Estimated operating gain/loss before depreciation (\$000s)	N.A.	N.A.	29,380	2,962	(295)	1,472	MNR
Change in unrestricted net assets (UNA; \$000s)	N.A.	N.A.	67,537	(11,548)	(3,597)	(5,518)	MNR
State operating appropriations (\$000s)	N.A.	N.A.	43,927	42,090	42,915	43,261	MNR
State appropriations to revenue (%)	N.A.	N.A.	18.1	18.7	19.3	19.4	21.3
Student dependence (%)	N.A.	N.A.	50.4	56.8	58.7	58.1	48.3
Research dependence (%)	N.A.	N.A.	6.6	5.5	5.0	5.7	9.2
Endowment and investment income dependence (%)	N.A.	N.A.	0.7	1.1	1.2	1.1	0.7
Debt							
Outstanding debt (\$000s)	N.A.	N.A.	69,516	73,515	77,445	80,494	233,330
Total pro forma debt (\$000s)	N.A.	N.A.	64,091	N.A.	N.A.	N.A.	MNR
Pro forma MADS	N.A.	N.A.	7,601	N.A.	N.A.	3.34	MNR
Current MADS burden (%)	N.A.	N.A.	3.44	3.31	3.31	3.34	4.30
Pro forma MADS burden (%)	N.A.	N.A.	3.35	N.A.	N.A.	N.A.	MNR
Financial resource ratios							
Endowment market value (\$000s)	N.A.	N.A.	13,571	10,412	10,125	9,552	152,236
Related foundation market value (\$000s)	N.A.	N.A.	327,138	255,991	263,548	241,189	186,488
Cash and investments (\$000s)	N.A.	N.A.	102,165	73,750	84,541	87,593	MNR
UNA (\$000s)	N.A.	N.A.	(57,952)	(125,489)	(113,941)	(110,344)	MNR
Adjusted UNA (\$000s)	N.A.	N.A.	245,104	172,735	188,605	191,710	MNR
Cash and investments to operations (%)	N.A.	N.A.	45.0	31.2	35.8	37.5	52.7
Cash and investments to debt (%)	N.A.	N.A.	147.0	100.3	109.2	108.8	114.7

Youngstown State University, Ohio--Enterprise And Financial Statistics (cont.)

	--Fiscal year ended June 30--						--Medians reported for 'A' rated public colleges and universities--
	2023	2022	2021	2020	2019	2018	2021
Cash and investments to pro forma debt (%)	N.A.	N.A.	159.4	N.A.	N.A.	N.A.	MNR
Adjusted UNA to operations (%)	N.A.	N.A.	107.9	73.1	79.8	82.0	39.8
Adjusted UNA plus debt service reserve to debt (%)	N.A.	N.A.	352.6	235.0	243.5	238.2	86.8
Adjusted UNA plus debt service reserve to pro forma debt (%)	N.A.	N.A.	382.4	N.A.	N.A.	N.A.	MNR
Average age of plant (years)	N.A.	N.A.	20.5	19.7	19.6	19.9	15.8
OPEB liability to total liabilities (%)	N.A.	N.A.	(3.8)	9.7	9.2	13.6	MNR

MADS--Maximum annual debt service. Total adjusted operating revenue = unrestricted revenue less realized and unrealized gains/losses and financial aid. Total adjusted operating expense = unrestricted expense plus financial aid expense. Net operating margin = 100*(net adjusted operating income/adjusted operating expense). Student dependence = 100*(gross tuition revenue + auxiliary revenue) / adjusted operating revenue. Current debt service burden = 100*(current debt service expense/adjusted operating expenses). Current MADS burden = 100*(MADS expense/adjusted operating expenses). Cash and investments = cash + short-term and long-term investments. Adjusted UNA = Unrestricted net assets + unrestricted net assets of the foundation. Average age of plant = accumulated depreciation/depreciation and amortization expense. Note: some enrollment and demand metrics not yet available for fall 2022. Note: fiscal 2020 adjusted operating revenue revised, leading to change in net operating income. Note: fiscal 2020 and fiscal 2019 adjusted UNA revised, leading to change in associated metrics. N.A.--Not available. MNR--Median not reported.

Related Research

Through The ESG Lens 3.0: The Intersection Of ESG Credit Factors And U.S. Public Finance Credit Factors, March 2, 2022

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**YOUNGSTOWN
STATE
UNIVERSITY**

**MAXIMUM ANNUAL DEBT SERVICE (MADS)
For YSU's Existing Debt Obligations
FY 2023 - FY 2038**

Year	2016 Bonds	2021 Bonds	Note Payable	Leases	Total
2023	\$2,208,144	\$1,089,150	\$1,486,054	\$254,190	\$5,037,538
2024	2,200,644	1,192,050	1,574,211	247,645	5,214,550
2025	2,204,769	2,991,050	1,655,392	240,000	7,091,211
2026	2,200,269	3,422,850	1,724,728	240,000	7,587,847
2027	2,197,144	3,417,350	1,787,354	240,000	7,641,848
2028	2,197,169	3,412,950	1,898,412	240,000	7,748,531
2029	2,189,406	3,414,350	1,997,287	60,000	7,661,043
2030	2,187,119	3,406,450	1,997,286		7,590,855
2031	2,185,868	3,404,150			5,590,018
2032	2,180,081	3,402,150			5,582,231
2033	2,174,612	3,405,150			5,579,762
2034	2,175,390	3,395,175			5,570,565
2035	356,400				356,400
2036	353,800				353,800
2037	355,700				355,700
2038	357,000				357,000
Totals	\$27,723,515	\$35,952,825	\$14,120,724	\$1,521,835	\$79,318,899

Student Center Financing Scenarios

Projections developed by PNC Capital Markets

December 1, 2022

Financing Statistics Comparison

- Scenario #1 and #2, which incorporates a short-term bank loan, yields debt service savings of approximately \$10.9 million to \$10.6 million (versus scenario #3), however the University would recognize an aggregate maximum annual debt service payment of approximately \$24.5 million in fiscal 2029
 - For conservative purposes we have assumed a non-amortizing bullet maturity for the term loan. To the extent principal is paid prior to maturity (i.e. Scenario #2), debt service associated with the financing will be mitigated
- Scenario #3 provides the University with a total debt service payments of \$79.5 million and an aggregate maximum annual debt service payment of approximately \$10.3 million in fiscal 2030

	Scenario #1		Scenario #2		Scenario #3
	Fixed Rate Term Loan	Fixed Rate Bond Issue	Variable Rate Term Loan	Fixed Rate Bond Issue	Fixed Rate Bond Issue
Par Amount	15,025,000	23,630,000	15,025,000	23,630,000	37,745,000
Premium	-	1,617,045	-	1,617,045	2,582,987
Total Sources	15,025,000	25,247,045	15,025,000	25,247,045	40,327,987
Project Fund	15,000,000	25,000,000	15,000,000	25,000,000	40,000,000
Cost of Issuance	25,000	150,000	25,000	150,000	175,000
Underwriter's Discount	-	94,520	-	94,520	150,980
Additional Proceeds	-	2,525	-	2,525	2,007
Total Uses	15,025,000	25,247,045	15,025,000	25,247,045	40,327,987
True Interest Cost (TIC)	4.231%	4.706%	4.536%	4.706%	4.706%
All-In TIC	4.263%	4.754%	4.568%	4.754%	4.741%
Total Debt Service	18,888,428	49,808,374	19,164,388	49,808,374	79,561,246
Max Annual D/S (MADS)	15,656,050	1,694,031	15,701,125	1,694,031	2,705,538
Aggregate Total D/S	143,395,820		143,011,653		152,574,962
Aggregate MADS	24,194,031		24,119,031		10,294,143

YSU Capital Projects Summary:

Major Projects Update 11/3/2022

Projects in Progress:

Elevator Safety Repairs and Replacements
YSU 2122-08

\$1.2M (Capital Funds) Domokur, Murphy Contracting
Work is completed in Jones Hall. Work in Silvestri and Beeghly Center will occur in Spring 2023.

Utility Distribution Upgrades/Expansion
YSU 2122-07

\$1.65M (Capital Funds) GPD Group, Marucci Gaffney
This project is on-going with the majority of work remaining on Elm Street by the Central Utility Plant in the tunnels.

Moser Hall Renovations Phase 1
YSU 2122-21

\$1.05M (Capital Funds) YSU Staff, Murphy Contracting
The interior portion of this project is complete. Delays in acquiring exterior doors and door hardware have pushed back the final completion to late November.

Watson Team Center
YSU 2122-19

\$1.9M (Gift/Philanthropy Funds) YSU Staff, Murphy Contracting
Material delays have forced this project beyond our initial completion. HVAC equipment and electrical equipment are the biggest problems.

Stambaugh Classroom/Beeghly Physical Therapy
YSU 2122-15

\$1.5M (Local Funds) OSPORTS, Hudson Construction
This project is on going and should be complete before the end of this year however HVAC material delays and field conditions may push this project completion further out than originally anticipated.

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. Material delays will have this project complete by November 2022.

Fok Hall Renovations
YSU 2122-20

\$100k (Local Funds) YSU Staff, Brock Builders
HVAC and door and hardware delays are keeping this project from final completion. The restroom and entryway are functional, but still not finally finished.

Nursing Renovations

Mostly complete, waiting on doors and hardware.

Projects Out for Bids:

- None currently.

Projects at Controlling Board for Release of Funds:

- Campus Roof Replacements Architect/Engineer Fees (Prime AE. Inc.)
- Garfield Building Renovations (Prime AE)
- IT Infrastructure Upgrades

Request for Architect/Engineer Qualifications Advertisements:

- Library Learning Commons

Projects in Development for 2023:

- **Elevators Safety Repairs and Replacements** – Silvestri Hall full replacement and Beeghly Center pit repairs.
- **Cafaro Hall, Cafaro Suite Renovations** – Upgrades to room finishes and furniture.
- **Campus Roof Replacements** – Cushwa Hall center section and Edmund J. Salata Complex North roof.
- **Moser Hall Phase 2 Renovations** – Continuation of upgrades within Moser Hall.
- **STEM Science Lab Renovations** – Working with STEM Dean to develop this project.
- **M30 Deck Maintenance** – Annual preventative maintenance on the M30 parking deck.
- **Emergency Generator Upgrades** – Upgrade/Replace/Install new generators in campus buildings.
- **Garfield Building Renovations** – Building envelope renovations including the roof, doors, and windows.
- **Lyden Restrooms Phase 2** – Restrooms on the east side of the building will be renovated.
- **Arlington Parking Facility** – Parking will be created where the M60 Parking Deck once stood.

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YSU University Facilities - 2022 Deferred Maintenance Update

Legend:

	Complete
	In Progress/Upcoming

x	Completed 2022
o	On Deck 2023

Fok Hall

Year Constructed 1893 **Acquired** 1976
Size 8,763 Gross Square Feet

Concerns:

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

Beeghly Center

Year Constructed 1969
Size 255,290 Gross Square Feet

Concerns:

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

Bliss Hall

Year Constructed 1976, 1994, 2003
Size 188,427 Gross Square Feet

Concerns:

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

Jones Hall

Year Constructed 1931
Size 53,890 Gross Square Feet

Concerns:

- X Modernize Elevators
- Upgrade Restrooms
- Replace Slate Roof
- Replace Rain Gutter System
- Replace Basement Windows
- Upgrade Interior Finishes
- Add Lockdown Capabilities
- Exterior Stone Masonry Restoration
- Replace Waste Piping and Supply Piping
- Replace Exterior Wood Doors
- Clean Building Exterior
- Replace Windows

YSU University Facilities - 2022 Deferred Maintenance Update

Legend:

	Complete
	In Progress/Upcoming

x	Completed 2022
o	On Deck 2023

Central Utility Plant

Year Constructed 1975
Size 24,254 Gross Square Feet

Concerns:

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

Clingan Waddell Hall

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

Concerns:

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

Coffelt Hall

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

Concerns:

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

Cushwa Hall

Year Constructed 1976
Size 194,525 Gross Square Feet

Concerns:

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

YSU University Facilities - 2022 Deferred Maintenance Update

Legend:

	Complete
	In Progress/Upcoming

x	Completed 2022
o	On Deck 2023

Chemical Management Center

Year Constructed 1995
Size 8,411 Gross Square Feet

Concerns:

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

DeBartolo Hall

Year Constructed 1975
Size 116,095 Gross Square Feet

Concerns:

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

Smith Hall

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

Concerns:

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

Fedor Hall

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

Concerns:

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

YSU University Facilities - 2022 Deferred Maintenance Update

Legend:

	Complete
	In Progress/Upcoming

x	Completed 2022
o	On Deck 2023

Maag Library

Year Constructed 1975
Size 170,596 Gross Square Feet

Concerns:

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

McDonough Museum

Year Constructed 1990
Size 19,981 Gross Square Feet

Concerns:

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

Melnick Hall

Year Constructed 1959 **Acquired** 1998
Size 28,150 Gross Square Feet

Concerns:

- Complete Major Renovation of Building
- Correct Water Infiltration in Basement

Meshel Hall

Year Constructed 1984
Size 90,118 Gross Square Feet

Concerns:

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

YSU University Facilities - 2022 Deferred Maintenance Update

Legend:

	Complete
	In Progress/Upcoming

x	Completed 2022
o	On Deck 2023

Moser Hall

Year Constructed 1967
Size 171,385 Gross Square Feet

Concerns:

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

Silvestri Hall

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

Concerns:

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

Stavich Family Bridge

Year Constructed 1979
Size 6,394 Gross Square Feet

Concerns:

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

Salata Complex

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

Concerns:

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

YSU University Facilities - 2022 Deferred Maintenance Update

Legend:

	Complete
	In Progress/Upcoming

x	Completed 2022
o	On Deck 2023

Stambaugh Stadium

Year Constructed 1981, 1998, 2006, 2019

Size 223,829 Gross Square Feet

Concerns:

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

Sweeney Hall

Year Constructed 1908 Acquired 1966

Size 10,016 Gross Square Feet

Concerns:

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

Tod Hall

Year Constructed 1953

Size 79,156 Gross Square Feet

Concerns:

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

Ward Beecher Hall

Year Constructed 1958

Size 166,623 Gross Square Feet

Concerns:

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

YSU University Facilities - 2022 Deferred Maintenance Update

Legend:

	Complete
	In Progress/Upcoming

x	Completed 2022
o	On Deck 2023

Westinghouse Building

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

Concerns:

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

Cafaro Hall

Year Constructed 1970
Size 59,432 Gross Square Feet

Concerns:

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

Campus Substation

Year Constructed 1970
Size 3,052 Gross Square Feet

Concerns:

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

Campus

Concerns:

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

YSU University Facilities - 2022 Deferred Maintenance Update

Legend:



Complete
In Progress/Upcoming

x	Completed 2022
o	On Deck 2023

Watson Team Center

Year Constructed 1957
Size 9,200 Gross Square Feet

Concerns:

- X Replace All Exterior Windows
- X Repair and Seal Exterior Brick/Concrete
- X Upgrade/Paint Interior Finishes
- X Replace Carpeting
- X Upgrade Restrooms
- Add Lockdown Capabilities
- X Replace Roof
- X Replace Exterior Doors and Hardware
- X Replace HVAC
- X Upgrade/Place Lighting on Building Automation
- X Connect YSU IT
- X Upgrade Power and Lighting
- X Install Security Cameras

Garfield Building

Year Constructed
Size 39,153 Gross Square Feet

Concerns:

- Create Entryway
- Replace All Flooring
- Renovate Stairwells
- O Replace Roof and Roof Decking
- Add Elevator
- Install New HVAC Throughout
- Exterior Masonry Restoration
- Install IT Capabilities
- Tie Building to Building Automation
- Add Lockdown Capabilities
- O Replace Exterior Doors and Hardware
- O Add Exterior Windows
- Install/Replace/ Underground Utilities
- Install Security Cameras
- Install Electrical System

Excellence Training Center

Year Constructed 2021
Size 53,000 Gross Square Feet

Concerns:

- O Replace Roof on Old Building Section

Kilcawley Center

Year Constructed 1974
Size 157,000 Gross Square Feet

Concerns:

- Replace entire roofing system
- Replace aging HVAC components throughout
- Upgrade interior lighting to LED
- Upgrade emergency generator
- Replace exterior glazing
- Repair exterior building masonry
- Modernize elevator
- Upgrade/Replace underground utilities
- Upgrade/replace electrical swithgear
- Upgrade/modernize kitchen
- Replace ceiling systems
- Replace flooring throughout
- Add additional lockdown capabilities
- Replace interior doors and locking systems
- Upgrade building automation system
- Replace exterior doors and locking systems
- Modernize interior layout and function