



**BOARD OF TRUSTEES  
FINANCE AND FACILITIES COMMITTEE**

**Allen L. Ryan, Jr., Chair  
Sergul A. Erzurum, Vice Chair  
All Trustees are Members**

**Wednesday, December 6, 2023  
11:30 a.m. or immediately following  
previous meeting**

**Board Room  
Tod Hall**

**AGENDA**

**A. Disposition of Minutes for Meeting**

**B. Old Business**

**C. Committee Items**

**1. Consent Item\***

**C.1.a. = Tab 1 a. Resolution to Modify Selection of Design Professionals for University Capital Projects Policy, 3356-4-07**

**2. Action Items**

**C.2.a. = Tab 2 a. Resolution to Modify Budget Transfers Policy, 3356-3-11.1  
Neal McNally, Vice President for Finance and Business Operations, will report.**

**C.2.b. = Tab 3 b. Resolution to Approve International Meal Plan Requirements  
Joy Polkabila Byers, Associate Vice President of Student Experience, will report.**

**C.2.c. = Tab 4 c. Resolution of Intent to Locally Administer Capital Facilities Projects at Any Value  
Rich White, Director of Planning and Construction, and Greg Morgione, Associate General Counsel, will report.**

**C.2.d. = Tab 5 d. Resolution to Approve the 2023 Affordability and Efficiency Report  
Neal McNally, Vice President for Finance and Business Operations, will report.**

**C.2.e. = Tab 6 e. Resolution to Approve Interfund Transfers  
Katrena Davidson, Associate Vice President for Finance and Controller, will report.**

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

### **3. Discussion Items**

- C.3.a. = Tab 7**
  - a. Quarterly Update on the FY 2024 Operating Budget**  
Neal McNally, Vice President for Finance and Business Operations, will report.
  
- C.3.b. = Tab 8**
  - b. Planning and Construction Projects Update**  
John Hyden, Associate Vice President for Facilities and Support Services, and Rich White, Director of Planning and Construction, will report.
  
  - c. Report of Audit Subcommittee**  
A verbal report of the Audit Subcommittee will be presented.  
Molly S. Seals will report.
  
- D. New Business**
  
- E. Adjournment**



**RESOLUTION TO MODIFY  
SELECTION OF DESIGN PROFESSIONALS FOR UNIVERSITY  
CAPITAL PROJECTS POLICY, 3356-4-07**

**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 modification of the University Policy stated above and attached hereto.

**Board of Trustees Meeting  
December 7, 2023  
YR 2024-**

**3356-4-07 Selection of design professionals for university capital projects.**

Responsible Division/Office: Finance and Business Operations  
 Responsible Officer: VP for Finance and Business Operations  
 Revision History: June 2002; June 2008; December 2013;  
 December 2018; December 2023  
 Board Committee: Finance and Facilities  
 Effective Date: ~~December 6, 2018~~ December 7, 2023  
 Next Review: ~~2023~~ 2028

- (A) Policy statement. ~~Selection-~~The selection of architects/engineers for university capital projects is based on the size, complexity, and estimated cost of the project. ~~Projects may be completed by the university architect and~~When designing and planning capital projects, the university may use internal personnel or ~~by an external architect/engineer.~~ For projects requiring an external architect/engineer, a competitive selection process will be ~~used based upon an evaluation of submitted proposals followed.~~ Selection of external architect/engineers for state-administered projects may include the Ohio facilities construction commission ("OFCC"). In all cases, the selection process will conform to Chapter 153. of the Revised Code. ~~Projects limited in scope to mechanical, electrical, structural, or building envelope maintenance will not be subject to this policy. In selected cases, state authorized alternative project delivery methods may be utilized.~~
- (B) Parameters.
- (1) ~~All~~Capital projects subject to this policy ~~will be publicly advertised according to institutional or state requirements include~~ construction and renovation projects defined by rule 3356-4-15 of the Administrative Code (see university policy 3356-4-15, "University construction/renovation projects").
  - (2) ~~Projects limited in scope to mechanical, electrical, structural, or building envelope maintenance are not subject to this policy.~~
  - (3) ~~Projects will be publicly advertised in accordance with state or university requirements.~~

~~(2)~~(4) Approved projects will be shared for information purposes at regularly scheduled meetings of the finance and facilities committee of the board of trustees. ~~It is recognized that on rare occasions, and where timely decisions are required, it may not be feasible to immediately convene a meeting of the finance and facilities committee. In such cases, the university president and the finance and facilities committee chairperson will agree upon an appropriate procedure to be followed.~~

~~(3)~~(5) The associate vice president for facilities maintenance will determine the appropriate representative(s) to serve on the project teams, in consultation with the area officer, ~~for of~~ the project's primary user department. A member of the board of trustees may also be included on the project team.

## (C) Procedures.

There are four general procedures that may be used to determine the use and selection of architects/engineers for capital projects. ~~It is recognized that under a particular situation, one or more modifications may need to be made to accommodate the requirements of a specific project.~~

The director of planning and construction will prepare a preliminary estimate of costs and scope of all projects. A recommendation including these factors and the ~~capability~~ capacity of internal personnel to complete the project, will be ~~submitted to~~ reviewed by the associate vice president of facilities maintenance for determination of the procedures to be followed.

- (1) Classification one. Capital projects designed by university staff.
  - (a) The associate vice president for facilities maintenance will appoint a project team and chairperson for each project.
  - (b) The team will typically include two or three university professional staff members and one or more users of the space to be constructed. ~~The team chairperson will maintain and regularly distribute minutes of all meetings.~~
  - (c) The team chairperson will work closely with the members of the department/unit that will occupy the space being

- designed and ~~maintain~~ manage the project's scope and costs of the project within the availability of project funds.
- (2) Classification two. Capital projects administered and designed by external architects/engineers.
- (a) The associate vice president for facilities maintenance will appoint a project team and chairperson for each project.
- (b) The team will typically include two or three university professional staff members and one or more users of the space to be constructed. ~~The team chairperson will maintain and regularly distribute minutes of all meetings.~~
- (c) The project team will determine the desired qualifications needed by the architect/engineer for the project. These qualifications, along with the scope of the project, will be stated in the request for qualifications (~~RFO~~).
- (d) The ~~RFO request for qualifications~~ will be posted on the register of Ohio at the OFCC website ~~in order~~ so that design firms may express an interest in being considered for university projects. ~~Additional firms may be solicited through an advertisement in "The Vindicator."~~ Projects may also be advertised in local print media when appropriate.
- (e) The project team will evaluate submitted proposals and, if appropriate, interview firms in accordance with the Ohio department of administrative services procedures. (See section 3345.50, Chapter 125, and Chapter 153, of the Revised Code, and Chapter 123:5-1 of the Administrative Code.) The team will submit a ranked list of firms, based on average composite scores and with recommendations, to the ~~executive director of facilities and support services~~ associate vice president for facilities maintenance for approval.
- (f) The selected firm, for informational purposes, will be reported to the board of trustees.

- (3) Classification three. Capital projects administered by the state and designed by external architects/engineers.
- (a) All state department of administrative services procedures, including advertising and determination of firms selected for interview, will be followed. (See section 3345.50, Chapter 125, and Chapter 153, of the Revised Code, and Chapter 123:5-1 of the Administrative Code.)
- (b) The project team and representative(s) of the OFCC will follow the procedures established by the OFCC to select the architect/engineer for the project.
- ~~(+)(c)~~ The selected firm, for informational purposes, will be reported to the board of trustees.
- (4) Classification four. Alternative project delivery methods.
- (a) On a case-by-case basis, the administration may designate a capital project for construction using state-approved alternative delivery methods such as design-build or construction manager. The university administration will select the design-build firm or construction manager following procedures established by the OFCC and will inform the board of trustees at their next regularly scheduled meeting.
- (b) The university will follow the guidelines for this alternative delivery method as established by the OFCC.



**Explanation of policy modification:**

**3356-3-11.1 Budget transfers.**

Although reviewed and updated last June, this policy has again been updated to accommodate the need for budget transfers that are time-sensitive and for which pre-approval by the Board of Trustees is not feasible. The new policy language has been added as section (E)(2)(e) of the updated policy as follows: “Transfers requiring the approval of the board of trustees but which are time-sensitive due to an emergency or other compelling reasons, may be authorized by the vice president for finance and business operations, or designee, and approved by the board of trustees at its next scheduled meeting.”

**Board of Trustees Meeting  
December 7, 2023  
YR 2024-**



**RESOLUTION TO MODIFY  
BUDGET TRANSFERS POLICY, 3356-3-11.1**

**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 modification of the University Policy stated above and attached hereto.

**Board of Trustees Meeting  
December 7, 2023  
YR 2024-**

**3356-3-11.1 Budget transfers.**

Responsible Division/Office: Finance and Business Operations  
 Responsible Officer: VP for Finance and Business Operations  
 Revision History: December 2004; December 2008; March 2013;  
 June 2018; June 2023; December 2023  
 Board Committee: Finance and Facilities  
 Effective Date: ~~June 23~~ December 7, 2023  
 Next Review: 2028

---

- (A) Policy statement. The board of trustees will approve a policy for budget transfers within operating budget accounts and between university funds.
- (B) Purpose. Establish a policy for the transfer of university funds.
- (C) Parameter. The board of trustees will approve an operating budget for each fiscal year prior to the beginning of that fiscal year (July first). From time to time it will be necessary to transfer funds within and outside of the operating budget.
- (D) Definitions.
- (1) "Auxiliary funds" - funding for enterprises that exist to furnish goods or services to students, faculty, or staff, or incidentally to the general public. Auxiliary enterprises generate revenue from fees that are directly related to the cost of the goods or services. University auxiliaries include the bookstore, Kilcawley center, housing services, parking services, intercollegiate athletics, Andrews wellness and recreation center, and the museum of labor and industry.
  - (2) "Budget transfers" - budget reallocations from one account to another account that will change the available balance of two or more budgets.
  - (3) "Designated funds" - unrestricted funds internally transferred from an operating budget for a specific purpose and available for expenditure in the current budget year and/or succeeding budget years.

- (4) "General funds" - current unrestricted funds primarily sourced from student tuition and fees and state of Ohio appropriations and expended for instruction, student services, institutional support, maintenance and operations, and financial aid.
  - (5) "Institution-wide accounts" - university-wide accounts that are assigned to a unit or department for management that benefit the entire university.
  - (6) "Inter-fund transfers" - budget transfers to and from accounts from different funds.
  - (7) "Operating budget" - general and auxiliary funds representing the operating activities of the university for a given fiscal year. Excluded from the operating budget are designated funds, plant and capital funds, restricted funds, endowments and funds functioning as endowments.
  - (8) "Operating Reserves" - funds functioning as endowments sourced from general and auxiliary funds that are specifically designated as the institution's primary operating reserves to be used as contingency funds to support emergency budget shortfalls and/or unexpected operating deficits. These reserves also serve as the basis for maintaining long-term investments and positive financial ratios.
  - (9) "Signature authority" - a university employee who has been designated as a financial manager and given spending authority for a specific account(s) or fund(s).
  - (10) "Area division officer" - an executive officer of the university who maintains overall leadership for a particular division of the university. Area division officers include the president, provost, and vice presidents.
- (E) Procedures.
- (1) Budget transfers within operating budget accounts.
    - (a) Any reallocation of funds within the overall operating



budget level established by the board of two hundred fifty thousand dollars or more will be reported as an information item at the next finance and facilities committee meeting.

- (b) Signature authorities have authority to transfer operating funds within and among all accounts under their area(s) of responsibility, with the exception of:
    - (i) From permanent salary and fringe benefit accounts; and
    - (ii) From institution-wide accounts.
  - (c) Transfers to permanent salary accounts for the purpose of creating new positions require the approval of the vice president for finance and administration or his/her designee.
- (2) Inter-fund transfers.
- (a) Inter-fund transfers of fifty thousand dollars or more, including year-end transfers, will be approved by the appropriate financial manager(s) and will be reported as an information item at the next finance and facilities committee meeting.
  - (b) Inter-fund transfers of one hundred thousand dollars or more for operating purposes or for any purpose other than a specific capital improvement project will be approved by the appropriate area division officer and by the board of trustees.
  - (c) Inter-fund transfers for specific capital improvements or construction projects will be approved by the appropriate area division officer and by the vice president for finance and administration. Inter-fund transfers for capital improvements or construction projects of five hundred thousand dollars or more will be approved by the board of trustees.
  - (d) Inter-fund transfers approved by the board of trustees as part of the operating budget approval or modification

process will not be reported further.

- (e) Transfers requiring the approval of the board of trustees but which are time-sensitive due to an emergency or other compelling reasons, may be authorized by the vice president for finance and business operations, or designee, and approved by the board of trustees at its next scheduled meeting.
- (3) Operating reserve transfers.
- (a) The university shall maintain an operating reserve fund sourced from the general fund. Transfers into the general fund operating reserve will generally occur as part of the operating budget approval procedures outlined in rule 3356-3-11 of the Administrative Code (see university policy 3356-3-11, "Operating budget approval and modification").
  - (b) It is a goal for the university's auxiliary enterprises to also maintain separate operating reserve funds with targeted balances comparable to the general fund operating reserve in percentage terms.
  - (c) Transfers out of the operating reserve funds must be approved by the board of trustees regardless of the amount to be transferred.



**RESOLUTION TO APPROVE  
INTERNATIONAL MEAL PLAN REQUIREMENT**

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

**WHEREAS**, the University is seeking to provide adequate food options for first-year undergraduate international students effective Spring semester 2024;

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Trustees of Youngstown State University does hereby approve the proposed international meal plan requirement, attached hereto.

**Board of Trustees Meeting  
December 7, 2023  
YR 2024-**

## **International Meal Plan Requirement (*proposed implementation Spring Semester 2024*)**

**Purpose** – The meal plan requirement facilitates convenient access to food options while international students are establishing housing and transportation plans and developing familiarity with campus options. This requirement utilizes existing campus resources, eliminating the need for staff to coordinate and implement large group meal options during orientation and onboarding. Meal plan funds may be used during the orientation process and carry-over for use in the academic year.

Student Experience proposes the following changes for consideration:

- 1) In order to provide adequate food options for **first year undergraduate international students** arriving to campus for orientation, or any new international student living in university residence halls, students will be assessed a \$100 meal plan fee for spring early arrival and \$140 meal plan fee for fall early arrival.
  - \$100 Spring Fee Includes \$75 Pete's Points and \$25 Flex Points
  - \$140 Fall Fee Includes \$70 Pete's Points and \$70 Flex Points
    - **Flex Dollars** have a dollar-for-dollar value and can be used at many on-campus locations, including Christman Dining Commons, many grab-and-go locations in academic buildings, and many locations in Kilcawley Center. Please see our campus dining map for details. Flex Dollars roll over from fall to spring semester. Flex Dollars expire at the end of the academic year (in May) and should be used before the end of finals week.
    - **Pete's Points** have a dollar-for-dollar value and can be used at all on-campus locations, including all locations where Flex Dollars are accepted, as well as many off-campus partner locations near campus. Please see our campus dining map for details. Pete's Points roll over from fall to spring semester, Pete's Points expire at the end of the academic year (in May) and should be used before the end of finals week.



**RESOLUTION OF INTENT  
TO LOCALLY ADMINISTER CAPITAL FACILITIES PROJECTS  
AT ANY VALUE**

**WHEREAS**, Youngstown State University (“University”) receives state capital appropriations on a biennial basis for the purpose of capital facilities projects; and

**WHEREAS**, Ohio Revised Code Section 3345.51 authorizes a state university to administer any capital facilities project for the construction, reconstruction, improvement, renovation, enlargement, or alteration of a public improvement under its jurisdiction for which funds are appropriated by the general assembly without the supervision, control, or approval of the Ohio Facilities Construction Commission so long as the board of trustees notifies the Chancellor of Higher Education (“Chancellor”) in writing of its request to administer capital facilities projects and the Chancellor approves that request, and the board of trustees passes a resolution stating its intent to comply with the guidelines established pursuant to sections 153.13 and 153.16 of the Ohio Revised Code and all laws that govern the selection of consultants, preparation and approval of contract documents, receipt of bids, and award of contracts with respect to the projects; and

**WHEREAS**, the University maintains adequate staffing levels and has qualified and experienced staff who have expertise consistent with the number of capital projects being administered by the University and have successfully administered capital facilities projects over several biennia; and

**WHEREAS**, the University intends to locally administer capital facilities projects for which funds are appropriated by the general assembly without the supervision, control, or approval of the Ohio Facilities Construction Commission; and

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Trustees of Youngstown State University, pursuant to Ohio Revised Code Section 3345.51, does hereby request that the Chancellor of Higher Education authorize the University to locally administer all capital facilities projects for which funds are appropriated by the general assembly without the supervision, control, or approval of the Ohio Facilities Construction Commission, and does hereby notify the Chancellor of Higher Education of its intent to have the University administer said capital facilities projects and comply with the guidelines established by Ohio Revised Code Sections 153.13 and 153.16 and all laws that govern the selection of consultants, preparation and approval of contract documents, receipt of bids, and award of contracts with respect to the projects.

**Board of Trustees Meeting  
December 7, 2023  
YR 2024-**



**RESOLUTION TO APPROVE THE  
FY 2023 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 FY2023 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 FY2023 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

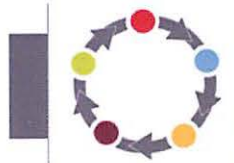
**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Trustees of Youngstown State University does hereby approve the FY2023 efficiency and affordability report, attached hereto.

**Board of Trustees Meeting  
December 7, 2023  
YR 2024-**



Department of  
Higher Education

Mike DeWine, Governor  
Randy Gardner, Chancellor



Affordability & Efficiency

## FY23 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***, Associate Vice Chancellor Financial Planning and Oversight, 614-752-9496, [dcummins@highered.ohio.gov](mailto:dcummins@highered.ohio.gov) Please provide your institution’s efficiency report by **Friday, November 3, 2023** via email to [OdheFiscalReports@highered.ohio.gov](mailto:OdheFiscalReports@highered.ohio.gov)

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

- **Section I: Efficiency and Effectiveness** – This section captures information on progress made from strategic partnerships and practices that are likely to yield significant savings and/or enhance program offerings.
- **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 Educational 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

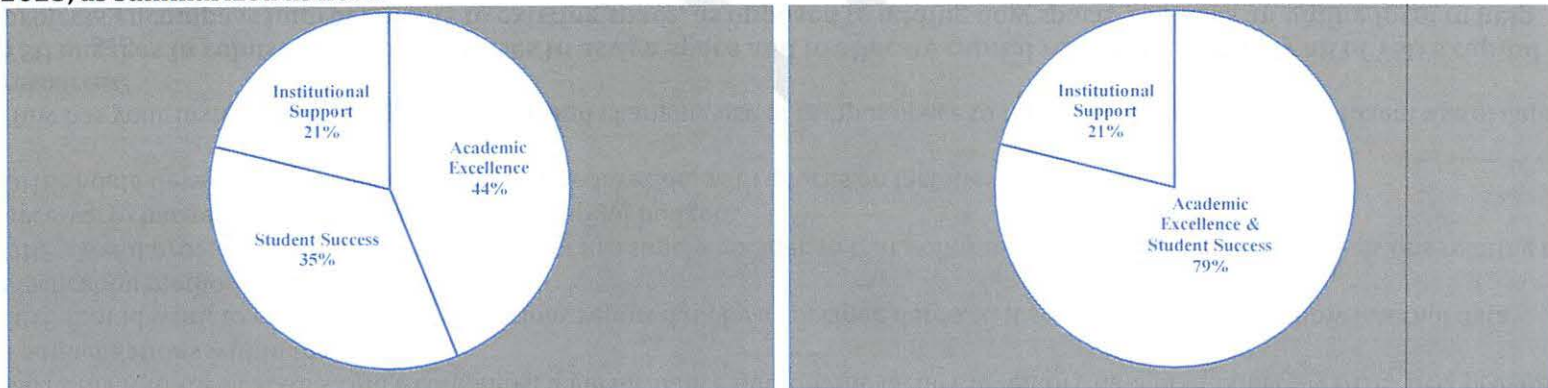
## Section I: Efficiency and Effectiveness

### Benchmarking

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.

1. Does your institution utilize Higher Education Information (HEI) system data to evaluate the efficiency of operations? If so, which data sources are most useful or informative? How can the data provided in HEI be better utilized for this purpose?

**Youngstown State University has not used the HEI system but does use the U.S. Department of Education's Integrated Postsecondary Education Data System (IPEDS) 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 comprised 79% of total expenses in FY 2023, as summarized as here:**



2. What other data, 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.

**YSU is sensitive to this question and considers this topic with all spending decisions, including when hiring faculty and staff. Over the past 18 months, each academic support and institutional support area submitted to the YSU Board of Trustees an analysis of the activities and expenditures in each area. By most measures, YSU's expenditures are in line**



with or comparatively lower than the peer groups used for these analyses. These reports are documented in the meeting minutes of the University Affairs Committee of the YSU Board of Trustees. In addition, YSU uses a report published by the American Council of Trustees and Alumni titled, "How Colleges Spend Money." The results of this analysis were reported to the YSU Board of Trustees on June, September 2023, and indicate that YSU's expenditures for administration are comparatively lower than other northeastern Ohio universities (using the mean).

## Facilities Planning

In April 2022 the Auditor of State's Office completed a Performance Audit of the facility inventory data maintained by DHE. AOS provided three recommendations within that audit:

- DHE should work to ensure that all institutions report data by a specified date and it should develop and follow internal data verification methods.
- DHE should provide the collected facilities data in a timely manner so that policy makers can make informed decisions relating to necessary changes in the state operating and capital budgets.
- DHE should develop a strategic plan for higher education, with a focus on facilities.

1. How has your institution employed planning and changing use of campus space to reduce costs and increase efficient use of capital resources?

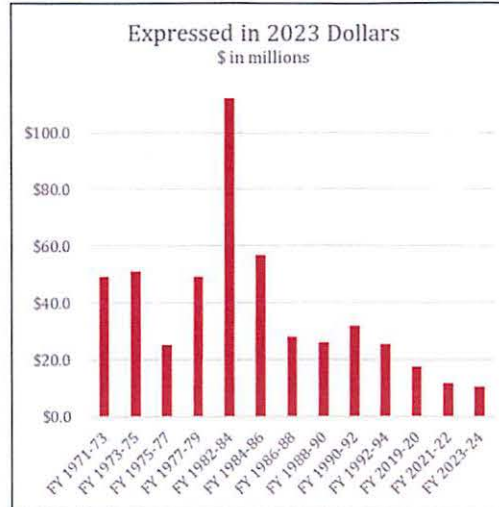
**YSU engages in robust planning exercises to assign space and to allocate capital resources. Virtually all of YSU's capital projects encompass improvements to existing space, as opposed to adding new space. YSU uses an [online form](#) to help evaluate requests to modify, renovate and/or change the use of space on campus. These internal processes ensure the optimal and efficient use of capital resources. Note: the acute reduction in state of Ohio capital appropriations over time, as summarized in item 3 below, makes robust capital planning an imperative.**

2. How have recent enrollment trends, including changing demographics and the increased utilization of distance learning, impacted facilities planning at your institution?

**The trend in YSU's enrollment levels has reduced the need to add net new space on campus. However, the trend in enrollment has had less of an impact than the trend in YSU's levels of state capital appropriations, which have declined dramatically over the past 40 years. A recent analysis showed that, when adjusted for CPI inflation, YSU's capital appropriations for the current biennium are 91% below what funding levels had been during the mid-1980's. This acute decline in state capital funding has led to steady growth in deferred building maintenance and bonded indebtedness statewide. Increasingly, universities like YSU must shift operating dollars to support building and infrastructure needs. For reference, YSU's historical capital appropriations are summarized below:**

Capital Biennium*	YSU Capital Appropriations
FY 1971-73	\$6,400,000
FY 1973-75	\$7,100,000
FY 1975-77	\$4,300,000
FY 1977-79	\$9,400,000
FY 1982-84	\$34,572,000
FY 1984-86	\$18,912,000
FY 1986-88	\$10,080,000
FY 1988-90	\$9,863,000
FY 1990-92	\$13,303,000
FY 1992-94	\$11,562,178
FY 2019-20	\$14,584,003
FY 2021-22	\$10,260,000
FY 2023-24	\$10,556,247

\*For illustrative purposes; does not reflect every capital biennium over this time period.



- a. Do you see continued increases in distance learning, or do you think that the percentage of courses taken by distance learning has reached a stable level?
- After consecutive years of online enrollment growth that saw increases of 127% in fall 2021 and 14% in fall 2022, YSU's fall 2023 online enrollment levels have stabilized at 1,127 students or roughly 10% of the total student population. Currently, most of YSU's online offerings are graduate-level courses and programs. However, YSU is now in the planning stages to expand undergraduate online programs, beginning in January 2025. This expansion into undergraduate online curricula is expected to result in additional growth in online enrollments.**
3. What benchmarks or data sources does your institution use to assess demand for physical space?
- YSU uses IPEDS datasets to benchmark against other Ohio state universities and other select peer institutions. This benchmarking analysis uses comparisons that include the number of facilities staff FTE, net assignable square footage, gross square footage, and the amount of each university's total E&G budget. YSU's most recent benchmarking analysis is summarized below:**

Ohio Public Universities	Total Staff #	Net Assignable	Staff per 1M
	Fall 2020*	Square Footage**	NASF
Bowling Green University <sup>1</sup>	31	4,523,723	6.85
Central State University <sup>1</sup>	33	964,858	34.20
Cleveland State <sup>1</sup>	33	4,831,731	6.83
Kent State University	126	5,663,376	22.25
Miami University	111	7,208,565	15.40
NEOMED <sup>1</sup>	25	471,494	53.02
Ohio State University	887	29,992,938	29.57
Ohio University	156	7,376,448	21.15
Shawnee State University	10	682,943	14.64
University of Cincinnati	201	13,035,025	15.42
University of Akron	88	7,789,798	11.30
University of Toledo	91	7,099,494	12.82
Wright State University	56	2,350,116	23.83
Youngstown State University	42	3,871,217	10.85
Average	135	6,847,266	19.87
Average without outliers <sup>1</sup>	77	5,066,830	18.49

Select Peer Universities	Total Staff #	Gross Square	Staff per GSF
	Fall 2020*	Footage	
Austin Peay State University (TN)	33	2,371,597	139.15
Central Connecticut State University	34	4,009,957	84.79
Central Washington University	64	3,207,902	199.51
Eastern Kentucky University	91	2,895,013	314.33
Eastern Washington University	72	2,701,010	266.57
Purdue University Fort Wayne	27	3,000,000	90.00
Saint Cloud State University (MN)	32	3,216,000	99.50
Southeastern Louisiana University	87	2,981,408	291.81
University of Central Missouri	36	3,735,755	96.37
Youngstown State University	42	4,311,235	97.42
Average	52	3,242,988	167.94
Average without outliers <sup>1</sup>			171.68

Select Peer Universities	Total Staff #	E&G Budget**	Staff per \$10M of budget
	Fall 2020*		
Austin Peay State University (TN)	33	\$150,235,000	2.20
Central Connecticut State University	34	\$233,317,904	1.46
Central Washington University	64	\$215,156,000	2.97
Eastern Kentucky University	91	\$276,087,000	3.30
Eastern Washington University	72	\$181,928,000	3.96
Purdue University Fort Wayne	27	\$154,000,000	1.75
Saint Cloud State University (MN)	32	\$166,661,000	1.92
Southeastern Louisiana University <sup>1</sup>	87	\$123,316,000	7.06
University of Central Missouri	36	\$153,600,000	2.34
University of Central Oklahoma	54	\$174,549,000	3.09
Youngstown State University	42	\$172,612,881	2.43
Average	52	\$181,951,162	2.95
Average without outlier <sup>1</sup>	54	\$179,268,541	2.54

<sup>1</sup>Outliers based on survey sample.

\*Source: National Center for Education Statistics - Integrated Postsecondary Education Data System (IPEDS), <https://nces.ed.gov/ipeds/use-the-data>.

\*\*E&G budget information sourced from individual university websites and reflects unrestricted educational and general revenues; years of data available varies by institution but ranges from FY19 to FY22.

- a. Do you see a shift in the demand for different types of physical space, e.g. lab space?  
**Yes, YSU has experienced an increase in demand for space tied to workforce training needs. For instance, YSU recently renovated and repurposed Silvestri Hall, a 26,600 square-foot building that houses the new IT Workforce Accelerator, which was established through industry partnerships between YSU and IBM, WIA, Cisco and others to deliver in-demand technology skills training around software development, cybersecurity, cloud, artificial intelligence, networking and telecommunications.**
  
4. Does your institution utilize HEI physical structure data or area utilization data to inform the six-year capital planning process?  
**YSU uses some of the same internal datasets used for HEI reporting purposes but has not utilized the HEI database when developing YSU's six-year capital plan.**

## 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.

**Specific to the Regional Compact in which your institution is a member**, please describe collaborations that have occurred within the regional compacts and the efficiencies or enhanced services provided in any of the relevant categories below.

Category	Description
<p>Reducing duplication of academic programming</p>	<p>Discussions continue with the Northeast Ohio Regional Compact.</p> <p>Charged by the YSU Board of Trustees, YSU's Office of Academic Affairs 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 Board of Trustees.</p> <p>Curricular Efficiency, the second phase of APEEI, began in Spring and Summer 2021 and continued in Fall 2022. Program directors and faculty in each academic program conducted a thorough review of the courses currently being offered as well as inactive courses remaining in the catalog. Upon completion of the review, program faculty conducted curricular mapping of core courses and electives as well as a curricular complexity review.</p> <p>APEEI continues in Fall 2023 and Spring 2024. Program directors and faculty continue to update program goals and strategic actions on individual "dashboards" on an annual basis. The Office of Academic Affairs rolled out its Continuous Quality Improvement (CQI) model in Fall 2023 to represent the ongoing cycle of continuous program improvement. Deans, chairs, program directors, and program faculty have access to annual "scorecards" containing relevant program data.</p> <p>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.</p>
<p>Implementing strategies to address workforce education needs of the region</p>	<p>In 2022, YSU President Emeritus Jim Tressel established the Division of Workforce Education &amp; Innovation (DWEI) to prepare the current and future workforce with industry 4.0 skills through alternative learning pathways focused on advanced manufacturing, electric vehicles, energy storage, information technology, business and professional skills.</p> <p>The DWEI's workforce and education programs serve YSU students, K-12, companies and community members looking to upskill, reskill or enter into new career pathways.</p>

	<p>Learners are engaged through the online YSU Skills Accelerator and through classroom, hybrid and experiential learning at any one of our training centers, leveraging our integrated WERC@YSU approach to developing in-demand industry skills.</p> <p>Through partnerships with the YSU Research Foundation and Small Business Development Center, students can participate in our integrated research and commercial projects, supported through industry and government led projects.</p> <p>In addition, the IT Workforce Accelerator at YSU was established this year by Ohio House Bill 33 and consists of public-private partnerships between YSU and key industry stakeholders, including IBM, WIA and Cisco, which together will deliver in-demand technology skills-training around software development, cybersecurity, cloud, artificial intelligence, networking and telecommunications.</p>
<p>Sharing resources to align educational pathways and to increase access within the region</p>	<p>Discussions continue within the Northeast Ohio Regional Compact.</p>
<p>Reducing operational and administrative costs to provide more learning opportunities and collaboration in the region</p>	<p>YSU has partnered with regional compact member 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 Kent State, to jointly contract with Ellucian as the single vendor for each partner university's enterprise technology platform. Current ongoing discussions among NEO Compact institutions Youngstown State, Kent State and NEOMED are now centered around a possible expansion of shared IT services.</p>
<p>Enhancing career counseling and experiential learning opportunities for students</p>	<p><b><i>Career Counseling</i></b></p> <p>During FY 2023, YSU supported career counseling on campus and regionally with Northeast Ohio Compact institutions through the following endeavors:</p> <ul style="list-style-type: none"> <li>• YSU' College of STEM participates in Ohio I/C Engineering Directors virtual meetings. This group consists of internship and co-op engineering directors from Cleveland State University, the University of Akron, the University of Toledo, Case Western Reserve University, the University of Dayton, the 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.</li> </ul>

- 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 the 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 participates in the Northcoast Consortium for Career Advancement, a consortium of all Northeast Ohio colleges and universities, to share best practices, discuss common concerns, and identify opportunities to provide collaborative programming.
- YSU co-hosted NOTED (Northern Ohio Teacher Education Day), an annual education job fair/interview day, in conjunction with 10 other Northeast Ohio colleges and universities. This year's event was held on April 4, 2023.

### ***Experiential Learning***

#### **Sokolov Honors College**

Community engagement is a longstanding requirement in the YSU Sokolov Honors College. Whether they are volunteering at a local food pantry or applying their knowledge to test water samples in a neighborhood after the train derailment in East Palestine, Ohio, honors students are expected to engage with community partners to address the public good.

During the 2022-23 academic year, YSU honors students recorded nearly 50,000 hours of community engagement using a new platform: YSU PenguinPulse. Through the YSU PenguinPulse tool, students across the entire university are able to connect with community partners and find meaningful ways to serve. Below is a snapshot of the top organizations with which honors students served last year, the number of hours, and estimated economic impact.

1. **YSU Transcribing Club:** 2,989 hours equaling an \$85,292.93 economic value (per GivePulse); Julie Centofanti and the YSU Transcribing Club were recognized by Ohio Campus Compact with the Charles Ping Legacy Award in Spring 2022.
2. **Mercy Health:** 1,098 hours / \$31,349.76 economic value
3. **OH WOW! Children's Center:** 679 hours / \$19,385.80

4. **Project PASS:** 620 hours / \$17,694.80
5. **Traditions Health:** 412 hours / \$11,762.19
6. **United Way:** 408 hours / \$11,656.31

Honors students are required to complete at least one seminar approved as community-engaged learning. In Spring 2023, 361 students completed Campus Community Partnerships Seminar. This seminar requires engagement, reflection, reciprocity and public dissemination of information, allowing students to work closely with community partners to address the partner's stated need. In Spring 2023, 22 community partners participated in the seminar, as follows:

- ACLD School and Learning Center
- Big Brothers Big Sisters of the Mahoning Valley
- Boy Scouts of America: Great Trail Council
- Community Hospice, Columbiana County
- Direction Home of Eastern Ohio
- Easter Seals
- Habitat for Humanity of Mahoning Valley
- Heart Reach Neighborhood Ministries
- My Path Mahoning Valley (formerly Mahoning Valley College Access Program)
- Oak Hill Collaborative
- OH WOW! The Roger & Gloria Jones Children's Center for Science & Technology
- Ohio Living Vivo Center
- PBS Western Reserve
- St. Patrick's Church/Community Gardens
- The Rich Center for Autism at Youngstown State University
- Traditions Health
- Transcribing Club
- United Way of Youngstown
- YNDC
- Youngstown Area Jewish Federation
- Youngstown Blue Coats
- Youngstown Community Food Center Inc.

Students representing each of the partners presented posters at the inaugural YSU Community Engagement conference in April 2023. Additionally, the conference featured the following presentations:

- 33 presentations (plus the Campus Community Partnership posters, to be added) 48 partners represented as presenters or project collaborators
- 59 presenters spanning students, faculty, staff, and partners

Other notable partnerships with the community include:

- Honors and YSU-BaccMed student Divya Warriar presented her community-engaged research that originated in the Campus Community Partnerships class at the Ohio Campus Compact community engagement conference. Divya continued her engaged scholarship in an independent study, comparing and contrasting hospice and palliative care experiences in the US and India.
- Additionally, students engaged with community partners through the Independent Study seminar. An example of a student project includes community-engaged research in partnership with the Rich Center for Autism to explore the home-school connection through the perspective of parents of children with autism. The student was awarded a small research grant from YSU to continue her research.
- Biology pre-medicine major Rocco Bruno earned a national Phi Kappa Phi Fellowship to help fund his medical school journey at The Ohio State University. Bruno gained significant research experience while at YSU under the mentorship of developmental neurologist and neuroscientist Dr. Ron Seese at Akron Children's Hospital. Under Seese's mentorship, Rocco worked at least 20 hours each week on research studying the cerebellum's role in modulating the involuntary physiologic activities of the body. Bruno's work helped discover the specific areas of the cerebellum that control the fight-or-flight autonomic response (the "adrenaline rush").

### **Beeghly College of Liberal Arts, Social Sciences, and Education**

BCLASSE promotes internships and field experiences that provide experiential opportunities for students to apply knowledge from classrooms and textbooks in real-world situations. These efforts include over 189,000 hours of experience in practicum, internship, and teacher candidate placements in the Department of Teacher Education and Leadership Studies, as well as internship placements in programs in the liberal arts and social sciences.

In addition, BCLASSE programs offer experiential learning opportunities through co-curricular activities: student groups, honors societies, student publications, professional conference presentations, and academic competitions.



The college provides a wide range of career development opportunities, including:

- Meetings with program graduates and other professionals in the fields of education, psychology, English, anthropology, law, forensics, geography and GIS, sociology, history, philosophy, government, and public management.
- Professional Development in GIS systems and Legal Education Day (~100 participants over both areas this past year).

**College of Science, Technology, Engineering, and Mathematics**

Many programs and courses incorporate experiential projects as assignments in STEM including the following:

- CCET 3740 Construction Management seeks community projects for students to apply the knowledge they learn to work on actual community projects such as Stambaugh Auditorium front steps renovation, new entranceways on Cafaro Hall, downtown Youngstown parking redesign for bike trail head, and the city park adjacent to B&O Station.
- The YSU Data Mine provides students the opportunity to work with industry partners. The partners provide data and ask the students to examine the data for actionable insights. This year, three teams of students are working with industrial/agency liaisons from DriveOhio, TeamNEO, and YSU Student Experience in the YSU Data Mine.
- STEM undergraduate and graduate students are strongly encouraged to engage in internships and coops as described below:

Course Information			Course Enrollment
STEM 3790	Internship	Fr/Soph	10
STEM 3791	Co-op	Fr/Soph	3
STEM 4890	Internship	Jr/Sr	56
STEM 4891	Co-op	Jr/Sr	12
STEM 5890	Internship	Graduate	20
ENST 3790	Internship	Envi Sci, Undergrad	10
MATL 8050	Internship	Mat Sci, Grad	1

**Williamson College of Business Administration**

Programs/courses that incorporate community engagement activities:

	<ul style="list-style-type: none"> <li>• CMST 1545 has generated 10K+ services hours in the last 10 years.</li> <li>• Sixty-five students, faculty, and staff participated in Dare to Care Day serving several community programs with volunteer work.</li> <li>• VITA provides community with tax preparation.</li> </ul> <p>Internships and student organizations that incorporate experiential learning.</p> <ul style="list-style-type: none"> <li>• The Center for Career Management had an increase of 9.7% in student traffic in the 2022-2023 academic year.</li> <li>• The Center for Career Management supported 233 business internships during the 2022-2023 academic year, which is another increase from the 2021-2022 academic year.</li> <li>• WCBA increased the number of internships with 264 BSBA graduates during the 2022-2023 academic year, with one internship: 56.4% graduates completing internships</li> <li>• 1,476 students participated in the events and internships during the 2022-2023 academic year with 302 employers participating.</li> </ul>
<p>Expand alternative education delivery models such as competency-based and project-based learning</p> <p>Collaboration and pathways with information technology centers, adult basic and literacy education programs and school districts</p>	<p>Discussions are occurring at the academic college level.</p> <p>The IT Workforce Accelerator at YSU was established this year by Ohio House Bill 33 and consists of public-private partnerships between YSU and key industry stakeholders, including IBM, WIA and Cisco, which together will deliver in-demand technology skills-training around software development, cybersecurity, cloud, artificial intelligence, networking and telecommunications.</p>
<p>Enhancing the sharing of resources between institutions to expand capacity and capability for research and development</p>	<p>Youngstown State University'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 RAPIDS 5. 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>Identifying and implementing the best use of university regional campuses</p> <p>Other initiatives not included above</p>	<p>Not applicable – YSU does not have regional branch campuses</p> <p>YSU's deepened relationship with NEOMED has led to expanded opportunities for students and efficiencies for both schools. YSU and NEOMED have begun to pilot joint-recruiting initiatives in local schools and on the YSU campus. When not physically together, each school discusses opportunities as they pertain to the partner institution. A</p>

self-study underway that collaboratively engages both institutions is exploring additional opportunities that would enhance student recruitment and development. Existing relationships with Mercy Health physicians provide YSU-BaccMed students access to shadowing opportunities as part of their curriculum. Local physicians, some of whom have a joint appointment with NEOMED, volunteer to teach the class and provide instruction to the students.

As noted earlier, YSU continues to take steps to minimize low-enrolled courses.

Steps taken to minimize low-enrolled courses:

- Summer 2022: Office of Academic Affairs met with each chair and dean with the following outcomes:
  - 100 courses not offered
  - 100 courses with enrollment “caps” increased
- Fall 2022
  - 372 fewer courses offered compared to fall 2021 (2502 to 2130)

Actions related to chancellor’s definition of “low-enrolled” courses:

- 495 courses of 2,130 determined to meet YSU definition of low-enrolled
- 337 of 495 determined to meet the chancellor’s definition of low-enrolled
  - 179 courses consolidated, rotated, or not offered in the future
  - 158 courses no action taken
    - 104 pedagogically appropriate, consortium, accreditation requirements or no cost to YSU
    - 54 likely to not be offered as needed to graduate or teach-out

Proactive steps taken to optimize course enrollment for Fall 2023:

- Only the profile of optimized course sections offered Fall 2023 (no ala-carte scheduling)
- Section sizes monitored and adjusted in real-time

Building upon these steps, YSU will continue to use the *Ohio Department of Higher Education Guidance* while considering the six factors to determine recommended actions for courses that fall below the chancellor’s definition of “low enrollment.” The examples of data points within the *Guidance* will be used in future analyses. In addition, a newly-acquired space planning software, 25Live, has been critical in optimizing course schedules and room usage while determining how much space is needed at YSU. Efficient space usage is critical in order for YSU to reduce costs and address deferred maintenance. Finally, YSU administrators have invested considerable resources to determine section enrollments that are consistent with the total cost of teaching course sections.

## 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

## 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 do the following on an annual basis:

(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.

Your institution's submission of Textbook Cost Study information via the annual Efficiency Report is used to satisfy this statutory requirement. 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	\$67.10
Average cost for textbooks that are used	\$63.93
Average cost for rental textbooks	\$50.63
Average cost for eBook	\$67.01

## 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 specifically referenced below, that ensure students have access to affordable textbooks.

### *Open Educational Resources (OER)*

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 relevant information, if applicable, that is available on your institution's website.  
**Youngstown State University encourages faculty to use open educational resources in lieu of purchased textbooks. YSU's Office of Cyberlearning has created a [website](#) that provides specific information regarding the adoption of OERs.**

**A YSU Instructional Designer is available to help provide resources and support to faculty interested in adopting OERs. Once the faculty member adopts an open resource, they will fill out an application for a \$750 mini-grant for the extra work to locate and adopt the resource. The Instructional Designer will then verify the adoption by reviewing the course syllabus and approving the application. There is also a \$1,500 grant available for departmental adoptions. Youngstown State University is also a member of OhioLink. Newly released books are sent to the appropriate faculty on campus to review for possible adoption.**

2. Has your institution provided support to faculty for the development of OER materials? If so, please explain and include links to relevant information, if applicable, that is available on your institution's website.  
**There has been some interest from faculty in creating their own open resources. YSU's instructional Designer provides support on the licensing options since there are multiple options for copyrights. The Instructional Designer will also discuss the options for posting the open resource to allow other faculty and institutions to adopt the open resource.**

**To date, one YSU instructor created an OER that was published with TopHat; and another YSU instructor is conducting research for a textbook with the intent of publishing it with an open copyright.**

3. What courses did your institution offer during the 2022-23 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 may be publicly shared in a report. **YSU's completed spreadsheet is attached.**

### *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, YSU makes a concerted effort to promote this strategy, which is communicated at the beginning of the academic year when the manager of the YSU Barnes & Noble Bookstore meets with and presents to college deans, academic department chairs and lead faculty.**
2. What courses did your institution offer during the 2022-23 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 may be publicly shared in a report. **See attached template with YSU's information.**
3. How are students at your institution made aware of their right to opt out of utilizing inclusive access?  
**Students are made aware of this option at the very outset. When students log into the course, they are immediately presented with the option to opt out. In addition, detailed instructions for opting-out are available on the YSU [website](#), as shown here:**



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, MBA**  
**University Bursar | Meshel Hall 227**  
[seewing01@ysu.edu](mailto:seewing01@ysu.edu) | 330-941-3142

*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.

<b>Initiative</b>	<b>Explanation of Initiative</b>	<b>Cost Savings to Students</b>
First-Day Ready	An inclusive access and general affordability initiative that provides digital materials to students at a reduced price.	\$1,497,395
Textbook Rental program	Students have the option of renting books in lieu of purchasing books.	\$88,890.62 (estimate based on average price of books rented vs. sold)
Textbook Buyback program	Students have the option of selling back purchased books to Bookstore.	\$12,806
Textbook price-match guarantee	The YSU Barnes & Noble will match the lowest price (advertised by other vendors) for books and instructional materials sold.	N/A

### **Section III: Policy Reforms**

#### **Transcript Access**

ORC Section 3345.027 requires the following of public colleges and universities:

(C)(1) Not later than December 1, 2023, the board of trustees of each state institution of higher education shall formally consider and adopt a resolution determining whether to end the practice of transcript withholding. Once adopted, each state institution shall submit a copy of the resolution to the chancellor of higher education.

(2) In adopting the resolution required under this division, each board of trustees shall consider and evaluate all of the following factors:

- (a) The extent to which ending the practice of transcript withholding will promote the state's post-secondary education attainment and workforce goals;
- (b) The rate of collection on overdue balances resulting from the historical practice of transcript withholding;
- (c) The extent to which ending the practice of transcript withholding will help students who have disenrolled from the state institution complete an education, whether at the same institution or another state institution.

If a board of trustees resolves to maintain the practice of transcript withholding, the board shall include in the resolution a summary of its evaluation of the factors contained in division (C)(2) of this section.

(3) Not later than January 1, 2024, the chancellor shall provide a copy of each resolution submitted under this division to the governor, the speaker of the house of representatives, and the president of the senate

Although the submission of this year's Efficiency Report will occur prior to the submission date of the policy required to be adopted by the section above, please be aware of this new requirement as you plan your fall schedule for Board of Trustee meetings.

**YSU's resolution is attached and will be acted upon by the YSU Board of Trustees on December 7, 2023.**

## **Special Purpose Fees Policy**

Limitations on increases in instructional and general fees have traditionally been set by the General Assembly within biennial operating budgets. Limitations on special purpose fee increases, alternatively, are fairly new beginning with Am. Sub. HB 49 of the 132<sup>nd</sup> General Assembly. Section 381.160 of Am. Sub. HB49 precluded increases in special purpose fees and establishing new special fees, at universities, except for certain categories of fees specifically exempted in law from the fee limitations. Am. Sub. HB 166 of the 133<sup>rd</sup> General Assembly continued the special purpose fee restriction but additionally required the Chancellor to review and approve new special purpose fees and increases in existing special purpose fees at universities and community colleges. This same level of special purpose fee restraint has been continued in every biennial budget since, including the current biennial budget Am. Sub. HB 33 (Section 381.260(A)(1)(c)).

Please describe your institution's policy for assigning special purpose fees to specific courses or academic programs. Specifically:

1. What criteria are used to determine whether a course or lab fee is appropriate?  
**YSU uses a strictly cost-based approach in determining the need for and appropriateness of special purpose fees, including course fees and lab fees.**
2. What is the internal process for approving new fees or fee increases?  
**YSU uses an [online form](#) to facilitate fee change requests. For fee changes to be considered, written justification is required, along with the signature approvals of the department chairperson, the college dean, the provost and the bursar. Once approved, fees are presented to the Board of Trustees for approval. If approved by the Board of Trustees,**



**fee requests are then submitted to the Chancellor for ODHE approval. Once all required approvals are in place, the fee is implemented, usually at the beginning of the next academic year or semester.**

3. What controls are in place to assure that the fee revenue is utilized appropriately to the benefit of the students paying the fee? **Through YSU's annual budgeting process, projected revenues associated with special purpose fees serve as the basis for setting the spending budgets for the areas that assess these fees. On a quarterly basis, actual fee revenues are analyzed, and budgets are adjusted, if necessary, to ensure proper alignment between fee revenue and spending budgets.**

## **Additional Practices**

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

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

## **Section 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.

**The State of Ohio must recognize and embrace the essential role played by its state universities in driving the economic vitality of Ohio. Given the impact of inflation and other economic factors, it is imperative that the State of Ohio ensure that Ohioans have access to college by elevating levels of state funding, both for operations and capital infrastructure. Today, FY 2024 operating appropriations for higher education are lower than they were in FY 2001. And current levels of state capital appropriations are 91% below what they had been during the mid-1980's, when adjusted for inflation. It is unreasonable for state policymakers to demand and require tuition restraint in light of the acute and demonstrable decline in state funding support over the past several decades. Placing restrictive price controls on universities (through tuition caps) at the same time levels of funding are stagnating and in fact declining in real terms, has weakened the state's system of higher education, placing the State of Ohio at a tremendous disadvantage economically.**

Thank you for completing the FY23 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.

ODHE Efficiency Report – FY 2023

# **Required Attachments**

Youngstown State University

# Youngstown State University Textbook Cost Study Analysis

Average cost per type

	2022		2023		% Change		2021	2022	Var
	\$	Units	\$	Units	\$	Units			
<b>Sales (in-store &amp; online)</b>									
New Textbooks	\$696,685	9,536	\$509,263	7,590	-27%	-20%	\$73.06	\$67.10	-\$5.96
Used Textbooks	188,698	2,909	155,990	2,440	-17%	-16%	\$64.87	\$63.93	-\$0.94
Publisher Rentals	48,060	660	46,952	592	-2%	-10%	\$0.00	\$79.31	\$79.31
New Textbook Rentals	126,538	2,148	82,885	1,481	-34%	-31%	\$58.91	\$55.97	-\$2.94
Used Textbook Rentals	144,648	3,342	122,622	2,913	-15%	-13%	\$43.28	\$42.09	-\$1.19
Printed Access Cards	382,768	5,536	44,060	599	-88%	-89%	\$69.14	\$73.56	\$4.41
Digital Courseware	546,710	8,379	1,101,438	18,594	101%	122%	\$0.00	\$59.24	\$59.24
eTextbooks	276,302	3,726	268,453	4,006	-3%	8%	\$74.16	\$67.01	-\$7.14
<b>Total Textbooks</b>	<b>\$2,410,409</b>	<b>36,236</b>	<b>\$2,331,663</b>	<b>38,215</b>	<b>-3%</b>	<b>5%</b>	<b>\$66.52</b>	<b>\$61.01</b>	<b>-\$5.51</b>
\$ Students Saved	<b>\$1,066,818</b>		<b>\$1,051,310</b>						
% Students Saved	<b>30.28%</b>		<b>30.37%</b>						

PLEASE ONLY INCLUDE OER COURSES ON THIS LIST. PLEASE CHECK SHEET2 FOR A DEFINITION OF AN OER COURSE.

TERM (Fall 2022 or Spring 2023)	COURSE ID	CCP (YES OR NO)	NUMBER OF STUDENTS ENROLLED	AVERAGE RETURN ON INVESTMENT (DO NOT EDIT FORMULA)
Fall 2022	GEOG 2626 (2 sections)	No	71	\$8,236
Fall 2022	TCED 6912	No	11	\$1,276
Fall 2022	TCED 6911	No	7	\$812
Fall 2022	CMST 4899	No	21	\$2,436
Fall 2022	POL 1560	No	39	\$4,524
Fall 2022	STAT 2625 (4 sections)	No	127	\$14,732
Spring 2023	SCWK 7001 (2 sections)	No	38	\$4,408
Spring 2023	TCED 6912	No	8	\$928
Spring 2023	STAT 2625 (12 sections)	No	148	\$17,168
Spring 2023	CMST 4899	No	23	\$2,668
Spring 2023	CMST 5860	No	20	\$2,320
Spring 2023	GEOG 2626 (3 sections)	No	52	\$6,032

**PLEASE ONLY INCLUDE INCLUSIVE ACCESS COURSES ON THIS LIST.**

**DEFINITION OF INCLUSIVE ACCESS**

Inclusive access is an arrangement between an institution, through faculty, and students to offer college textbooks and materials as “included” within

TERM (Fall 2022 or Spring 2023)	COURSE ID		CCP (YES OR NO)	NUMBER OF	ESTIMATED
				STUDENTS ENROLLED	SAVINGS
Spring 2023	ACCT	4808	NO	34	\$6,801
Spring 2023	ACCT	4813	NO	44	\$7,133
Spring 2023	ANTH	1500	NO	117	\$11,611
Spring 2023	ANTH	3701	NO	8	\$459
Spring 2023	ART	1543	NO	59	\$7,079
Spring 2023	ART	1544	NO	79	\$11,070
Spring 2023	ART	1545	NO	21	\$2,943
Spring 2023	BIOL	1545	NO	24	\$602
Spring 2023	BIOL	1551	NO	102	\$18,621
Spring 2023	BIOL	1560	NO	60	\$6,600
Spring 2023	BIOL	2601	NO	71	\$8,014
Spring 2023	BIOL	2601H	NO	10	\$1,129
Spring 2023	BIOL	3702	NO	60	\$6,450
Spring 2023	BIOL	3721	NO	35	\$3,981
Spring 2023	CHEM	1510	NO	157	\$27,125
Spring 2023	CHEM	1515	NO	183	\$32,816
Spring 2023	CHEM	3719	NO	85	\$11,340
Spring 2023	CHEM	3720	NO	72	\$9,606
Spring 2023	CMST	4850	NO	24	\$965
Spring 2023	CRJS	2601	NO	57	\$2,221
Spring 2023	CRJS	2602	NO	71	\$400
Spring 2023	CRJS	2603	NO	42	\$316
Spring 2023	CRJS	3715	NO	59	\$2,657
Spring 2023	CRJS	3719	NO	41	\$1,443
Spring 2023	CRJS	4800	NO	39	\$1,676
Spring 2023	CSIS	2620	NO	16	\$3,189
Spring 2023	CSIS	3722	NO	84	\$6,618
Spring 2023	CSIS	3723	NO	68	\$8,332
Spring 2023	ECON	2630	NO	129	\$16,686
Spring 2023	ENGL	1541	NO	22	\$1,771
Spring 2023	ENGL	1549	NO	172	\$2,312
Spring 2023	ENGL	1550	NO	172	\$2,312
Spring 2023	FNUT	1551	NO	315	\$43,284
Spring 2023	FNUT	1553	NO	13	\$1,718
Spring 2023	FNUT	2603	NO	15	\$1,983
Spring 2023	FNUT	4810	NO	15	\$1,983
Spring 2023	FNUT	4874	NO	6	\$752

TERM (Fall 2022 or Spring 2023)	COURSE ID	CCP (YES OR NO)	NUMBER OF STUDENTS ENROLLED	ESTIMATED SAVINGS
Spring 2023	GEOG 1503	NO	118	\$5,072
Spring 2023	GEOG 1503H	NO	18	\$774
Spring 2023	GEOG 2630	NO	222	\$27,441
Spring 2023	GEOG 2630H	NO	16	\$1,978
Spring 2023	GEOG 2640	NO	72	\$5,582
Spring 2023	GEOL 2602	NO	33	\$4,080
Spring 2023	HIST 2605	NO	23	\$1,437
Spring 2023	HIST 2606	NO	88	\$5,497
Spring 2023	INFO 2663	NO	12	\$482
Spring 2023	INFO 3704	NO	11	\$598
Spring 2023	ITAL 1505	NO	11	\$2,424
Spring 2023	KSS 3720	NO	57	\$5,657
Spring 2023	MATH 1510	NO	43	\$1,238
Spring 2023	MATH 1510C	NO	159	\$4,579
Spring 2023	MATH 1511	NO	48	\$1,382
Spring 2023	MATH 1511C	NO	106	\$3,053
Spring 2023	MATH 1552	NO	159	\$3,134
Spring 2023	MATH 1571	NO	141	\$28,285
Spring 2023	MATH 1572	NO	127	\$25,476
Spring 2023	MATH 1572H	NO	52	\$10,431
Spring 2023	MATH 2665	NO	13	\$1,348
Spring 2023	MATH 2673	NO	67	\$16,596
Spring 2023	MECH 2603	NO	46	\$6,020
Spring 2023	MKTG 3740	NO	96	\$17,416
Spring 2023	MUHL 2621	NO	67	\$3,491
Spring 2023	PHLT 1568	NO	255	\$18,883
Spring 2023	PHLT 1568H	NO	58	\$4,295
Spring 2023	PSYC 1560	NO	303	\$34,957
Spring 2023	PSYC 1560H	NO	13	\$1,500
Spring 2023	PSYC 2617	NO	59	\$6,479
Spring 2023	PSYC 2618	NO	50	\$5,193
Spring 2023	PSYC 2692	NO	94	\$10,845
Spring 2023	PSYC 3702	NO	62	\$8,314
Spring 2023	PSYC 3707	NO	57	\$6,576
Spring 2023	PSYC 3709	NO	105	\$10,420
Spring 2023	PSYC 3728	NO	27	\$387
Spring 2023	PSYC 3755	NO	109	\$12,575
Spring 2023	PSYC 3756	NO	61	\$8,442
Spring 2023	PSYC 3758	NO	135	\$15,575
Spring 2023	PSYC 3758	NO	36	\$4,153
Spring 2023	PSYC 3761L	NO	17	\$1,195
Spring 2023	PSYC 3775	NO	99	\$11,422
Spring 2023	SOC 1500	NO	438	\$25,873

TERM (Fall 2022 or Spring 2023)	COURSE ID	CCP (YES OR NO)	NUMBER OF STUDENTS ENROLLED	ESTIMATED SAVINGS
Spring 2023	SOC 3701	NO	10	\$574
Spring 2023	SPAN 1550	NO	46	\$10,067
Spring 2023	STAT 2601	NO	22	\$4,426
Spring 2023	STAT 2625	NO	55	\$11,064
Spring 2023	STAT 2625C	NO	73	\$14,685
Spring 2023	STAT 3743	NO	71	\$10,138
Spring 2023	TCOM 2683	NO	19	\$669
Spring 2023	THTR 1560	NO	55	\$3,323
Spring 2023	THTR 1590	NO	332	\$32,948
Spring 2023	THTR 2690	NO	38	\$3,578
Spring 2023	YSU 1500	NO	119	\$2,112
Fall 2022	ACCT 4808	NO	24	\$4,314
Fall 2022	ACCT 4813	NO	51	\$6,692
Fall 2022	ANTH 1500	NO	102	\$7,795
Fall 2022	ANTH 3701	NO	13	\$94
Fall 2022	ANTH 4850	NO	15	\$236
Fall 2022	ART 1543	NO	60	\$2,320
Fall 2022	ART 1544	NO	55	\$2,126
Fall 2022	ART 1545	NO	27	\$1,044
Fall 2022	BIOL 1545	NO	69	\$1,343
Fall 2022	BIOL 1551	NO	197	\$29,231
Fall 2022	BIOL 1560	NO	127	\$10,725
Fall 2022	BIOL 2601	NO	110	\$16,322
Fall 2022	BIOL 3702	NO	68	\$798
Fall 2022	BIOL 3721	NO	88	\$6,801
Fall 2022	BIOL 5824	NO	17	\$286
Fall 2022	BIOL 2601H	NO	10	\$1,484
Fall 2022	BIOL 2603H	NO	28	\$4,155
Fall 2022	BIOL 3702H	NO	3	\$35
Fall 2022	BUS 1500	NO	318	\$15,693
Fall 2022	BUS 1500H	NO	29	\$1,431
Fall 2022	CHEM 1510	NO	63	\$1,569
Fall 2022	CHEM 1515	NO	292	\$42,492
Fall 2022	CHEM 3719	NO	102	\$12
Fall 2022	CHEM 3720	NO	65	\$8
Fall 2022	ECON 2630	NO	174	\$17,687
Fall 2022	ENGL 1541	NO	103	\$6,407
Fall 2022	ENGL 1549	NO	411	\$26,094
Fall 2022	ENGL 1550	NO	560	\$35,554
Fall 2022	ENGL 1550H	NO	75	\$4,762
Fall 2022	FNUT 1551	NO	299	\$21,510
Fall 2022	FNUT 1553	NO	27	\$459
Fall 2022	FNUT 3759	NO	13	\$221

TERM (Fall 2022 or Spring 2023)	COURSE ID		CCP (YES OR NO)	NUMBER OF	ESTIMATED
				STUDENTS ENROLLED	SAVINGS
Fall 2022	FNUT	3761	NO	12	\$204
Fall 2022	FNUT	4802	NO	19	\$631
Fall 2022	GEOG	2630	NO	239	\$19,761
Fall 2022	GEOG	2640	NO	70	\$4,885
Fall 2022	GEOL	2602	NO	25	\$1,339
Fall 2022	HIST	2605	NO	70	\$739
Fall 2022	HIST	2606	NO	127	\$1,341
Fall 2022	ITAL	1505	NO	15	\$2,429
Fall 2022	KSS	3720	NO	60	\$4,585
Fall 2022	MATH	1510	NO	118	\$6,816
Fall 2022	MATH	1511	NO	71	\$4,101
Fall 2022	MATH	1552	NO	178	\$3,475
Fall 2022	MATH	1564	NO	7	\$508
Fall 2022	MATH	1571	NO	177	\$21,990
Fall 2022	MATH	1572	NO	91	\$11,306
Fall 2022	MATH	2673	NO	81	\$11,809
Fall 2022	MATH	2673H	NO	18	\$2,624
Fall 2022	MATH	1510C	NO	301	\$17,386
Fall 2022	MATH	1511C	NO	67	\$3,870
Fall 2022	MATH	1571H	NO	66	\$8,200
Fall 2022	MGT	3714	NO	55	\$21,211
Fall 2022	MKTG	3740	NO	83	\$12,244
Fall 2022	PHLT	1568	NO	304	\$17,477
Fall 2022	PHLT	1568H	NO	62	\$3,564
Fall 2022	PHYS	2610	NO	57	\$9,114
Fall 2022	PHYS	2611	NO	27	\$4,317
Fall 2022	PHYT	8901	NO	40	\$16,631
Fall 2022	PHYT	8909	NO	44	\$18,294
Fall 2022	PHYT	8920	NO	43	\$17,878
Fall 2022	PSYC	1560	NO	695	\$63,071
Fall 2022	PSYC	1560H	NO	61	\$5,536
Fall 2022	PSYC	2617	NO	53	\$4,810
Fall 2022	PSYC	2618	NO	48	\$688
Fall 2022	PSYC	3702	NO	120	\$13,298
Fall 2022	PSYC	3707	NO	121	\$10,981
Fall 2022	PSYC	3709	NO	116	\$8,865
Fall 2022	PSYC	3728	NO	40	\$565
Fall 2022	PSYC	3755	NO	88	\$7,986
Fall 2022	PSYC	3756	NO	37	\$4,100
Fall 2022	PSYC	3758	NO	169	\$15,337
Fall 2022	PSYC	3775	NO	51	\$4,628
Fall 2022	PSYC	3761L	NO	22	\$1,170
Fall 2022	SOC	3701	NO	8	\$58



TERM (Fall 2022 or Spring 2023)	COURSE ID		CCP (YES OR NO)	NUMBER OF STUDENTS ENROLLED	ESTIMATED SAVINGS
Fall 2022	SOC	4850	NO	8	\$58
Fall 2022	SPAN	1550	NO	139	\$22,510
Fall 2022	STAT	2601	NO	19	\$1,670
Fall 2022	STAT	2625	NO	133	\$11,693
Fall 2022	STAT	3743	NO	43	\$4,926
Fall 2022	STAT	2625C	NO	96	\$8,440
Fall 2022	STAT	3743H	NO	4	\$458
Fall 2022	TCOM	2683	NO	15	\$211
Fall 2022	THTR	1560	NO	57	\$4,356
Fall 2022	THTR	1590	NO	339	\$25,906
Fall 2022	YSU	1500	NO	1,104	\$19,508
					<u>\$1,497,395</u>



**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 7, 2023  
YR 2024-**



**YOUNGSTOWN STATE UNIVERSITY**  
**Interfund Transfers Requiring Board Approval**  
**Transfers Outside of the Operating Budget**  
**Requested Transfers for Second Quarter FY2024**

FROM	TO	AMOUNT	REASON
Various Funds:	IT Security Firewall (Designated Fund)		Transfers totaling \$560,763.
COVID-19 Projects (Designated Fund)		\$264,159	Transfer residual funds to project fund.
Sick Leave Conversion (Designated Fund)		\$222,453	Interfund Loan to provide partial financing for project. To be repaid by General Fund over 3 years.
General Fund		\$74,151	Transfer to project fund.
Various Funds:	Zoldan Family Center - Project (Restricted Plant Fund)		Interfund Loans totaling \$1,886,059 to provide bridge financing for portion of architect fees. To be repaid with project gift funds.
Kilcawley Center Plant Reserve (Auxiliary Plant Fund)		\$1,531,879	
Housing Services Plant Reserve (Auxiliary Plant Fund)		\$354,180	

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

Revenue	Fiscal Year 2024		Actual as a % of Budget	Business Indicator	Actual Compared to Prior Year
	Budget	Actual			
Tuition and mandatory fees	\$ 90,121,431	\$ 47,073,310	52.2%	●	↑
Other tuition and fees	9,056,683	4,346,068	48.0%	●	↑
Student charges	1,162,200	355,542	30.6%	●	↓
State appropriations	48,514,162	12,191,943	25.1%	●	↑
Recovery of indirect costs	1,882,813	343,446	18.2%	●	↓
Investment income	2,207,859	542,523	24.6%	●	↑
Other income	854,852	366,153	42.8%	●	↔
Auxiliary enterprises	18,600,045	9,361,563	50.3%	●	↑
<b>Total</b>	<b>\$ 172,400,045</b>	<b>\$ 74,580,548</b>	<b>43.3%</b>	<b>●</b>	<b>↑</b>

● On/Above target

● Caution

● Warning

Expenses	Fiscal Year 2024		Actual as a % of Budget	Business Indicator	Actual Compared to Prior Year
	Budget	Actual			
Wages	\$ 82,369,108	\$ 16,124,201	19.6%	●	↓
Benefits	30,765,114	6,058,040	19.7%	●	↔
Scholarships	16,593,788	4,127,071	24.9%	●	↑
Operations	21,824,745	10,014,680	45.9%	●	↑
Plant & maintenance	15,084,902	3,879,274	25.7%	●	↑
Fixed asset purchases	1,694,865	346,838	20.5%	●	↑
Transfers	5,969,328	5,951,822	99.7%	●	↑
<b>Total</b>	<b>\$ 174,301,850</b>	<b>\$ 46,501,926</b>	<b>26.7%</b>	<b>●</b>	<b>↑</b>

● On/Below target

● Caution

● Warning

# YSU Capital Projects Summary:

Board Projects Update 11/13/2023

---

## Projects in Progress:

**Campus Roof Replacements**  
YSU 2324-02

***\$2M (Capital Funds) Prime AE Group, Inc., RJK Roofing***

This project will replace sections of roofs on Cushwa Hall and the Edmund J. Salata Complex. The Salata Complex roof is complete, but replacement of the skylights on Cushwa Hall had to wait until the semester ended because of disruption to the building. Work will be complete by early January 2024.

## Projects Out for Bids:

- None at this time.

## Projects at Controlling Board for Release of Funds:

- None at this time.

## Request for Architect/Engineer Qualifications Advertisements:

- None at this time

## Projects in Development for 2024/2025:

**Garfield Building Renovations Phase 1**  
YSU 2324-15

***\$1.5M (Capital Funds) Prime AE Group, Inc.***

This project was to replace/rebuild the roof on the Garfield Building, but after careful evaluation by our consultant, the building is structurally deficient and may be cost prohibitive to rebuild. Further evaluation is underway.

**Emergency Generator Upgrades**  
YSU 2324-19

***\$1M (Capital Funds) YSU Staff***

This project will upgrade and replace worn and failing emergency generators across campus. Bidding and construction start will be determined once bid documents are complete.

**Lyden House Elevator Renovation**  
YSU 2324-10

***\$300k (Local Funds) Domokur Architects, Murphy Contracting***

Upgrades and replacement of the elevator car and all associated equipment in Lyden House. This project was competitively bid and a contract is now being prepared. This project will commence in May of 2024.

**Building Envelope Renovations**  
YSU 2324-01

***\$1.7M (Capital Funds) Domokur Architects***

Building exterior repairs to Beeghly Center and Maag Library. This project will bid in early 2024 and be complete by September 2024.

**Maag Library Learning Commons**  
YSU 2324-17

***\$1.8M (Capital Funds) Bostwick Architects***

This project will be the relocation of the RESCH Academic Success Center and Accessibility Services to Maag Library. This project will start construction March/April 2024 and be completed by August 2024.

**Student Center Renovation**  
YSU 2324-22

***\$41M (Capital Funds/Local/Philanthropy) WTW Architects***

We have started the design process and the project is moving forward. We are looking to bid this project early in 2025 with a May 2025 construction start.

**Ward Beecher Planetarium Renovations**  
YSU 2324-24

***\$1.1M (Insurance) Prime AE Group, Inc.***

The roof, interior dome, and some electronic equipment will be renovated/replaced in this project. This project will bid in early 2024.

**Building Exterior Doors and Windows**  
YSU 2324-29

***\$1.75M (Capital Funds) YSU Staff***

This project will address worn and damaged door and window systems on building exteriors across campus. This project will bid in early 2024 for a fall 2024 completion.

### **Additional Projects in Development:**

- **Silvestri Hall Lower Level** – Renovation of the lower level of Silvestri Hall for Workforce Development.