



**YOUNGSTOWN  
STATE  
UNIVERSITY**

**BOARD OF TRUSTEES  
FINANCE AND FACILITIES COMMITTEE  
Michael A. Peterson, Chair  
Joseph J. Kerola, Vice Chair  
All Trustees are Members**

**Wednesday, December 1, 2021  
11:00 a.m. or immediately following  
previous meeting**

**Kilcawley Center  
Presidents' Suites**

**AGENDA**

- A. Disposition of Minutes for Meeting Held September 1, 2021**
- B. Old Business**
- C. Committee Items**

**1. Finance and Facilities Action Items**

- C.1.a. = Tab 1     a. Resolution to Modify Student Employee Hourly Wage Rates**  
Neal McNally, Vice President for Finance and Business Operations, will report.
- C.1.b. = Tab 2     b. Resolution to Approve the 2021 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**  
Katrena 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 2022 Operating Budget**  
Neal McNally, Vice President for Finance and Business Operations, will report.
- C.2.b. = Tab 5     b. Planning and Construction Projects Update**  
John Hyden, Associate Vice President, University Facilities, and Rich White, Director of Planning and Construction, will report.
- C.2.c. = Tab 6     c. Report on Facilities Maintenance Projects**  
Rich White, Director of Planning and Construction, will report.

**d. Report of Audit Subcommittee**

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

**e. Report of Investment Subcommittee**

A verbal report of the Investment Subcommittee will be presented.  
Allen L. Ryan, Jr., will report.

**D. New Business**

**E. Adjournment**



**YOUNGSTOWN  
STATE  
UNIVERSITY**

**RESOLUTION TO MODIFY  
STUDENT EMPLOYEE HOURLY WAGE RATES**

**WHEREAS**, the fiscal year 2022 operating budget was prepared by management and approved by the Board of Trustees in June 2021, in accordance with University policy 3356-3-11; and

**WHEREAS**, the FY 2022 operating budget established miscellaneous salary rates, including student employee hourly rates; and

**WHEREAS**, the state of Ohio's minimum wage will increase to \$9.30 per hour on January 1, 2022; and

**WHEREAS**, the University has determined that its current student wage rates should be adjusted; and

**WHEREAS**, this proposed wage adjustment aligns with the *Plan For Strategic Actions to Take Charge of Our Future* by enhancing the campus experience for students through enhanced employment opportunities; and

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Trustees of Youngstown State University does hereby approve the hourly wage rates for student employees as shown on Exhibit A, effective May 8, 2022.

**Board of Trustees Meeting  
December 2, 2021  
YR 2022-**



**EXHIBIT A**

**Proposed Student Employment Wage Levels  
Effective May 8, 2022**

<p><b>Basic level</b> <b>\$9.30/hour – \$10.00/hour</b></p>	<ul style="list-style-type: none"><li>• Minimal level of responsibility</li><li>• Provides basic support for daily operations (basic customer service, reception, answer phones, transferring calls, taking messages, data entry, food service, cashier, set up labs, light janitorial, delivery)</li><li>• Basic workplace skills</li><li>• Works under supervision; follows instructions</li><li>• Little independent decision making required</li><li>• Some training required</li></ul>
<p><b>Intermediate level</b> <b>\$10.00/hour - \$13.00/hour</b></p>	<ul style="list-style-type: none"><li>• Medium to high level of responsibility</li><li>• Some independent decision making required</li><li>• Solves problems and resolves issues as they arise</li><li>• Responsible for or directly impacts the learning or well-being of others</li><li>• Leads activities</li><li>• Certifications are required</li><li>• Enforces YSU policies</li><li>• Heavy lifting</li><li>• Moderate level of specialized experience, knowledge, or skills, or grade point average is required</li></ul>
<p><b>Advanced level</b> <b>\$13.00/hour – 15.00/hour</b></p>	<ul style="list-style-type: none"><li>• High level of responsibility</li><li>• Independent decision making is typically required</li><li>• Independently designs, creates, produces materials for use by others at YSU</li><li>• Responsible for or directly impacts the safety of others</li><li>• Advanced knowledge, skills, abilities, or completed coursework</li><li>• Performs independent research, data analysis, writes reports</li></ul>



**RESOLUTION TO APPROVE THE  
2021 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 2021 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 2021 report provides evidence of affordability and efficiency in various categories, including direct savings, deferred revenue (direct savings to students), cost avoidance (that would otherwise increase expenses), funds raised (reducing pressure on fees), and savings or funds raised by auxiliary enterprises; 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

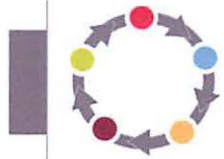
**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Trustees of Youngstown State University does hereby approve the 2020 efficiency and affordability report attached hereto.

**Board of Trustees Meeting  
December 2, 2021  
YR 2022-**



Department of  
Higher Education

Mike DeWine, Governor  
Randy Gardner, Chancellor



Affordability & Efficiency

## FY21 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.

Prior 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. However, due to the unprecedented level of institutional disruption caused by the COVID-19 pandemic, this year’s template has been revised significantly and will provide IHEs with the opportunity to highlight post-pandemic strategies and initiatives, including the expansion of online delivery models.

The FY21 reporting template also requires IHEs to report on their annual study to determine the cost of textbooks for students enrolled in the institution pursuant to Ohio Revised Code section 3333.951(C), as well as information on efficiencies gained as a result of the “regional compacts” as outlined in ORC section 3345.59. The reporting template also requests information regarding college debt and debt collection practices, among other things.

**Your Efficiency Report Contact:** *Jennifer Carson*, Senior Director, Audit & Compliance, 614-752-7538, [jcarson@highered.ohio.gov](mailto:jcarson@highered.ohio.gov)  
Please provide your institution’s efficiency report by **Friday, October 29, 2021** via email to [OdheFiscalReports@highered.ohio.gov](mailto:OdheFiscalReports@highered.ohio.gov)

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

- **Section I: Operational Efficiency** – This section captures practices likely to yield significant savings that may be shared with students or benefit the institution generally. This section also captures information on the impacts of COVID-19 on each institution.
- **Section II: Academic Practices** – This section covers areas more directly related to instruction, including actions taken to embrace remote learning post-pandemic, including noting any permanent strategic posture toward online learning, as well as core savings strategies such as reducing the cost of textbooks, time-to-degree and program reviews.
- **Section III: Policy Reforms/Continued Progress** – This section captures state IHE responses to suggested policy reforms originating in gubernatorial task force efforts, legislative joint committee reports, student loan debt advisory group reports, etc. Emphasis should be placed on major initiatives such as a debt relief program consistent with DHE’s *College Comeback* guidance, if one exists, or other steps taken by the institution that may be considered best practices.
- **Section IV: Student Benefit** – This section asks institutions to provide cost savings and/or resource generation benefiting students in actual dollars for any major initiatives within the past fiscal year. It is not necessary to respond to specific recommendations from the 2015 Task Force on Affordability and Efficiency. IHE’s should provide clear direction whether savings have been redeployed to students or reinvested in the institution.
- **Section V: Future goals** – This section corresponds to Master Recommendation 2 of the Ohio Task Force on Affordability. It is designed to allow each institution to benchmark its respective five-year goals to its actual institutional cost savings or avoidance. In the spirit of continuous improvement, this section allows you to revise and/or update your five-year goals as needed. In addition, 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)

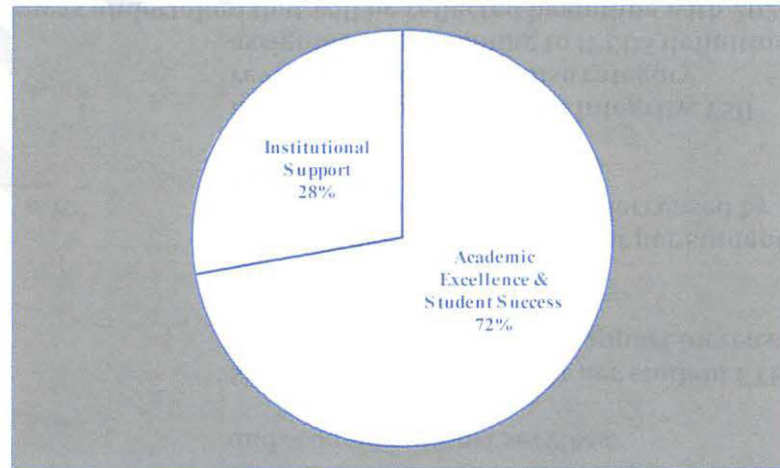
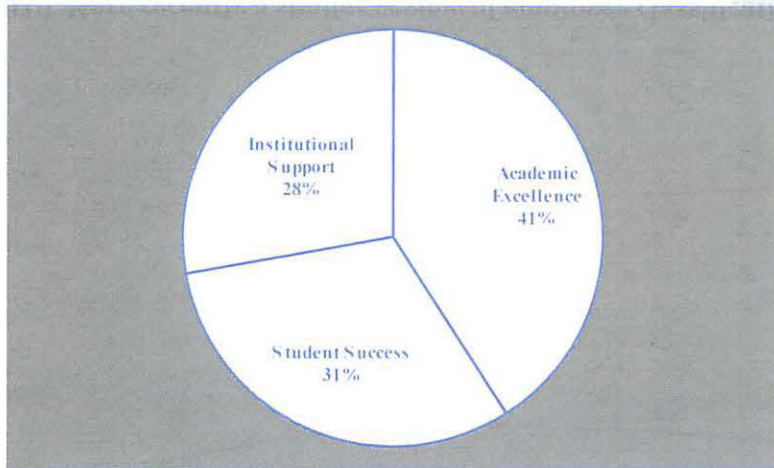
These are examples only. Please consider your responses to address broader measures of efficiency, quality, cost and value. Please also note that this is only a template. Feel free to respond in any additional way you believe is helpful.

# Youngstown State University

## Section I: Operational Efficiency

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? 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 2021 actual expenses (unaudited), is summarized as follows:**

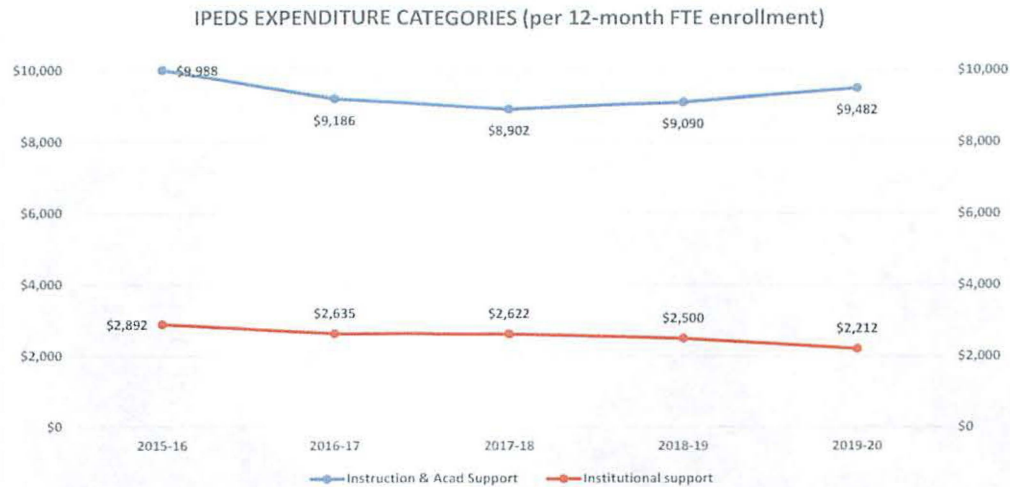


For definitional purposes, what IPEDS (or other uniformly accepted) expense categories, or subset(s) therein, would you include in instructional expenses and administrative expenses? Please explain.

**As noted above, Youngstown State University uses standard IPEDS categories wherein Academic Excellence includes all instruction and instructional technology, academic advising to students, research and public service, and academic support**



and academic administration. Student Success includes counseling and career guidance, admissions and student services, social and cultural development, student health services, and scholarships and financial aid. Institutional Support includes general administration, fiscal operations, administrative technology, public relations and advertising, and plant operation and campus maintenance.



Another assessment of IPEDS reporting over time illustrates YSU is investing in instruction and student support services.

Since 2017-18 investment per student FTE in instruction and academic support increased by + \$580.

On the other hand, investment per student FTE in institutional support decreased by - \$410.

In an effort to ensure data integrity, YSU reviewed all of its expense category assignments pertaining to IPEDS definitions in

2019. More recently a similar review of employee classifications was undertaken that will be reflected beginning with 2020 IPEDS. Linked to YSU's Academic Program Enhancement & Effectiveness Initiative, YSU is also reviewing the CIP codes assigned to courses, academic programs and instructors.

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

YSU 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.

Youngstown State University is in the late stages of completing its *Academic Program Enhancement & Effectiveness Initiative*, the most comprehensive review of academic programs ever undertaken at YSU. The Academic Efficiency component of the initiative is in early-stage implementation. As this initiative wraps up, YSU is looking toward the likelihood of a similar analysis of its academic support areas.

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 2-3 years, has your institution received positive media coverage about operational efficiencies? If so, please provide.

**CARES Act and other Federal Support impact**

How much has your institution received in federal funds from the various programs initiated in response to the COVID-19 pandemic (e.g., HEERF, CRF, ARP)? Please list amount per award type. **To date, Youngstown State University has been awarded \$64.6 million in federal COVID-19 relief funding, as summarized in the following table:**

YOUNGSTOWN STATE UNIVERSITY			Award
CARES Emergency Grants	Department of Education - Education Stabilization Fund	COVID-19 - Higher Education Emergency Relief Fund - Student Aid	\$5,188,231
HEERF2 Fin Aid	Department of Education - Education Stabilization Fund	COVID-19 - Higher Education Emergency Relief Fund - Student Aid	5,188,231
HEERF3 Fin Aid	Department of Education - Education Stabilization Fund	COVID-19 - Higher Education Emergency Relief Fund - Student Aid	15,342,446
HEERF Institutional Portion	Department of Education - Education Stabilization Fund	COVID-19 - Higher Education Emergency Relief Fund - Institutional	5,188,231
HEERF2 Institutional	Department of Education - Education Stabilization Fund	COVID-19 - Higher Education Emergency Relief Fund - Institutional	12,164,951
HEERF3 Institutional	Department of Education - Education Stabilization Fund	COVID-19 - Higher Education Emergency Relief Fund - Institutional	15,124,854
Higher Ed COVID Relief Funding	United States Department of Treasury	Coronavirus Relief Fund	3,924,395
CARES (CRF) Round 2	United States Department of Treasury	Coronavirus Relief Fund	1,962,223
CARES-Mental Health - CRF	United States Department of Treasury	Coronavirus Relief Fund	124,202
Mental Health GEER	United States Department of Treasury	Coronavirus Relief Fund	211,140
WYSU-FM FY20 CPB CARES	Corporation For Public Broadcasting	Emergency Stabilization Fund	75,000
WYSU-FM FY21 CPB CARES	Corporation For Public Broadcasting	Stabilization Grant	148,564
			\$64,642,468

How has your institution utilized these various federal funds?

**Youngstown State University has used and continues to use federal COVID-19 relief funding in accordance with the guidelines and restrictions established by the awarding agencies, including the U.S. Department of Education, the U.S. Treasury Department and the Ohio Department of Higher Education. As of June 30, 2021, over \$40 million of relief funds were expended including \$10.4 million in the form of student financial aid. Plans are in place to expend the remaining funds during fiscal year 2022. YSU has used its institutional portion of federal relief funding to effectuate a COVID-19 mitigation strategy that includes enhanced**

student mental health counselling services; a robust program of surveillance testing and contact-tracing; reserved isolated space on campus for quarantining as needed; campus-wide HVAC upgrades to ensure air quality safety in classroom buildings; significant upgrades to technology infrastructure to strengthen YSU's ability to deliver remote and hybrid instruction; COVID testing of air, surfaces and wastewater; a new student workforce dubbed "Pete's Clean Team" that sanitizes and disinfects surfaces in classrooms, labs and offices across campus; and procurement/provision of related supplies and personal protective equipment. In addition, the University utilized federal COVID-19 relief funds to recover lost revenues attributable to the effects of the pandemic, as permitted by federal guidance.

How much was provided by your institution directly to students as emergency aid?

As of June 30, 2021, a total of \$25.7 million in HEERF funds were awarded for student financial aid. As of June 30, 2021, \$10.4 million in the form of student financial aid was disbursed. Plans are in place to disburse the remaining \$15.3 million to students during fiscal year 2022. In accordance with federal HEERF regulations, YSU maintains a webpage detailing its student aid strategy that is available online at <https://ysu.edu/financial-aid-and-scholarships/heerf-iii-grants-students-website-reporting>.

#### FY 22 Budget Development

Please provide a summary of projected enrollment for FY 22 relative to FY 21.

Category	Fall 2020	Fall 2021	Percent Change
First year students	2,193	2,083	-5%
Total undergraduate students	10,534	10,007	-5%
Total graduate students	1,311	1,245	-5%

What other planning assumptions were used related to the fiscal impact of COVID-19 in developing the institution's FY 22 budget?

Major Assumptions	Description	Projected Fiscal Impact	Actual Fiscal Impact - as of fall 21
Fall Enrollment/ Fee Revenue Relative to Fall 20	5% decline in FTE student enrollment levels; 2% increase in tuition for continuing undergrads; 3.8% tuition adj. for the entering Penguin Promise guarantee cohort.	Annualized revenue reduction budgeted: (\$5,317,782)	Fall semester revenue reduction: (\$2,640,637)  Revised annualized projection based on fall enrollment: (\$5,552,253) or \$235,000 below budget.
Auxiliary Services	A return to pre-COVID auxiliary operations with a reduced 95%	Annualized revenue net revenue increase: \$752,193	No change relative to budget.

	occupancy rate planned for University Housing.		
State Support	SSI allocation based on the Ohio Department of Higher Education's preliminary estimate provided in spring 2021.	Annualized revenue increase: \$644,354	No change relative to budget.
Unique Cost Drivers – in response to COVID-19	Bldg. HVAC / air quality improvements campus-wide; staffing augmentations for student counseling; staffing augmentations for environmental health/safety purposes; administrative overhead expenses resulting from the administration of federal COVID relief funding; and technology investments to strengthen YSU's ability to deliver remote and hybrid instruction.	\$11,300,000*  *Note: most and possibly all COVID-related expenses are expected to be defrayed by federal Higher Education Emergency Relief Funds (HEERF).	No change as of fall 2021.
Other			

## **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. Per O.R.C. §3345.59 {E} colleges and universities shall report within their annual efficiency reports the efficiencies gained as a result of the compact.

Please discuss efficiencies gained or opportunities for future partnerships as a result of each of the categories within the compact.

<b>Category</b>	<b>Description</b>	<b>Monetary Impact</b>
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 2021. 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.

Implementing strategies to address workforce education needs of the region

YSU created a new Division of Workforce Education & Innovation, bringing together strategic and operational alignment of the YSU excellence training centers, workforce education offerings and strategic workforce initiatives that are focused on accelerating the adoption of industry in-demand skills in areas like advanced manufacturing, robotics, automation, information technology and professional business skills.

\$5,000,000

The mission of this new YSU division is to bridge the skills and opportunity gap by creating alternative learning pathways to prepare current and future workforce for rapidly-evolving skills and industries.

This new division is based in YSU's Excellence Training Center, a partnership of with Eastern Gateway Community College, America Makes, the Youngstown Business Incubator, the Mahoning, Trumbull and Columbiana County Career and Technical Centers and the Youngstown City Schools.

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

Reducing operational and administrative costs to provide more learning opportunities and collaboration in the region

During FY 2021, YSU's workforce education and innovation activities generated \$5M in external grant dollars.

Discussions continue within the Northeast Ohio Regional Compact

Via the NEO Regional Compact, YSU is working with Kent State University, the University of Akron, Cleveland State University, and NEOMED 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 serious consideration include:

- 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

\$100,000 - \$200,000

Enhancing career counseling and experiential learning opportunities for students

YSU is a member of a number of career counseling-oriented organizations that collaborate on enhancing career counseling and experiential learning opportunities, including the Ohio Cooperative Education Association and the Northeast Ohio Consortium for Career Advancement (NCCA). YSU participated in 3 virtual career fair events in collaboration with the NCCA group during 2020-2021. These fairs increased the efficiency of virtual career interactions across the region and provided students with opportunities to meet employers that would have not been able to visit YSU's campus. YSU continues to participate in Ohio Means Internships and Co-Ops (OMIC 3 and OMIC 4), regional grants that emphasize scholarships and monetary employer reimbursements for employers who offer internships/co-ops to science students.

\$1,300,000 (combined estimate)

YSU 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.

YSU's Williamson College of Business Administration continues to be one of four universities participating in the Export Program through the State of Ohio. 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.

Students in YSU's Sokolov Honors College volunteered over 51,000 hours with 644 organizations in 2020-21, providing experiential learning opportunities in a variety of ways, including:

- Storytime, a weekly program to help with literacy and learning, premiered via YouTube in October 2020 and featured honors alumni and students reading their favorite children's books to educate and entertain young viewers.
- A group of honors students worked with a local restaurant to purchase meals for more than 100 people facing food insecurity in March 2021 in partnership with the Dorothy Day House in Youngstown. Student efforts also provided benefit to struggling business during the pandemic.
- A virtual option, the YSU Transcribing Club, logged more than 800 hours of work and transcribed

	<p>nearly 7,000 historical documents last year, from letters to Teddy Roosevelt to notes of early 20th-century astronomy experiments.</p> <ul style="list-style-type: none"> <li>• Honors students tutored students from area middle and high schools this year through the new Honors Helping Future Scholars program.</li> <li>• Honors students partnered with United Way of the Mahoning Valley to aid them with addressing food insecurity during the pandemic.</li> </ul>	
Collaboration and pathways with information technology centers, adult basic and literacy education programs and school districts	<p>Contracted service with Kent State for IT Security leadership to replace YSU's chief information security officer.</p> <p>Contracted service with Kent State for Oracle DBA services. Provides pool of five DBA's averaging 1-1.5 FTE's of service annually. Offsets the need for 2.0 FTE's of DBA staff members.</p>	<p>\$93,000 savings (versus replacing full-time CISO)</p> <p>\$78,800 savings (versus hiring 2.0 full-time DBA's)</p>
Enhancing the sharing of resources between institutions to expand capacity and capability for research and development	<p>Youngstown State University's Excellence Training Center (ETC) opened in July 2021. This shared-use facility supports 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, many of which were obtained through RAPIDS grants. This center provides training and research opportunities for YSU students and faculty, institutional collaborators including Eastern Gateway Community College and the regional Career and Tech Centers (Choffin, Trumbull, Columbiana and Mahoning County) and industry professionals to accelerate innovation and technology adoption.</p>	\$2,100,000
Identifying and implementing the best use of university regional campuses Other initiatives not included above	<p>Not applicable</p> <p>Ellucian savings associated with Collaborative Master Services Agreement with Kent, Toledo, Miami, Wright State and Youngstown State.</p>	<p>N/A</p> <p>\$30,000 (cost avoidance associated with zero escalator)</p>



## Section II: Academic Practices

This section covers areas more directly related to instruction, such as actions taken to embrace remote learning post-pandemic, including noting any permanent strategic posture toward online learning, as well as core savings strategies such as reducing the cost of textbooks, time-to-degree and program reviews.

### 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. Please attach the analysis of textbook costs developed by your institution labeled “[Institution Name – Academic Year – Textbook Cost Study]”

Please summarize the results of your institution’s study below.

Category	Amount
Average cost for textbooks that are new	\$63.82
Average cost for textbooks that are used	\$64.13
Average cost for rental textbooks	\$56.57
Average cost for eBook	\$51.40

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

Additionally, Ohio Revised Code 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. The policy shall include faculty responsibilities and actions faculty may take in selecting and assigning textbooks and other instructional materials. Examples of topics addressed within such a policy include textbook adoption deadlines, faculty ethics rules on personal use/resale of publisher-provided free textbooks, disclosure of personal interest/royalties and textbook ownership of faculty-use books.

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 for YSU's policy.**

*Textbook Auto-Adoption Policy*

2. Does your institution have a textbook auto-adoption policy in place in order 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. **Not presently. Previously, YSU had an auto adopt policy for courses that were not turned in by finals week. However, this was discontinued because it was disadvantageous to students in that the information often changed after being posted. Nevertheless, YSU will develop an auto-adoption policy pursuant to section 733.20 of H.B. 110, as detailed in the Ohio Department of Higher Education's guidance published (via email communication) on October 13, 2021.**

*Open Educational Resources*

3. Has your institution adopted practices/policies to formally encourage the use of OER materials in lieu of purchased materials? Please explain.  
**Yes, Youngstown State University provides a wide range of resources for faculty to review and evaluate. An Instructional Designer is available to provide one-on-one support for faculty. YSU's Office of Cyberlearning provides a \$750 mini grant to any instructor who replaces purchased materials with open educational resources. YSU created a website that provides helpful information: <https://ysu.edu/departement-cyberlearning/open-educational-resources>**
  - 3a. Has your institution provided support to faculty for the development of OER materials. Please explain.  
**Yes, YSU encourages faculty to create their own materials and supports faculty in the creation and implementation of videos and other written resources. YSU has not yet had a faculty member create their own open educational resource and publish it with the proper copyrights for public use.**
  - 3b. What courses (name, number of students) participate in OER? Please provide summary data if possible.  
**Please see table below.**

Youngstown State University OER-participating courses				
Course	CRN	Description	Term	Enrollments
GORG 2626H	21649	Honors World Geography	Spring 2021	13
GORG 2626	26916	World Geography	Spring 2021	17
GORG 2626	24346	World Geography	Spring 2021	27
GORG 2626	21648	World Geography	Spring 2021	29
GORG 2626	42583	World Geography	Fall 2020	29
GORG 2626	44843	World Geography	Fall 2020	29
GORG 2626	40137	World Geography	Fall 2020	42
GORG 2626	32974	World Geography	Summer 2020	15
JOUR 3761	46006	New Media Journalism	Fall 2020	12
CMST 4899B	26422	Sr Proj Surveys and Experiments	Spring 2021	9
CMST 4899A	26421	Sr Proj Focus Grps Interviews	Spring 2021	13
CMST 4899B	46016	Sr Proj Surveys and Experiments	Fall 2020	13
CMST 4899A	46015	Sr Proj Focus Grps Interviews	Fall 2020	7
CMST 4899C	34488	Sr Prj Focus Groups Interviews	Summer 2020	4
POL 1560	22847	American Government	Spring 2021	23
POL 1560	21354	American Government	Spring 2021	40
POL 1560	43268	American Government	Fall 2020	38
POL 1560	32221	American Government	Summer 2020	30
STAT 2625	43444	Stat Lit and Crit Reasoning	Fall 2020	34
STAT 2625	43445	Stat Lit and Crit Reasoning	Fall 2020	17
STAT 2625	43446	Stat Lit and Crit Reasoning	Fall 2020	33
STAT 2625	43447	Stat Lit and Crit Reasoning	Fall 2020	30
STAT 2625	43449	Stat Lit and Crit Reasoning	Fall 2020	32
STAT 2625	44729	Stat Lit and Crit Reasoning	Fall 2020	21
STAT 2625	44747	Stat Lit and Crit Reasoning	Fall 2020	19
STAT 2625	44750	Stat Lit and Crit Reasoning	Fall 2020	25
STAT 2625	45641	Stat Lit and Crit Reasoning	Fall 2020	23

### *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.

4. 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. The manager of the YSU Barnes & Noble bookstore contacts faculty to make them aware of the cost savings and benefits of utilizing the First Day Ready program. YSU's promotion strategy is being re-launched in collaboration with YSU's Associate Vice President of Student Experience and YSU's Barnes & Noble bookstore.**

4a. What courses (name, number of students) participate in inclusive access? Please provide summary data if possible.

**YSU has over 50 courses that participate in First Day Ready and 11,000 students benefiting from the cost savings from the First Day Ready program.**

4b. How are students at your institution made aware of their right to opt out of utilizing inclusive access? **First Day Ready instructions, refund deadline and opt-out procedures are available on the main web page of the YSU Bursar's office. This information is also published in both the Undergraduate and Graduate catalogs, as well as on the student registration portal where students register for courses and make changes to their registration.**

*Other Textbook Affordability Practices*

5. 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>
Open Education Resources	Student access to free textbooks: 26 courses implemented Open Educational Resources, with 684 students benefitting.	\$62,277
YSU Bookstore Price Match Program	Barnes & Noble program matches the lowest price (advertised by other vendors) for books and instructional materials sold.	No students used this last year as YSU's bookstore prices are fair and competitive.
First-Day Ready	An inclusive access and general affordability initiative that provides digital materials, e-books and textbook rentals to students.	\$702,744

## Online Education and Alternative Delivery Methods

Online and competency-based education are growing in popularity with students nationally as flexible pathways to complete education. While COVID-19 greatly accelerated adoption of online learning, including many online-only courses, demand among students for online education as an option is expected to continue. As we look to the future, we are gathering information on which institutions plan to continue to offer or expand online education.

Please quantify the impact of moving to remote learning in spring term, 2020.

<b>Percent of Courses offered online prior to March 2020</b>	<b>Percent of students enrolled in online courses prior to March 2020</b>
9.07%	11.04%
<b>Percent of Courses offered online as of fall term 2021</b>	<b>Percent of students enrolled in online courses fall term 2021</b>
20.52%	22.04%

What is your institution's current approach to online education moving forward?

1. Does your institution provide centralized support to faculty teaching online, including video conferencing resources and course management software?

**Yes. YSU's standard learning management system is Blackboard. YSU offers four (4) videoconferencing platforms: Blackboard Collaborate, Cisco WebEx, Zoom, and Microsoft Teams. The Office of Cyberlearning is the first point of contact for faculty teaching fully online.**

**YSU faculty who teach online courses are encouraged to utilize the Office of Cyberlearning for program or course design and learning management system training. Support for faculty teaching online during the early stages of the COVID-19 pandemic was developed through the cross-departmental Academic Continuity Team, which brings together the Institute for Teaching and Learning, the Office of Cyberlearning, and IT Training Services. This coordination was used to develop comprehensive distance and online teaching resources, training, and support during the emergency online teaching transition, ensuring that faculty have the necessary preparation to be successful in online teaching. This approach enabled the three partner offices to leverage specific expertise in an integrated fashion thereby providing faculty with "one-stop" training and resources in online pedagogy, Blackboard, and educational technologies, including video conferencing. The Academic Continuity Team continues to meet and coordinate across the partner offices to connect faculty to online teaching resources.**

2. Does your institution have courses that were offered online in response to COVID-19 restrictions that will only be offered in-person going forward? If so, please describe examples and rationale.

**Yes. In fall 2020, Youngstown State University shifted to online instruction in response to COVID-19 restrictions. YSU is committed to providing an excellent academic experience and offered the following modalities for instruction:**

**Agile-Hybrid Campus (AC) and Virtual Campus (VC): This was a new instruction method for Fall 2020. These modalities offered a combination approach using traditional face-to-face and virtual instruction methods, allowing the university to meet necessary safety measures while maintaining a consistent academic experience for students.**

**Features:**

- **Set day/time**
- **Set location and online class meetings**
- **May have some in-person meetings**
- **May have live, weekly video conference class meetings or broadcasts from the “classrooms of the future”**

**Online Live (OM): This was a new instructional method for fall 2020. This approach provides a completely online class with live instruction.**

**Features:**

- **Set day/time**
- **Set online class meetings**
- **No in-person class meetings**
- **Live video conference meetings**

**Traditional (TR): Traditional class instruction continued to be offered. Students attend class on campus but maintain social distancing as well as health and safety protocols.**

**Features:**

- **Set day/time**
- **Set location**
- **100% in-person class meetings**

**Web-Based (WB): With web-based instruction, students work with the deadlines established by the course instructor.**

**Features:**

- **No set day/time**
- **No in-person class meetings**
- **100% online learning experience**

**In fall 2021, YSU returned to more traditional, pre-pandemic instruction. Alternative modalities continued to be offered but in lower numbers than when COVID-19 restrictions were in full effect. The number of YSU course sections offered in the various modalities are summarized as follows:**

	<u>Fall 2020</u>	<u>Fall 2021</u>
<b>Agile-Hybrid Campus</b>	<b>992</b>	<b>121</b>
<b>Online Live</b>	<b>737</b>	<b>28</b>
<b>Traditional</b>	<b>627</b>	<b>2,188</b>
<b>Virtual Campus</b>	<b>16</b>	<b>1</b>
<b>Web-based</b>	<b>555</b>	<b>576</b>
<b>Total</b>	<b>2,927</b>	<b>2,914</b>

- a. Please describe the required technology upgrades and associated expenses incurred by the institution to respond to the increased utilization of online instruction and remote learning

**YSU made a number of technology upgrades were made to respond to the increased utilization of online instruction and remote learning:**

<b>Technology Upgrades/Services</b>	<b>Cost</b>
Loaner Laptops (Dell, Lenovo) & Webcams	\$268,200
BeyondTrust, Bomgar Secure Remote Support, Add 6 licenses	\$3,999
Zoom	\$45,377
Blackboard SAAS Storage, 4TB	\$32,000
Blackboard Collaborate, Videoconferencing Minutes/ Storage	\$20,300
AWS Utilization Cost - YSU App Cloud	\$36,715
Blackboard Help Desk, 24x7 Support, First Year	\$ 69,775
Verizon Mobile Hotspots (100)	\$48,960
Adobe Student Licenses (300)	\$41,460
<b>Total</b>	<b>\$566,786</b>

### **Course and Program Evaluation**

Recommendation 8 of the 2015 Task Force was for institutions to evaluate courses and programs for enrollment and consideration of continuation. Per ORC Section 3345.35, colleges and universities need to address this recommendation every five years. By September 1, 2022, each IHE must evaluate all courses and programs the institution offers based on enrollment and duplication of its courses and programs with those of other state institutions of higher education within their geographic region, as determined by the chancellor. For courses and programs with low enrollment, as defined by the chancellor, the board of trustees shall provide a summary of recommended actions, including consideration of collaboration with other state institutions of higher education. For duplicative programs, as defined by

the chancellor, the board of trustees shall evaluate the benefits of collaboration with other institutions of higher education to deliver the program. DHE plans to issue supplemental guidance to institutions to assist with the completion of this statutorily-required five year review.

1. Does your institution have programs and/or courses that have been discontinued since the last review was conducted in 2017? If so, please list them here, along with a summary of estimated cost savings produced.

**Yes, YSU discontinued 283 courses since 2017, as summarized in the table below. Please find Attachments A and B at the end of this report for a listing of each course discontinued since 2017.**

<b>YSU Estimated Savings from Elimination of Undergraduate and Graduate Courses</b>					
<b>2018-21</b>	<b># of Courses</b>	<b>Typical CR</b>	<b>Total WH</b>	<b>Avg. savings per course</b>	<b>Estimated Total Savings</b>
	283	3	849	\$6,702	\$1,896,537

**Co-located Campuses**

ORC Section 3333.951 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. Co-located campuses are then required to report their findings to the Efficiency Advisory Committee.

Co-located campus: *Not applicable to YSU*

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



## 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.

Ithaca S+R wrote a report on transcript withholding in October 2020 that is available here: <https://sr.ithaca.org/publications/solving-stranded-credits/> The Hechinger Report wrote an in-depth piece on transcript withholding in March 22, 2021 that is available here: <https://hechingerreport.org/colleges-are-withholding-transcripts-and-degrees-from-millions-over-unpaid-bills/>

What is your institution's policy on transcript withholding? Under what circumstances and debt amount does your institution withhold the release of transcripts to students, employers and other colleges and universities?

**YSU releases official transcripts directly to a current or potential employer notwithstanding any amount owed to the University. Official transcripts are not released to the student, other colleges or any other third party if there is a financial or administrative hold. A financial hold is placed on the student record when there is a balance due of \$10.00 or more. Unofficial transcripts are available to all students regardless of any financial hold that may exist.**

### Certification Practices

ORC 131.02 requires state IHE's to certify their outstanding debt to the Ohio Attorney General's office (AGO) for collection either 45 days after the amount is due or within 10 days after the start of the next academic session, whichever is later. However, Ohio's institutions certify their outstanding debt pursuant to varying policies and practices.

To ensure that all Ohio students are treated fairly and uniformly, Recommendation #7 of the Student Loan Debt Advisory Group report is that state institutions adopt uniform certification practices that emphasize transparency for both debtors and the AGO. The advisory group recommended that the Ohio Bursars Association, in partnership with the Ohio Association of Community Colleges and the Inter-University Council, facilitate this effort.

Specifically, institutions were asked to develop uniform practices for collecting debt with attention to the type, content, and frequency of notices issued to students; and the fees and other collection costs applied to student debts.

1. Does your institution set minimum balances for sending an account to collections? If so, how much?  
**Yes. YSU has a set minimum balance for sending accounts to collections. Applying this threshold, YSU retains accounts whose balance might have only been the result of a missed late fee or small parking fine at the time of account acquisition. Only balances greater than \$51.00 are sent to the Attorney General.**
2. How many accounts did your institution send to the AG for collections in FY 21? What was the total balance sent?  
**YSU sent 516 accounts to the AG during FY 2021 for a total of \$1,219,244. This AG turnover amount includes fall 2019 and spring 2020 student balances and defaulted payment plans which would have been turned over in FY20. With the permission of the Attorney General's office the turnover for fall 2019 and spring 2020 were delayed due to the COVID-19 pandemic.**
3. Please provide the average and median outstanding balances sent to the AG in FY 21? What was the average and median number of earned credits of the students sent to collections over that time period?  
**The average outstanding balance sent to the AG in FY21 was \$2,363.88 and the median balance was \$1,978.70. The average number of cumulative earned credits held by students at the time of account certification was 48.63. The median number of cumulative earned credits held by students at the time of account certification was 25.00. The average number of credits earned during the semester of or nearest to the semester proceeding certifications was 3.07. The median number of credits earned during the semester of or nearest to the semester proceeding certifications was 0.**
4. Per Recommendation 7 in the Attorney General's report, best practices may include the National Association of College and University Business Officers Best Practices of Financial Responsibility Agreements with Students (Appendix D in the report). What, if any, efforts have your institution made to adopt uniform certification practices with peer institutions in the State of Ohio?

**Youngstown State University has had a very active role in Ohio higher education efforts to develop and adopt uniform certification practices.**

- **YSU Manager of Collections was part of the 2018 work group formed by the Ohio Inter-University Council (IUC) to address recommendations.**
- **YSU's representative suggested the group propose a blanket MOU agreement to the OAG under ORC 131.02 (A) (9) using parameter (max/min) standards after reviewing results of work group surveys of all Ohio public four-year institutions of higher education (IHE).**
- **The YSU Rep drafted a plan that was . . .**
  - **approved by the IUC work group**
  - **circulated to the legal departments of all 4-year public IHE, and**
  - **forwarded to the OAG for review, approval, and implementation.**

**(IUC shared a copy of this plan with the Ohio Association of Community Colleges for use as a reference and template.)**

- **Although the process has been ongoing but disrupted by the COVID-19 pandemic, as well as administrative changes at the OAG's office, YSU remains committed to supporting the process and continues to engage with IUC, the OAG, and the Ohio Bursar Association whenever the opportunity arises to advance uniform certification practices.**

### **College Comeback**

DHE issued formal guidance to IHEs in May 2021 titled "College Comeback" that clarifies that Ohio law allows IHEs to offer debt relief for re-enrollment programs. Already, several IHEs have adopted such programs.

1. Has your institution considered a "College Comeback" type program? If so, what is the status of your effort?  
**YSU has formed a committee with representatives from Enrollment & Business Services, Registration, Penguin Service Center, Controllers and Bursar offices. The committee has met and discussed possible criteria to be considered and is working to gather relevant data. The committee is in the process of reviewing data to establish the criteria to be used to implement a College Comeback program but the final details have not yet been established. At the end of FY 2021, College Comeback discussions were delayed when the university started discussions on another related initiative in hopes of re-engaging students. Those discussions focused on utilizing the Higher Education Emergency Relief Fund III grant monies to discharge student outstanding debt, intended to enable students to re-enroll, continue their education, or obtain their official transcript to transfer and/or secure employment. This initiative was implemented in early FY 2022 and discharged \$2.7 million in student outstanding debts. With this initiative now complete, the focus will return to implementing a College Comeback program in the near future.**
2. Specifically, what criteria are being used to identify eligible students? How large is the target population that can benefit from the program?  
**YSU's College Comeback committee is working to finalize the criteria used to identify eligible students and establish the target population.**

## **Section IV: Students Benefit**

When institutions save money, they ideally invest a portion of those savings into student benefits, such as reduced fees, increased institutional aid, quality improvements, etc.

For fiscal year 2021 only, please explain what, if anything, your institution is doing that is a new benefit for your students that is not already addressed above. Answers may be financial benefits or intangibles such as efforts to improve career counseling, undergraduate teaching, research, etc. If you have targeted financial aid for tuition, fees, room and board, books, technology or other expenses, please explain the focus of cost reduction.

During FY 2021, YSU established the Institute for Teaching & Learning (ITL), a new endeavor that leverages data and best practices to guide innovative, inclusive, and integrative teaching. ITL elevates reflective practices and focuses on student outcomes and student success. ITL values the centrality of student success by helping faculty enhance their abilities to instruct students and to convey information and knowledge in the classroom.

In addition, YSU augmented its student advising strategy in FY 2021. This plan includes the creation of 9.0 new FTE advisor staff positions, representing an annual investment of approximately \$693,000.

If you have seen a significant savings from an initiative in the past fiscal year, please describe that here.

<b>Category</b>	<b>Initiative</b>	<b>FY21 (Actual)</b>
Cost savings/avoidance to the institution in FY21 ONLY	Savings linked to contracts shared with the IUC and other collaborations.	<b>\$3,055,026</b>
	YSU's agreement with Calpine Energy allowed the University to lock into low energy rates for electricity and natural gas. This agreement has also reduced the capacity charge that YSU is subject to.	<b>\$1,000,000</b>
	The refunding of series 2010 and 2011 general receipts debt obligations during FY 2021 resulted in gross savings of in the form of lower debt service payments totaling \$7.5 million that will be realized between 2021 and 2034 when the debt is retired. Because this transaction did not close until July 2021, there is no savings to report for FY 2021.	N/A
	Supplier rebates	<b>\$28,116</b>
	Concur Travel Expense (renegotiation due to low/no usage)	<b>\$17,048</b>
	Bring Your Own Device Computer Lab Transition (cost avoidance of not replacing computers)	<b>\$865,200</b>
	New resource generation for the institution in FY21 ONLY	Academic Partnerships Online Programs expansion, increase in gross revenue FY21 vs. FY20.
Bad debt adjustment (credit to expense) related to the HEERF student re-engagement initiative to discharge student balances owed.		<b>\$1,774,652</b>
Strategic utilization of federal HEERF and CRF funding allowed YSU to recover lost revenues and shift certain other expenses from the university's general fund budget, resulting in a year-end FY 2021 unrestricted fund balance of \$13.7M		<b>\$13,732,794</b>

	that will help YSU hedge against current and future revenue losses related to enrollment decline.	
	Enhanced Print Management Implementation	<b>\$85,000</b>
	Commercial Card Rebate Incentive (IUC contract)	<b>\$54,678</b>
Cost savings/avoidance to students in FY21 ONLY	Scholarships, financial aid and tuition discounts	<b>\$26,673,403</b>
	YSU's undergraduate tuition and fees are 15% below the statewide average, saving full-time YSU students approximately \$1,600 a year in tuition expenses. With 8,975 undergraduate FTE students enrolled at YSU in FY21, total savings to students exceeded \$14 million.	<b>\$14,360,000</b>
	YSU Foundation scholarships and aid provided directly to students from donor gifts and endowments.	<b>\$15,206,262</b>
	YSU CARES Emergency Student Aid Grants (HEERF/COVID19)	<b>\$7,176,462</b>
	Penguin Plug-In Laptop Loaner Program (cost avoidance through provision of loaner computers for student use)	<b>\$889,000</b>
	Student debt forgiveness: YSU discharged student balances owed from March 2020 to August 2021, as part of HEERF student re-engagement initiative. Savings to students of \$2.8M will be reported in YSU's 2022 report.	<b>N/A, savings not realized until FY 2022</b>

### 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.

**YSU has implemented additional best practices:**

- **Application Cloud (Virtualized Computer Lab Software) – provides 7x24x365 access to computer lab software from their own devices from any location.**
- **Contracted IT Help Desk Services to extend service hours to 7x24x365 to support the campus community during off-hours and weekends.**

## Section V: Future Goals

Prior efficiency reports have identified five-year goals for each institution. An updated copy of the five-year goal template is attached. Please provide the data to complete the template, including information already provided in Section IV. In addition, if you have any updates or changes that need to be made to your five-year goals, as originally submitted in 2016, please include that information.

See attached *MasterRecommendation2* Template to complete. **(YSU's updated Master Rec. Template is attached.)**

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.

Thank you for completing the FY21 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.

**MASTER RECOMMENDATION 2: FIVE-YEAR GOAL FOR INSTITUTIONAL EFFICIENCY SAVINGS AND NEW RESOURCE GENERATION**

*YOUNGSTOWN STATE UNIVERSITY*

Category	Recommendation	Component	Description	FY 2018 (Actual)	FY 2019 (Actual)	FY 2020 (Actual)	FY 2021 (Actual)	FY 2022 (Estimate)	Subtotal	Budget Narrative/Explanation of Efficiency Savings \$\$ (attach additional sheets if necessary)
Efficiency Savings	3B	Collaborative contracts	Savings linked to contracts shared with the IUC and other collaborations	\$1,617,247	\$2,002,658	\$3,960,365	\$3,055,026	\$3,300,000	\$13,935,296	BOT passed resolution in 2017 requiring use of standard contracts. Most savings resulting from IUC-PG joint contracts.
	5C	Organizational structure	Each institution should review its organizational structure in line with best practices to identify opportunities to streamline and reduce costs	\$1,596,115	\$1,596,115	\$1,596,115	\$1,596,115	\$1,596,115	\$7,980,575	Base savings from President Tressle's 2015 re-organization of YSU management and executive staff structures. Savings represents salaries and estimated fringe benefits.
	5D	Health care costs	Like other employers, colleges and universities, have experienced rapid growth in health care costs	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000	Estimated savings from YSU plan design changes.
	N/A	Energy	Energy savings	\$9,242,446	\$4,281,012	\$4,100,000	\$4,100,000	\$4,100,000	\$25,823,458	Includes savings from YSU having built steam utility plant, as well as other utility system upgrades YSU has made to address deferred infrastructure maintenance.
	6A	Textbook Affordability	Savings to students via negotiated costs of materials; standardizing materials; developing digital capabilities; Barnes & Noble; and YSU investment	\$1,141,138	\$843,294	\$773,537	\$765,021	\$775,000	\$4,297,990	
	7A	Graduation Incentive	Change in bulk tuition rate (estimated student savings)	\$1,700,000	\$1,700,000	\$1,700,000	\$1,700,000	\$1,700,000	\$8,500,000	Base and ongoing savings to students
	N/A	Additional Efficiency Practices	Increased scholarships for students	\$28,791,176	\$30,888,809	\$29,584,588	\$26,673,403	\$27,000,000	\$142,937,976	YSU's scholarship allowance is reported on YSU's audited financial statements and represents actual savings to students receiving scholarships and aid.
	ORC	Regional Compacts	Various compacts with other higher ed. institutions in northeast Ohio.	\$380,200	\$1,799,757	\$1,475,514	\$8,801,800	\$2,000,000	\$14,457,271	See Compacts section of report template. Large increase in FY21 due to \$5M external grant supporting regional workforce development collaborations.
<b>Subtotal Efficiency Savings</b>				<b>\$44,985,322</b>	<b>\$43,628,645</b>	<b>\$43,707,119</b>	<b>\$43,188,115</b>	<b>\$40,971,115</b>	<b>\$220,432,566</b>	
Category	Recommendation	Component	Description	FY 2018 (Actual)	FY 2019 (Actual)	FY 2020 (Actual)	FY 2021 (Actual)	FY 2022 (Estimate)	Subtotal	Budget Narrative/Explanation of New Resource Generation \$\$ (attach additional sheets if necessary)
New Resource Generation	4A	Asset Review	Conduct an assessment of non-core assets to determine their market value if sold. Leased or otherwise repurposed.	\$19,378,333	\$19,378,333	\$23,000,000	\$23,000,000	\$23,000,000	\$107,756,666	Estimated cost-avoidance to YSU for allowing private developers build and operate on-campus student housing.
	4C	Affinity partnerships and sponsorships	Affinity Partnership with the YSU Foundation	\$13,702,473	\$15,047,701	\$15,787,388	\$13,080,958	\$14,500,000	\$72,118,520	Affinity Partnership with the YSU Foundation, which successfully has raised millions of dollars as part of the We See Tomorrow Campaign. Amounts reported updated to reflect cash distributions to the University.
	4C	Affinity partnerships and sponsorships	Sponsorships and other affinity agreements	\$107,071	\$2,312,530	\$2,069,982	\$2,200,000	\$2,200,000	\$8,889,583	YSU has a wide variety of external sponsors, largely for YSU Athletic events and programs, and an Affinity Agreement with Mercy Health, which operates YSU's Student Health Clinic on campus. (Large increase in FY19 reflects opening of Mercy-operated health clinic.)
<b>Subtotal New Resource Generation</b>				<b>\$33,187,877</b>	<b>\$36,738,564</b>	<b>\$40,857,370</b>	<b>\$38,280,958</b>	<b>\$39,700,000</b>	<b>\$188,764,769</b>	
<b>TOTAL OF COMBINED INSTITUTIONAL OPPORTUNITIES FOR ENHANCED STUDENT AFFORDABILITY</b>				<b>\$ 78,173,199</b>	<b>\$ 80,367,209</b>	<b>\$ 84,564,489</b>	<b>\$ 81,469,073</b>	<b>\$ 80,671,115</b>	<b>\$ 409,197,335</b>	

**SPECIFIC RE-DEPLOYMENT OF SAVINGS TO STUDENTS:** Please use the area below to describe, in detail, how you plan to re-deploy the institutional resources that are saved and/or generated through the task force components outlined above to reduce costs for students.

YSU will continue to invest in student scholarships to make college more affordable for students, and to mitigate the debt burden from students and parents. YSU's commitment to scholarships is evident in the numbers reported above. In addition, savings and efficiencies that YSU has generated will enable YSU to maintain one of the most affordable tuition rates in the state and region—3rd lowest in the state of Ohio, and well below the state and national averages. Furthermore, the savings and efficiencies YSU has generated will continue to enable YSU to invest in the many initiatives and programs outlined in the Efficiency Report.

**SIGNIFICANT CHANGE(S) IN 5-YEAR GOALS FROM FY16 SUBMISSION TO FY17 SUBMISSION:** Please use the area below to describe, in detail, significant deviation in your institution's 5-year goals from the FY16 submission to the FY17 submission, if applicable.

Changes from year to year may result from the fact that staff contributions to this annual report will often change from year to year, due to employee turnover, updated methodologies for calculating or estimated savings, etc. Additionally, the methodologies used in calculating savings and efficiency estimates are evaluated each year and refined, as may be appropriate and as new information becomes available to YSU's data reporters.

## Attachment A

Youngstown State University Undergraduate Courses Discontinued							
201130	ACCT	2603L	Undergrad	Managerial Acctg Spreadst Lab	A	200830	202120
200830	AHLT	4812	Undergrad	Advanced Cardiac Life Support	A	200830	202020
200830	AHLT	4831	Undergrad	Industrial Hygiene	A	200830	201830
201030	ART	1505	Undergrad	Creative Art Appreciation	A	201030	202020
202130	ART	2662	Undergrad	Introduction to Typography	A	200830	202040
202040	ART	2669	Undergrad	Intro to Interactive Design	A	201030	202040
201030	ART	3726	Undergrad	Intermed Print Litho Screenprt	A	200830	201920
200830	ART	3727	Undergrad	Topics in Advanced Printmaking	A	200830	202020
201630	ART	3751	Undergrad	Mixed Media Painting	A	200830	201920
200830	ART	3775	Undergrad	Photography Issues and Pract	A	200830	201920
201330	ART	3776	Undergrad	Intermediate Analog Photo	A	200830	201820
200830	ART	3777	Undergrad	Alternative Inter Photography	A	200830	201930
200830	ART	3786	Undergrad	History of Art and Technology	A	200830	202020
200830	ART	3787	Undergrad	Hist Apprec of Art and Music	A	200830	202020
201940	ART	4814	Undergrad	Senior Project Spatial Arts	I	200830	201940
200830	ART	4829	Undergrad	Senior Project Printmaking	A	200830	202030
202040	ART	4852	Undergrad	Advanced Painting 2	A	200830	202120
202040	ART	4853	Undergrad	Advanced Painting 3	A	200830	202120
200830	ART	4854	Undergrad	Senior Project Painting	A	200830	202020
200830	ART	4883	Undergrad	Intro to Museum Practices	A	200830	202030
201030	ART	4885	Undergrad	Museum Reg Methods Collect Mgt	A	200830	202030
201330	BIOL	3701	Undergrad	Biomathematical Seminar	A	200830	202020
202040	BIOL	3710	Undergrad	Mammalian Anatomy	A	200830	202040
202040	BIOL	3710L	Undergrad	Mammalian Anatomy Lab	A	200830	202040
202040	BIOL	3775	Undergrad	Comparative Vertebrate Anatomy	A	200830	202040
202040	BIOL	3775L	Undergrad	Comp Vertebrate Anat Lab	A	200830	202120
202040	BIOL	4819	Undergrad	Taxonomy of Flowering Plants	A	200830	202040
202040	BIOL	4819L	Undergrad	Taxonomy Flowering Plants Lab	A	200830	202040
202040	BIOL	4830	Undergrad	Functional Neuroanatomy	A	200830	202040
202040	BIOL	4830L	Undergrad	Functional Neuroanatomy Lab	A	200830	202040
201030	BIOL	4836	Undergrad	Cell Biol Molecular Mechanisms	A	201030	202040
201030	BIOL	4836L	Undergrad	Cell Biol Molecular Mech Lab	A	201030	202040
200830	BIOL	4841	Undergrad	Animal Parasitology	A	200830	202030
200830	BIOL	4841L	Undergrad	Animal Parasitology Lab	A	200830	202030
202040	BIOL	4871	Undergrad	Entomology	A	200830	202040
202040	BIOL	4871L	Undergrad	Entomology Lab	A	200830	202040
201130	CCET	3708L	Undergrad	Building Information Model Lab	A	201130	202020
200830	CHEM	1505	Undergrad	Allied Health Chemistry 1	A	200830	202020
200830	CHEM	1505L	Undergrad	Allied Health Chemistry 1 Lab	A	200830	202030
200830	CHEM	1506	Undergrad	Allied Health Chemistry 2	A	200830	202020
200830	CHEM	1506L	Undergrad	Allied Health Chemistry 2 Lab	A	200830	202030
201730	CHEM	3734	Undergrad	Physical Chem 1 for Chem Engr	A	201730	201840
201730	CHEM	3735	Undergrad	Physical Chem 2 for Chem Engr	A	201730	201920
200830	CHEM	4850L	Undergrad	Chemistry Research Lab	A	200830	202020
200830	CHEN	2630	Undergrad	Applied Engineering 1	A	200830	202020
200830	CHEN	2631	Undergrad	Applied Engineering 2	A	200830	202020
200830	CHEN	2681	Undergrad	Industrial Stoichiometry	A	200830	201920
200830	CHEN	3772	Undergrad	Chemical Engr Thermodynamics 2	A	200830	202120
200830	CHEN	4845	Undergrad	Chemical Engineering Analysis	A	200830	202020
200830	CHEN	4882L	Undergrad	Process Dynamics Lab	A	200830	202120
200830	CIS	3741	Undergrad	Business Programming Project	A	200830	201920
202040	CIS	4810	Undergrad	Special Topics	A	200830	201920
202040	CIS	4820	Undergrad	Computer Center Operations	A	200830	201920
202040	CJFS	4850A	Undergrad	Special Topics Trace Evidence	A	201040	201940
202040	CSIS	1510	Undergrad	Global Electronic Info Res	A	200830	201920
200830	CSIS	1580	Undergrad	Tech Presentation and Comm	A	200830	201920
200830	DDT	1503	Undergrad	AutoCAD 1	A	200830	202020
200830	DDT	1504	Undergrad	Drafting and Plan Reading	A	200830	202020



Youngstown State University Undergraduate Courses Discontinued							
200830	DDT	1505	Undergrad	CAD Technology 1	A	200830	202020
200830	DDT	2606	Undergrad	CAD Solid Modeling	A	200830	202020
201730	DDT	2607	Undergrad	Civil 3D	A	200830	202020
200830	DDT	2608	Undergrad	Machine Elements	A	200830	202020
200830	DDT	2609	Undergrad	Industrial Technology	A	200830	202020
200830	DDT	2610	Undergrad	Manufacturing Elements	A	200830	202020
200830	DDT	2690	Undergrad	Special Topics in DDT	A	200830	202020
201140	DDT	2690A	Undergrad	Spc Tpc Building Info Modeling	A	201140	202020
201630	DDT	3701	Undergrad	Quality Improvement	A	201630	202020
200830	DNCE	1541	Undergrad	Modern Dance 2	A	200830	201920
201940	DNCE	1542	Undergrad	Dance Composition	I	200830	201940
200830	DNCE	1565	Undergrad	Topics in Dance	A	200830	201920
200830	DNCE	1573	Undergrad	Ballet 2	A	200830	201940
200830	DNCE	2606	Undergrad	Creative Dance for Children	A	200830	201940
202040	DNCE	2662	Undergrad	Practicum in Theatre and Dance	A	201130	202120
201530	DNCE	2680	Undergrad	Tap Dance 3	A	200830	201920
201630	DNCE	3730	Undergrad	Music for Dance	A	201030	201920
201830	DNCE	3767	Undergrad	Choreography Musical Theatre	A	200830	202020
202040	DNCE	3791A	Undergrad	Dance Participation	A	201540	201920
200830	DNCE	4871	Undergrad	Jazz Dance 4	A	200830	202020
201030	DNCE	4885	Undergrad	Dance Kinesiology	A	201030	201940
200830	DNCE	4892	Undergrad	Pedagogy of Dance Technique	A	200830	202120
201730	ECE	2629	Undergrad	Best Practices in ECIS	A	200830	202020
200830	ECE	3760	Undergrad	Cross Curricular Applications	A	200830	202020
200830	ECE	4811	Undergrad	Supervised Stud Teaching Pre K	A	200830	202020
200830	ECE	4859	Undergrad	PreK Teaching Method Materials	A	200830	201920
200830	ECON	3790	Undergrad	Statistics for Bus and Econ	A	200830	202040
200830	EDTC	3771	Undergrad	Technology for Teaching	A	200830	202020
201730	EET	4817	Undergrad	High Voltage Design	A	201730	202020
200830	EMCE	4815	Undergrad	Seminar Elem School Science	A	200830	201920
201030	ENGL	1539	Undergrad	Fundamentals College Writing	A	200830	201920
201630	ENGL	3743H	Undergrad	Prof and Technical Writing	A	200830	201920
202040	ENGL	4870	Undergrad	Web Communications Capstone	A	200830	201920
202040	ENGL	4899A	Undergrad	PTW Senior Project	A	200930	201920
200830	ENGR	3719	Undergrad	Environ Impact Abandoned Mines	A	200830	202040
200830	ENTC	2615	Undergrad	Design Project	A	200830	202020
202040	EUT	2699	Undergrad	Electric Utility Co Op	A	200830	202040
200830	FNUT	2609L	Undergrad	Supervised Practicum	A	200830	202020
201230	FNUT	2613L	Undergrad	MNT Supervised Practice	A	200830	202020
201240	FNUT	2628	Undergrad	Practicum Dietetic Technology	A	200830	202020
202120	GEOG	3780	Undergrad	Medical Geography	A	201030	202120
202120	GEOG	4840C	Undergrad	Seminar Medical Geography	A	200830	202120
200930	GEOLOG	1500L	Undergrad	Environmental Geology Lab	A	200930	202030
200830	GEOLOG	2615	Undergrad	Geology and the Environment 1	A	200830	202120
202040	GEOLOG	4899B	Undergrad	Special Topic GIS Applications	A	201240	202120
201430	HEPE	1573L	Undergrad	Tactical Aprch Tch Team Sports	A	201430	202020
201430	HEPE	1577	Undergrad	Perf Analysis Aquatic Act	A	201430	202020
201430	HEPE	2661	Undergrad	Games Analysis	A	201430	202020
200830	INFO	2672	Undergrad	Desktop Publishing 1	A	200830	202020
200830	INFO	2673	Undergrad	Desktop Publishing 2	A	200830	202020
201330	ITAL	3724	Undergrad	Ital Linguistics and Phonetics	A	201330	202020
201430	ITAL	4881	Undergrad	Italian Comp and Conv Capstone	A	201430	202020
201620	JOUR	2622	Undergrad	News Reporting 1	A	201230	202020
202120	JOUR	2626	Undergrad	American Journalism	A	201230	202130
201730	KSS	2618	Undergrad	Physical Education Practicum	A	201730	202030
201730	KSS	3720L	Undergrad	Kinesiology Lab	A	201730	202120
201730	KSS	4850	Undergrad	Exer Testing and Prescription	A	201730	201820
201730	KSS	4884	Undergrad	Physical Education Internship	A	201730	201820
201730	KSS	4888A	Undergrad	Selected Topics Praxis Review	A	201730	201820
201730	KSS	4899	Undergrad	Physiology of Exer for Phys Ed	A	201730	201920

Youngstown State University Undergraduate Courses Discontinued						
201730	KSS	4899L	Undergrad	Physiology Exer Phys Ed Lab	A	201730 201920
200830	MATC	2606	Undergrad	Automated Coding Systems	A	200830 202020
200830	MATC	2616	Undergrad	Coding Specialist Internship	A	200830 202020
201020	MATH	1501	Undergrad	Elementary Algebraic Models	A	200830 201920
202040	MATH	1505	Undergrad	Intermediate Algebra with Apps	A	201330 201920
200930	MATH	1507	Undergrad	Intermediate Algebra	A	200830 201920
201730	MATH	1552C	Undergrad	Coreq Support for App Math	A	201730 201920
201730	MATH	1571C	Undergrad	Coreq Support for Calculus 1	A	201730 201830
201330	MATH	3701	Undergrad	Biomath Seminar	A	200830 202030
200830	MATH	3760	Undergrad	Numerical Analysis 1	A	200830 201920
200830	MATH	3785	Undergrad	Numerical Methods	A	200830 202030
201630	MATH	4843	Undergrad	Theory of Probability	A	201630 201830
200830	MECH	3725L	Undergrad	Heat Transfer Lab	A	200830 202020
200830	MECH	4872L	Undergrad	Engineering Acoustics Lab	A	200830 202020
200830	MGT	2699	Undergrad	Industry Studies Seminar	A	200830 202020
202040	MKTG	4842B	Undergrad	Special Topics Enactus	A	200830 202040
201430	MLT	3700L	Undergrad	Clinical Chemistry 2 Lab	A	201430 202130
200830	MTEN	3721L	Undergrad	Engineering Plastics Lab	A	200830 202020
200830	MTEN	3745L	Undergrad	Corrosion Engr Materials Lab	A	200830 202020
201230	MULT	4807	Undergrad	Teaching Across the Curriculum	A	200830 202020
201030	MUTC	1531L	Undergrad	Musicianship 1 Lab	A	200830 201820
201030	MUTC	1532L	Undergrad	Musicianship 2 Lab	A	200830 201820
201030	MUTC	2631L	Undergrad	Musicianship 3 Lab	A	200830 201820
201030	MUTC	2632L	Undergrad	Musicianship 4 Lab	A	200830 201820
201220	NURS	3747A	Undergrad	Individual St Hlth Informatics	A	201220 202040
201340	NURS	3747B	Undergrad	Indiv St Clinical Informatics	A	201340 202040
201940	NURS	4846L	Undergrad	Community Hlth Nursing RN Lab	A	200830 201940
200830	POL	3703	Undergrad	American Constitutional Law	A	200830 202020
201730	PSYC	3763	Undergrad	Comparative Psychology	A	200830 202020
200830	PSYC	4860	Undergrad	Motivation	A	200830 202040
202120	REL	3723	Undergrad	History of Christian Thought	A	201830 202130
202040	RESC	4847	Undergrad	Sleep Clinics 1	A	200830 202120
202040	RESC	4849	Undergrad	Sleep Clinics 2	A	200830 202120
200830	SCWK	2695	Undergrad	Applied Social Work	A	200830 202040
201030	SCWK	3750	Undergrad	Analysis Social Work Prac Data	A	200830 202020
201230	SCWK	4860A	Undergrad	Sem Mental Hlth and Addiction	A	200830 202020
202040	SED	4800L	Undergrad	Lab Experience for Teaching AYA	A	201730 202040
200830	SPED	2631	Undergrad	Special Needs Early Childhood	A	200830 201920
201730	STAT	2601C	Undergrad	Coreq Support Intro Statistics	A	201730 201830
201730	STAT	4812	Undergrad	Stat Ana Sys Data and Analytcs	A	201730 202020
201230	STEM	1513	Undergrad	Studies in STEM Connectivity	A	201230 202020
201630	STEM	2601H	Undergrad	Honors BSMD Seminar	A	201030 202020
200830	STEM	3700	Undergrad	Human Values in Medicine	A	200830 202020
200830	TCOM	2685	Undergrad	Studio Operations	A	200830 202020
200830	TCOM	3785	Undergrad	Studio Operations 2	A	200830 202020
200830	TCOM	3788	Undergrad	Professional Residency	A	200830 202020
202120	TCOM	4897A	Undergrad	Seminar in TCOM Podcasting	A	201140 202120
200830	TERG	3704	Undergrad	Assess Ins Rd Intern	A	200830 202020
200830	TERG	3705	Undergrad	Adv Lit Strategies	A	200830 202020
200830	TERG	3706	Undergrad	Reading Practicum	A	200830 202020
200830	TERG	3710	Undergrad	Read App Content Areas Mid Yrs	A	200830 201920
201830	THTR	2600A	Undergrad	Theatre Participation	A	201140 201830
202040	THTR	2662	Undergrad	Practicum in Theatre and Dance	A	200830 202120
202040	THTR	2670	Undergrad	Oral Interpretation	A	200830 202040
201140	THTR	3700A	Undergrad	Theater Participation 2	A	201140 201840
200830	THTR	3791	Undergrad	Rehearsal and Performance	A	200830 202020
200830	THTR	3792	Undergrad	Projects in Production	A	200830 202020
201830	THTR	4895	Undergrad	Theatre Education Internship	A	200830 202120
201320	THTR	4899G	Undergrad	Topics Neutral and Char Mask	A	201320 202020
201830	THTR	4899I	Undergrad	Topics Theatre Devised Theatre	A	201340 202020

## Attachment B

Youngstown State University Graduate Courses Discontinued						
202120	GEOG	Remote Sensing 1	A	200830	202120	
202120	GEOG	Remote Sensing 2	A	200830	202120	
202120	GEOG	Geographic Information Sci 1	A	200830	202120	
200930	EMCE	EC Generalist Math and Science	A	200930	201830	
202120	GEOG	Geographic Information Sci 2	A	200830	202120	
200930	EMCE	Integ LA and SS 4th and 5th	A	200930	201830	
201730	STAT	Stat Ana Sys Data and Analytic	A	201730	201840	
202120	CJFS	Practice Ethics Forensic Sci	A	200830	202120	
202120	GEOG	3D Modeling and GIS	A	200830	202120	
202040	EMCE	Diag and Remed Elem Sch Math	A	200830	201930	
200830	SCWK	Social Policy	A	200830	201930	
200830	SCWK	Soc Wrk Methods Org and Comm	A	200830	201930	
200830	SCWK	Cultural Diversity Practice	A	200830	202020	
202040	CHEM	Inorganic Chemistry Lab	A	200830	202040	
200830	ART	Topics in Painting and Drawing	A	200830	202020	
201230	EMCE	Middle Sch Theory and Practice	A	201230	201830	
200830	ART	Topics in Design	A	200830	202020	
200830	BIOL	Animal Behavior	A	200830	202020	
202040	MAT	Functional Human Gross Anatomy	A	201730	201940	
201630	BIOL	Funct Human Gross Anatomy Lab	A	201630	202020	
202040	MAT	Funct Human Gross Anatomy Lab	A	201730	201940	
201030	NURS	School Nurse Role Development	A	200830	202020	
201030	NURS	Health Prob School Age Child	A	200830	202020	
201030	NURS	School Nurse Practicum	A	200830	202020	
200830	ENST	Environmental Biotechnology	A	200830	202020	
200830	EDTC	Integ Instr Computng	A	200830	202020	
200830	EMCE	EMCE Workshop	A	200830	202020	
202040	EMCE	EMCE Workshop	A	200830	202040	
201130	TCED	Seminar in Teacher Education	A	201130	202020	
201130	TCED	Seminar in Teacher Education	A	201130	202020	
201730	KSS	Workshop in PE Athletic	A	201730	201820	
201530	BIOL	Computational Bioinformatics	A	201530	201920	
200830	EDTC	Technology in Instruction Set	A	200830	202020	
201230	NURS	Adv Health Assess Practicum	A	200830	202120	
202040	MAT	Human Gross Anatomy Lab	A	201930	202120	
202040	EMCE	Elementary School Math Program	A	200830	201920	
202040	EMCE	Social Studies in Elem School	A	200830	201920	
200830	EDTC	Instructional Design	A	200830	202020	
202040	EMCE	Elementary School Science Prgm	A	200830	201920	
202040	EMCE	Iss Prob Devel Curr Elem Educ	A	200830	201920	
201830	HHS	Integratn Interoperability Std	A	201830	202120	
200830	EDTC	Multimedia Authoring	A	200830	202020	
202040	KSS	Lab Instrumentation	A	201730	202040	
202040	SED	Secondary School Curriculum	A	200830	201920	
202040	SED	Curriculum Development in VBME	A	200830	201920	
202040	TEMC	Early Adol Char Educ	A	200830	201920	
202040	TEMC	Org Components Middle Lvl Sch	A	200830	201920	
200830	EDTC	Dist Ed Online Info Dissem	A	200830	202020	
200830	TEMC	Curr Issues Middle Level Educ	A	200830	202020	
202040	TEMC	Pedagogy Early Adol Learners	A	200830	201920	
202040	TEMC	Action Research	A	200830	201920	
200830	TEMC	Field Experience	A	200830	201920	
200830	EDTC	Action Research Education Tech	A	200830	202020	
202040	HEPE	Technology Integration in PE	A	201430	202040	
200830	MKTG	International Marketing Mgt	A	200830	202020	
200830	EDTC	Prin Process Superv Networking	A	200830	202020	
200830	HHS	Professional Codes Healthcare	A	200830	202120	
202040	TEMC	Math Middle School Teachers 1	A	200830	201920	

Youngstown State University Graduate Courses Discontinued					
202040	TCED	Interpersonal Comm Educators	A	200830	201920
202040	TEMC	Math for Middle Sch Teachers 2	A	200830	201920
202040	TEMC	Science Middle Sch Teachers 1	A	200830	201920
202040	TEMC	Science Middle Sch Teachers 2	A	200830	201920
200830	TEMC	Middle Sch Theory Resrch Pract	A	200830	202020
202040	TEMC	Field Exp Mid Sch Comm Collab	A	200830	202040
202040	SED	Practicum in Language Arts	A	200830	201920
202040	SED	Instruct Super Nonsch Personnl	A	200830	201920
202040	TCED	Law Ethics Classroom Teacher	A	200830	201920
200830	EDTC	Educ Tech and Prof Development	A	200830	202020
200830	EDTC	Tech Planning Instruct Environ	A	200830	202020
201030	HHS	Organizational Beh Health Care	A	201030	202120
202120	TERG	Coaching in Diverse Classrooms	A	200830	202120
202120	TERG	Ped Effect Literacy Instruct	A	200830	202120
201330	HHS	Information Systems HHS Mgt	A	201030	202120
202120	TERG	Coach Effect Assessment Prac	A	201030	202120
200830	COUN	Case Studies Field Experience	A	200830	202020
201030	TERG	Internship 1	A	201030	202020
201030	TERG	Internship 2	A	201030	202020
200830	EDTC	Portfolio in Educational Tech	A	200830	202020
200830	EDTC	Practicum in Education Tech	A	200830	202020
200830	MECH	Thesis	A	200830	202020
200830	SED	Thesis	A	200830	202020
200830	SPED	Field Exper Autism Rel Disordr	A	200830	202030
202040	TCED	Proactive Grantseeking	A	200830	201920
201340	ENST	ST Environmental Internship	A	201340	202030
201330	NURS	Adult Gerontology Care Prac	A	200830	202120
200830	COUN	Group Procedures in Counseling	A	200830	202020
202040	TCED	Adv Supervision and Leadership	A	200830	201920
200830	SPED	Field Exper Gifted Talent Educ	A	200830	201920
200830	EMCE	Prof Devel Classrm Teach Educ	A	200830	201920
202040	SPED	Instructional Leadership Sp Ed	A	200830	201920
200930	COUN	College Counseling Internship	A	200830	202020
200830	COUN	Thesis Research	A	200830	202020
201430	BIOL	Human Gross Anatomy 1	A	201430	202030
201430	BIOL	Human Gross Anatomy 1 Lab	A	201430	202030
201330	BIOL	Human Gross Anatomy 2	A	201330	202040
201330	BIOL	Human Gross Anatomy 2 Lab	A	201330	202040
200830	PHYT	Language Culture Health	A	200830	202020
200830	PHYT	Legal and Ethical Issue in PT	A	200830	201940
200830	PHYT	Critical Inquiry 2	A	200830	202020
200830	PHYT	Histology	A	200830	202040
200830	PHYT	Imaging and Lifespan Pathology	A	200830	202040
200830	PHYT	Healthcare Delivery	A	200830	201940
200830	PHYT	CDM 4 Advanced Cases	A	200830	202040
200830	PHYT	Pharmacology for PTs	A	200830	202020
201230	PHYT	Clinical Foundations Skills 2	A	201230	202040



**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 2, 2021  
YR 2022-**



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

<b>FROM</b>	<b>TO</b>	<b>AMOUNT</b>	<b>REASON</b>
Housing Services Plant Reserve (Auxiliary Plant Fund)	Lyden House Bathroom Renovation (Auxiliary Plant Fund)	\$600,000	To fund first phase of multi-year project.

**YOUNGSTOWN STATE UNIVERSITY**  
**Budget to Actual Comparison for the University General Fund**  
**For the 3-month period of 7/1/21 - 9/30/21**

FY2022 Revenue 1st Quarter, 9/30/21	Fiscal Year 2022		Actual as a % of Budget	Business Indicator	Actual Compared to Prior Year
	Budget	Actual			
Tuition and mandatory fees	\$ 91,521,002	\$ 46,286,083	50.6%	●	↓
Other tuition and fees	9,413,282	5,337,473	56.7%	●	↓
Student charges	867,800	388,456	44.8%	●	↓
State appropriations	44,571,389	11,094,611	24.9%	●	↑
Recovery of indirect costs	2,996,413	475,773	15.9%	●	↑
Investment income	2,555,414	753,661	29.5%	●	↑
Other income	1,074,700	293,506	27.3%	●	↑
<b>Total</b>	<b>\$ 153,000,000</b>	<b>\$ 64,629,563</b>	42.2%	●	↓

● On/Above target

● Caution

● Warning

FY2022 Expenses 1st Quarter, 9/30/21	Fiscal Year 2022		Actual as a % of Budget	Business Indicator	Actual Compared to Prior Year
	Budget	Actual			
Wages	\$ 71,224,280	\$ 15,449,947	21.7%	●	↑
Benefits	26,742,172	5,629,880	21.1%	●	↑
Scholarships	13,687,125	2,661,960	19.4%	●	↓
Operations	16,172,554	4,465,197	27.6%	●	↑
Plant & maintenance	7,784,632	1,846,294	23.7%	●	↑
Fixed asset purchases	362,299	34,201	9.4%	●	↑
Transfers	17,026,938	17,091,724	100.4%	●	↓
<b>Total</b>	<b>\$ 153,000,000</b>	<b>\$ 47,179,203</b>	30.8%	●	↑

● On/Below target

● Caution

● Warning

# YSU Capital Projects Summary:

Board Projects Update 10/8/2021

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## Projects in Progress:

**Edmund J. Salata Complex Renovations**  
YSU 2021-1

***\$360k (Capital Funds) YSU Staff. United Contractors***

The Salata Complex is home to Facilities, Grounds, Planning and Construction, Central Receiving and the Mail Room. This project will replace inefficient windows, renovate the restrooms, replace stairs, upgrade some finishes and also will include minor HVAC upgrades. ***This project is finishing up and should be complete before the end of October.***

**Ward Beecher Science Hall Renovations 3**  
YSU 2021-5

***\$290k (Capital Funds) YSU Staff. B&B Contractors***

This project will use remaining capital funds to continue upgrades in Ward Beecher. Work on the entryways, stairwells and minor HVAC upgrades will be completed. This project was successfully bid and B&B Contractors had the low bid. ***This will be complete by late September/early October.***

**Greenhouse Renovations**  
YSU 2122-18

***\$420k (Gift Funds) YSU Staff. Hudson Construction***

This project will be a modest renovation of the greenhouse area at the south end of Ward Beecher. The third bay of the greenhouse will be cleaned out, the floor filled in, and the existing HVAC removed and replaced. Also, finishes to the corridor and supports spaces will be upgraded. ***Work is underway and will be complete in January 2022.***

## Projects Currently at Controlling Board:

- Property Acquisition – *Commerce Street (Excellence Training Center Parking)*
- Property Acquisition – *Fifth Avenue between Wood Street and Orchard Place*

## RFQ's Posted to OFCC Website for Design Services:

- None at this time.

## Projects Currently Advertised for Bids:

- Stambaugh Stadium Classroom and Beeghly Physical Therapy Room – \$1.4M
- Excellence Training Center Roof (Existing Building) – \$300



## Projects in Development for 2022:

### **Building Envelope Renovations**

YSU 2122-06

#### ***\$2.1M (Capital Funds) Perspectus Architects.***

This project will address several deferred maintenance issues related to building exteriors. Due to age and weather, exterior building concrete will spall and deteriorate, brick will become loose, cracks will form, etc. This project will address these issues making the buildings safer, more air and water tight, and thus, more energy efficient. This project will begin in Spring 2022 and be complete by September.

### **Utility Distribution Upgrades/Expansion**

YSU 2122-07

#### ***\$2.25M (Capital Funds) GPD Group.***

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

### **Moser Hall Renovations Phase 1**

YSU 2122-21

#### ***\$1.3M (Capital Funds) YSU Staff.***

This project will address several deferred maintenance issues within Moser Hall while at the same time giving the building a fresh appearance. This project is being developed now by YSU staff and will start in the Spring of 2022 for a Fall completion.

### **Elevator Safety Repairs and Replacements**

YSU 2122-08

#### ***\$1.5M (Capital Funds) Domokur.***

Several elevators on our campus will be upgraded and/or replaced including Jones Hall, Phelps, Beeghly Center and Kilcawley Center. This project is being developed now by Domokur Architects and YSU staff and will start in the Spring of 2022 for a Fall completion.

### **Watson Team Center**

YSU 2122-19

#### ***\$1.0M (Gift/Philanthropy Funds) YSU Staff.***

This project will convert the Flower Shop on Rayen Avenue into the Watson Team Center. This project is currently being developed by YSU staff and will start in the Spring of 2022 for an August completion.

### **Fok Hall Renovations**

YSU 2122-20

#### ***\$150k (Local Funds) YSU Staff.***

This project will address several deferred maintenance issues at Fok Hall while at the same time making the building more accessible. The west entryway will be widened, a new entry ramp will be constructed, and the restroom will be renovated and made fully accessible. This project will start Spring 2022 and will be complete for Fall.

# YSU University Facilities - 2021 Deferred Maintenance Update

Legend:

	Complete
	In Progress

x	Completed 2021
o	On Deck 2022

Page 1

## 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
- O** Renovate Restroom
- Upgrade Interior Finishes
- Replace Hot Water Expansion Tank
- Replace Two Boilers
- Replace Air Handlers
- O** 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
- Exterior Masonry Restoration
- Replace 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:

- O** 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 Wate Piping and Supply Piping
- Replace Exterior Wood Doors
- Clean Building Exterior
- Replace Windows

# YSU University Facilities - 2021 Deferred Maintenance Update

Legend:

	Complete
	In Progress

x	Completed 2021
o	On Deck 2022

Page 2

## 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
- 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
- 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
- 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
- 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
- Exterior Masonry Restoration
- Upgrade Classrooms
- New Classroom Furniture
- Replace Water Piping and Supply Piping
- Upgrade/Replace Emergency Generator
- Pedestrian Bridge Renovation
- Replace stair treads

# YSU University Facilities - 2021 Deferred Maintenance Update

Legend:



x	Completed 2021
o	On Deck 2022

## 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
- o Exterior Masonry Restoration
- Replace All Flooring
- Paint Interior of Building
- Install New Acoustic 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
- x Replace Roof

# YSU University Facilities - 2021 Deferred Maintenance Update

Legend:

	Complete
	In Progress

x	Completed 2021
o	On Deck 2022

### Maag Library

**Year Constructed** 1975  
**Size** 170,596 Gross Square Feet

**Concerns:**

- Modernize All Three Elevators
- Replace All Exterior Windows
- 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 gmp 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 Handlers
- 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
- 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 - 2021 Deferred Maintenance Update

Legend:  Complete  
 In Progress

x	Completed 2021
o	On Deck 2022

### Moser Hall

**Year Constructed** 1967  
**Size** 171,385 Gross Square Feet

**Concerns:**

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

### Phelps Building

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

**Concerns:**

- Replace Exterior Windows
- Replace Sewage Pump in Basement
- 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

### Pedestrian 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
- Upgrade All Interior Finishes
- Replace Steam Traps and Valves
- Replace Ductwork/Air Returns
- Add Lockdown Capabilities and Exterior Doors
- Exterior Masonry Restoration
- Replace Waste Piping
- Replace Windows
- Upgrade Restrooms

# YSU University Facilities - 2021 Deferred Maintenance Update

Legend:

	Complete
	In Progress

x	Completed 2021
o	On Deck 2022

## Stambaugh Stadium

**Year Constructed** 1981, 1998, 2006

**Size** 223,829 Gross Square Feet

**Concerns:**

- X Caulk and Seal Concourse and Seating Area
- X 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
- X 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

## 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
- O 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 Structural Issues - Lower Level
- O Clean Building Exterior

# YSU University Facilities - 2021 Deferred Maintenance Update

Legend:

	Complete
	In Progress

x	Completed 2021
o	On Deck 2022

## Westinghouse Building

Year Constructed 1950      Acquired 1991

Size 35,369 Gross Square Feet

**Concerns:**

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

## Lincoln Building

Year Constructed 1970

Size 59,432 Gross Square Feet

**Concerns:**

- Modernize Elevators
- Upgrade Electrical Service
- Replace All Flooring
- Upgrade Classrooms
- Update Controls in Penthouse
- 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 - 2021 Deferred Maintenance Update

Legend:

	Complete
	In Progress

x	Completed 2021
o	On Deck 2022

### Watson Team Center

**Year Constructed** 1957  
**Size** 9,200 Gross Square Feet

**Concerns:**

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

### Garfield Building

**Year Constructed**  
**Size** 39,153 Gross Square Feet

**Concerns:**

- Create Entryway
- Replace All Flooring
- Renovate Stairwells
- 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
- Replace Exterior Doors and Hardware
- 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:**

- Replace Roof on Old Building Section

Empty box for concerns or details for the Excellence Training Center.