



**YOUNGSTOWN
STATE
UNIVERSITY**

**BOARD OF TRUSTEES
FINANCE AND FACILITIES COMMITTEE**

**John R. Jakubek, Chair
Anita A. Hackstedde, Vice Chair
All Trustees are Members**

**Wednesday, December 5, 2018
12:30 p.m. or immediately following
previous meeting**

**Tod Hall
Board Meeting Room**

AGENDA

- A. Disposition of Minutes for Meeting Held September 5, 2018**
- B. Old Business**
- C. Committee Items**
 - 1. Consent Agenda Item***

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

2. Finance and Facilities Action Items

Tab C.2.a. a. Resolution to Approve Room and Board Rates, Summer Conference Rates and Fees for University Housing, Effective Summer/Fall Semesters 2019
Eddie Howard, Associate Vice President for Student Affairs, will report.

Tab C.2.b. b. Resolution to Approve Room Rental Rates for University Courtyard Apartments, Effective Fall Semester 2019
Eddie Howard, Associate Vice President for Student Affairs, will report.

Tab C.2.c. c. Resolution to Approve the 2018 Affordability and Efficiency Report
Neal McNally, Vice President for Finance and Business Operations, will report.

Tab C.2.d. d. Resolution to Approve Interfund Transfers
Katrena Davidson, Controller, will report.

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

3. Finance and Facilities Discussion Items

- Tab C.3.a.** **a. Quarterly Update on FY 2019 Operating Budget**
Neal McNally, Vice President for Finance and Business Operations, will report.
- Tab C.3.b.** **b. Planning and Construction Projects Update**
John Hyden, Associate Vice President, University Facilities, and Rich White, Director of Planning and Construction, will report.
- Tab C.3.c.** **c. Report of Performed and Yet-to-be-Performed “Deferred Maintenance” Projects**
Rich White, Director of Planning and Construction, will report.
- Tab C.3.d.** **d. Information Technology Update**
Jim Yukech, Associate Vice President and Chief Information Officer, will report.
- e. Report of Audit Subcommittee**
A verbal report of the Audit Subcommittee will be presented. John R. Jakubek will report.
- f. Report of Investment Subcommittee**
A verbal report of the Investment Subcommittee will be presented. Anita A. Hackstedde will report.

D. New Business

E. Adjournment



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

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

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

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

WHEREAS, the Selection of Design Professional for University Capital Projects policy has been reviewed pursuant to the five-year review cycle, and formatted in accordance with Policy 3356-1-09, Development and Issuance of University Policies.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the modification of the University Policy Selection of Design Professional for University Capital Projects, policy number 3356-4-07, shown as Exhibit __ attached hereto. A copy of the policy indicating changes to be made is also attached.

**Board of Trustees Meeting
December 6, 2018
YR 2019-**

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

~~Previous Policy Number: 4007.01~~

Responsible Division/Office: Finance and ~~Administration~~Business Operations

Responsible Officer: Vice President for Finance and
~~Administration~~Business Operations

Revision History: June 2002; June 2008; December 2013; ~~December 2018~~

Board Committee: Finance and Facilities

Effective Date: December 186, 20138

Next Review: ~~2018~~23

- (A) Policy statement. Selection of architects/engineers for university capital projects is based on size, complexity, and estimated cost of the project. ~~Smaller p~~Projects may be completed by the university architect and internal personnel or by an external architect/-engineer. For projects requiring an external architect/engineer, a competitive selection process will be used based upon an evaluation of submitted proposals. Selection of external architect/engineers for state-administered projects may include the Ohio facilities construction commission (“OFCC”). In all cases, the selection process will conform to Chapter 153. of the Revised Code. Projects limited in scope to mechanical, electrical, structural, or building envelope maintenance will not be subject to this policy. In selected cases, state-authorized alternative project delivery methods may be utilized.
- (B) Parameters.
- (1) All projects subject to this ~~rule~~policy will be publicly advertised according to institutional or state requirements.
 - (2) Approved projects will be shared for information purposes at regularly scheduled meetings of the finance and facilities committee of the board of trustees. It is recognized that on rare occasions, and where timely decisions are required, it may not be feasible to immediately convene a meeting of the finance and facilities committee. In such cases, the university president and the finance and facilities committee chairperson will agree upon an appropriate procedure to be followed.

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

(C) Procedures.

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

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

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

- (a) The ~~executive director of~~ associate vice president for facilities ~~and support services~~ maintenance will appoint a project team and chairperson for each project.
 - (b) The team will typically include two or three university professional staff members and one or more users of the space to be constructed. The team chairperson will maintain and regularly distribute minutes of all meetings.
 - (c) The project team will determine the desired qualifications needed by the architect/engineer for the project. These qualifications, along with the scope of the project, will be stated in the request for ~~proposals~~ qualifications (“RFPQ”).
 - (d) The RFPQ will be ~~sent to an appropriate number of~~ posted on the Ohio Register at the OFCC website in order that design firms ~~who have~~ may expressed an interest in being considered for university projects. Additional firms may be solicited through an advertisement in “The Vindicator” newspaper. ~~and an RFP to the register of Ohio.~~
 - (e) The project team will evaluate submitted proposals and, if appropriate, interview firms in accordance with the Ohio department of administrative services procedures. (See section 3345.50, Chapter 125. and Chapter 153. of the Revised Code, and Chapter 123:5-1 of the Administrative Code.) The team will submit a ranked list of firms, based on average composite scores and with recommendations, to the executive director of facilities and support services for approval.
 - (f) The selected firm, for informational purposes, will be reported to the board of trustees.
- (3) Classification three. Capital projects administered by the state and designed by external architects/engineers.
- (a) All state department of administrative services procedures, including advertising and determination of firms selected for interview, will be followed. (See section 3345.50,

Chapter 125. and Chapter 153. of the Revised Code, and Chapter 123:5-1 of the Administrative Code.)

- (b) The project team and representative(s) of the OFCC will follow the procedures established by the OFCC to select the architect/engineer for the project.
 - (d) The selected firm, for informational purposes, will be reported to the board of trustees.
- (4) Classification four. Alternative project delivery methods.
- (a) On a case-by-case basis, the administration may designate a capital project for construction using state-approved alternative delivery methods such as design-build or construction manager. The university administration will select the design-build firm or construction manager following procedures established by the OFCC and will inform the board of trustees at their next regularly scheduled meeting.
 - (b) The university will follow the guidelines for this alternative delivery method as established by the OFCC.

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

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

- (A) Policy statement. Selection of architects/engineers for university capital projects is based on size, complexity, and estimated cost of the project. Projects may be completed by the university architect and internal personnel or by an external architect/engineer. For projects requiring an external architect/engineer, a competitive selection process will be used based upon an evaluation of submitted proposals. Selection of external architect/engineers for state-administered projects may include the Ohio facilities construction commission (“OFCC”). In all cases, the selection process will conform to Chapter 153. of the Revised Code. Projects limited in scope to mechanical, electrical, structural, or building envelope maintenance will not be subject to this policy. In selected cases, state-authorized alternative project delivery methods may be utilized.
- (B) Parameters.
- (1) All projects subject to this policy will be publicly advertised according to institutional or state requirements.
 - (2) Approved projects will be shared for information purposes at regularly scheduled meetings of the finance and facilities committee of the board of trustees. It is recognized that on rare occasions and where timely decisions are required, it may not be feasible to immediately convene a meeting of the finance and facilities committee. In such cases, the university president and the finance and facilities committee chairperson will agree upon an appropriate procedure to be followed.

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

(C) Procedures.

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

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

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

- (b) The team will typically include two or three university professional staff members and one or more users of the space to be constructed. The team chairperson will maintain and regularly distribute minutes of all meetings.
 - (c) The project team will determine the desired qualifications needed by the architect/engineer for the project. These qualifications, along with the scope of the project, will be stated in the request for qualifications (“RFQ”).
 - (d) The RFQ will be posted on the Ohio Register at the OFCC website in order that design firms may express an interest in being considered for university projects. Additional firms may be solicited through an advertisement in “The Vindicator” newspaper.
 - (e) The project team will evaluate submitted proposals and if appropriate, interview firms in accordance with the Ohio department of administrative services procedures. (See section 3345.50, Chapter 125. and Chapter 153. of the Revised Code, and Chapter 123:5-1 of the Administrative Code.) The team will submit a ranked list of firms, based on average composite scores and with recommendations, to the executive director of facilities and support services for approval.
 - (f) The selected firm, for informational purposes, will be reported to the board of trustees.
- (3) Classification three. Capital projects administered by the state and designed by external architects/engineers.
- (a) All state department of administrative services procedures, including advertising and determination of firms selected for interview, will be followed. (See section 3345.50, Chapter 125. and Chapter 153. of the Revised Code, and Chapter 123:5-1 of the Administrative Code.)
 - (b) The project team and representative(s) of the OFCC will follow the procedures established by the OFCC to select the architect/engineer for the project.

- (d) The selected firm, for informational purposes, will be reported to the board of trustees.
- (4) Classification four. Alternative project delivery methods.
- (a) On a case-by-case basis, the administration may designate a capital project for construction using state-approved alternative delivery methods such as design-build or construction manager. The university administration will select the design-build firm or construction manager following procedures established by the OFCC and will inform the board of trustees at their next regularly scheduled meeting.
 - (b) The university will follow the guidelines for this alternative delivery method as established by the OFCC.



**YOUNGSTOWN
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**RESOLUTION TO APPROVE ROOM AND BOARD RATES, SUMMER
CONFERENCE RATES AND FEES FOR UNIVERSITY HOUSING,
EFFECTIVE SUMMER/FALL SEMESTER 2019**

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

WHEREAS, the University Housing is seeking an increase to its Room and Board Rates for Summer 2019 and the 2019-2020 Academic Year; and

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the room and board rates, summer conference rates and fees for University Housing, effective summer/fall semester 2019, as shown in exhibit __, attached hereto.

**Board of Trustees Meeting
December 6, 2018
YR 2019-**

Justification for FY20 University Housing & Dining Rates Increase

This is a request to increase the room and board fees as shown on attached. We propose to increase the non-penguin promise students (current Sophomores, Juniors and Seniors) to the F18 promise rate. The Fall 2019 Promise Rate will be \$9700 a 3.1% increase. Chartwells contract allows for a 3% increase annually. The room cost will increase by 3.11%. The reason we are seeking an increase in room rates is to cover additional expense in salaries, the university has added a computer refresh annual charge to our accounts, and the facilities audit has been completed and we need to invest monies into repairing and replacing systems in the residence halls and dining commons. We cannot keep the facilities in good condition without doing some significant work. Additionally we no longer charge students to stay over any breaks other than winter, yet we need to pay student staff to work desks and duty.

We have adjusted the expanded room rate to be a reduced rate of the new first year student rate. This is only used if we open over capacity and need to place students temporarily into expanded rooms. Students in an expanded room get 1/4 of their room rate credited back for each week they are in expanded rooms. Their refund will be \$47/week.

If we rent Erie Terminal apartments for International students again the rent we would be charged from NYO group has increased from \$96,000 to \$108,000. This is the reason for the 14% increase.

We have added a cancellation fee as a deterrent to have students cancel at the last moment. We had a deposit that was refunded based on date of cancellation. Without that we had 55 cancels in the last two weeks before classes began. These late cancels caused us to open under occupancy after turning students away earlier in the summer.

We have adjusted winter break housing to reflect an increase in room rents annually. This rate can be waived for students with financial need.

The summer room rates reflect a switch to Pete's Points given weekly in place of a meal plan.

We also propose an increase to summer camps, this rate has not been increased in over 5 years and we believe the services we provide continue to improve. We have hired more staff to serve the guests and the pay rates for those staff have increased, causing us to need to charge more.

YOUNGSTOWN STATE UNIVERSITY

Housing Charges FY2020

Fee Description	FY 2019	FY 2020	FY2020	
	Actual	Proposed	\$ Change	% Change
Room & Board (per academic year) F2019 Cohort	\$9,400	\$9,700.00	\$300.00	3.10%
<i>Room</i>	\$5,808	\$5,997	\$189.00	3.16%
<i>Board (12 meals plan)</i>	\$3,592	\$3,703	\$111.00	3.00%
Room & Board (per academic year) F2018 Cohort & Continuing Students	\$9,312	\$9,400	\$88.00	0.94%
<i>Room</i>	\$5,720	\$5,697	(\$23.00)	0.00%
<i>Board (12 or 8 meals plans)</i>	\$3,592	\$3,703	\$111.00	3.00%
Residence Hall Application Fee (academic year and/or summer)	\$35	\$35	\$0.00	0.00%
Single Room Surcharge (per semester)	\$1,400	\$1,440	\$40.00	2.86%
Weller House Apartments (per Academic Year-room only)	\$8,000	\$8,000	\$0.00	0.00%
Weller House Shared Apartment	\$7,000	\$7,500	\$500.00	6.67%
Wellet House Family Apartments	\$10,000	\$10,000	\$0.00	0.00%
Erie Terminal Leased Apartments (12 month lease)	\$5,400	\$6,200	\$800.00	14.80%
Expanded Housing Rate Fall semester only	\$3,974	\$4,100	\$126.00	3.10%
Student Housing During Academic Breaks				
1 - 3 days (no meals, per day)	\$26	\$27	\$1.00	3.85%
Per week (no meals, per week)	\$182	\$185	\$3.00	1.65%
Cancellation Fee				

Before May 1 (Academic Year) or January 1 (Spring Only)	\$0	\$0	\$0.00	NEW
After May 1 and Before July 1 (Academic Year)	\$0	\$150	\$150.00	NEW
After July 1 and Before Move-in Day (Academic Year) or After January 1 and Before Move-In Day (Spring Only)	\$0	\$200	\$200.00	NEW
Summer				
Room and Board (Board is \$150 Pete's Points/week)	\$285	\$340	\$55.00	19.30%
Weller House rates prorated for current tenants/per month	\$400	\$400	\$0.00	0.00%
Camps/Conference Rates				
<i>Shared Bath</i>				
One night only multiple occupancy.	\$20.00	\$23.00	\$3.00	13%
One night only single	\$25.00	\$28.00	\$3.00	12%
Two or more nights Multiple occupancy	\$18.00	\$20.00	\$2.00	11%
Two or more nights Single occupancy	\$23.00	# \$25.00	\$2.00	13%
<i>Private Bath</i>				
Cafaro/Wick single	\$35.00	\$35.00	\$0.00	0%
Cafaro/Wick double	\$45.00	# \$45.00	\$0.00	0%
Guest Apartment includes linens	\$55.00	\$60.00	\$5.00	10%
Weller Apartment includes linens	\$35.00	\$40.00	\$5.00	14%
Linens (for rental by camp groups)	\$20.00	\$25.00	\$5.00	25%

Housing Fee Comparisons (Dbl. Room w/ Full Meal Plan) for 2018-2019

OHIO

Institution	Fees	Type of Room	Room	Board
Bowling Green State U	\$11,170	Double Occupancy	\$6,730	\$4,440
Central State	\$10,232	Trad Dbl	\$5,500	\$4,732
Cleveland State	\$12,492	Dbl	\$8,400	\$4,092
Kent State	\$12,170	Trad Dbl	\$7,080	\$5,090
Miami of OH	\$13,276	Multiple Occupancy	\$6,948	\$6,328
Ohio University	\$13,646	Double Occupancy	\$7,060	\$6,586
Ohio State	\$11,778	Dbl w/ ac	\$7,058	\$4,720
Shawnee State	\$10,570	Apt./Townhouse	\$6,602	\$3,968
U of Akron	\$12,880	Trad Dbl	\$8,330	\$4,550
U of Cincinnati	\$11,340	Multiple Occupancy	\$6,756	\$4,584
U of Toledo	\$12,320	Dbl	\$8,190	\$4,130
Wright State	\$10,852	Trad Dbl	\$5,632	\$5,220
Youngstown State	\$9,400	Dbl	\$5,808	\$3,592

W. PA

Institution	Fees	Type of Room	Room	Board
Clarion	\$12,670	Trad Dbl	\$8,590	\$4,080
California U of PA	\$10,186	1 BR 1 BA Suite (Dbl)	\$6,592	\$3,594
Edinboro	\$9,408	Trad Dbl	\$5,956	\$3,452
Slippery Rock	\$7,416	Trad Dbl	\$3,488	\$3,928



**YOUNGSTOWN
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**RESOLUTION TO APPROVE ROOM RENTAL RATES
FOR UNIVERSITY COURTYARD APARTMENTS,
EFFECTIVE FALL SEMESTER 2019**

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

WHEREAS, the University Courtyard Apartments were acquired by the University in 2011; and

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the room rental rates for the University Courtyard Apartments, effective fall semester 2019, as shown in exhibit __, attached hereto.

**Board of Trustees Meeting
December 6, 2018
YR 2019-**

**UNIVERSITY COURTYARD APARTMENTS
Monthly Rental Rates**

Unit Type	Proposed FY2020	Actual FY2019	Dollar Increase	Semester Rent
1 Bed / 1 Bath	\$835	\$815	\$20	\$5,010 (\$10,020/year)
2 Bed / 2 Bath	\$710	\$690	\$20	\$4,260 (\$8,520/year)
4 Bed / 2 Bath	\$620	\$600	\$20	\$3,720 (\$7,440/year)
6 Bed / 2 Bath	\$420 (A & D rooms)	\$400	\$20	\$2,520 (\$5,040/year)
	\$520 (B & C rooms)	\$500	\$20	\$3,120 (\$6,240/year)

**Board of Trustees Meeting
December 6, 2018
YR 2019-**

Exhibit _____

Justification for FY19-20 University Courtyard Room Rental Rates Increase

Effective fall semester 2019, Housing Services proposes to raise the rental rates for the University Courtyard Apartments with a flat rate of \$20 per bed, per month, which will provide additional revenue needed to maintain the facilities and fund auxiliary overhead charge increase and maintain competitive rates.

University Courtyard - Youngstown 2019-20 Rental Rate Proposal

Current Approved Rates for 2018-2019 School Year

Unit Type	Total Beds	Market Rent Per Bed Per Month	Monthly Gross Potential - Base Rent	Annual Gross Potential - Base Rent
1 bed 1 bath	8	\$815	\$6,520	\$78,240
2 bed 2 bath	88	\$690	\$60,720	\$728,640
4 bed 2 bath	304	\$600	\$182,400	\$2,188,800
6 bed 2 bath (A&D rooms)	8	\$400	\$3,200	\$38,400
6 bed 2 bath (B&C rooms)	4	\$500	\$2,000	\$24,000
	412		\$249,640	\$3,058,080

Proposed Rates for 2019-2020 school year.

Unit Type	Total Beds	Market Rent Per Bed Per Month	Monthly Gross Potential - Base Rent	Annual Gross Potential - Base Rent
1 bed 1 bath	8	\$835	\$6,680	\$80,160
2 bed 2 bath	88	\$710	\$62,480	\$749,760
4 bed 2 bath	304	\$620	\$188,480	\$2,261,760
6 bed 2 bath (A&D rooms)	8	\$420	\$3,360	\$40,320
6 bed 2 bath (B&C rooms)	4	\$520	\$2,080	\$24,960
	412		\$263,080	\$3,156,960

Rate Change Analysis

Unit Type	Total Beds	Total Rent 18-19	Total Rent 19-20	% Increase on Total Rent	\$ Increase on Total Rent
1 bed 1 bath	8	\$6,520	\$6,680	2.5%	\$160
2 bed 2 bath	88	\$60,720	\$62,480	2.9%	\$1,760
4 bed 2 bath	304	\$182,400	\$188,480	3.3%	\$6,080
6 bed 2 bath (A&D rooms)	8	\$3,200	\$3,360	5.0%	\$160
6 bed 2 bath (A&D rooms)	4	\$2,000	\$2,080	4.0%	\$80
Average		\$50,968	\$52,616	3.5%	\$1,648.0

Breakdown of Beds Currently Leased in the month of October 2018

Unit Type	Beds	# Leased 17-18*	# Leased 18-19	% Leased 18-19
1 bed 1 bath	8	8	8	100.00%
2 bed 2 bath	88	88	88	100.00%
4 bed 2 bath	304	312	304	100.00%
6 bed 2 bath (A&D rooms)	8	0	6	75.00%
6 bed 2 bath (B&C rooms)	4	0	4	100.00%
Total	412	408	410	99.51%

*Note: #Leased 17-18 reflects 408 beds, of which this was the original count prior to modifying two units for 6-person room.

Rental Rate History of University Courtyard-Youngstown

	2013-2014	2014-2015	2015-16	2016-17	2017-18	2018-19	2019-20
1 bed 1 bath	\$735	\$757	\$780	\$780	\$805	\$815	\$835
2 bed 2 bath	\$620	\$639	\$660	\$660	\$680	\$690	\$710
4 bed 2 bath	\$535	\$551	\$570	\$570	\$590	\$600	\$620
6 bed 2 bath (A&D rooms)	n/a	n/a	n/a	n/a	n/a	\$400	\$420
6 bed 2 bath (B&C rooms)	n/a	n/a	n/a	n/a	n/a	\$500	\$520

Increase from prior year \$ or %	\$10	3%	3%	No increase	3% - 3.5%	\$10	\$20
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*Round up

2019 - 2020 Rental Rates

Competitor	1 bed/1 bath	2 bed/2 bath	3 bed/3 bath	4 bed/4 bath	5 bed/5 bath	6 bath/2 bath
The Enclave:	\$909 & \$949	\$849	n/a	\$710	n/a	n/a
University Edge:	\$1,030	n/a	\$696	\$670	\$653	n/a
Flats at Wick:	\$905	\$690	\$675	\$650	n/a	n/a
Erie Terminal:	\$950	\$725	\$700	n/a	n/a	n/a
UC Youngstown-Proposed:	\$835	\$710	n/a	\$620	n/a	\$420 / \$520

*These rates are subject to increase.

*These rates are subject to increase.

\$20 increase across the board

2018 - 2019 Rental Rates

Competitor	1 bed/1 bath	2 bed/2 bath	3 bed/3 bath	4 bed/4 bath	5 bed/5 bath	6 bath/2 bath
The Enclave:	\$990	\$790	n/a	665	n/a	n/a
University Edge:	\$940-\$999	n/a	\$649-\$669	\$619-\$620	\$609-\$629	n/a
Flats at Wick:	\$905	\$690	\$675	\$650 (\$600 UC)	n/a	n/a
Erie Terminal:	\$950	\$725	\$700	n/a	n/a	n/a
UC Youngstown-Approved:	\$815	\$690	n/a	\$600	n/a	\$400 / \$500

*Referrals received Courtyard rate for 4 bed unit

\$10 increase across the board



**RESOLUTION TO APPROVE THE
2018 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

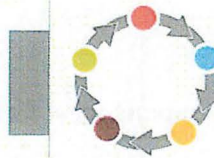
WHEREAS, Youngstown State University's 2018 efficiency and affordability report is a product of a collaborative process that included input from various levels of campus stakeholders to assess progress and capture examples of efficiencies, academic practices, policy reforms, cost savings, redeployment of savings and tangible benefits to students; and

WHEREAS, Youngstown State University's 2018 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, including an updated five-year plan; and

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the 2018 efficiency and affordability report as shown in Exhibit __ and made part hereof.



FY18 Efficiency Reporting Template

Introduction:

Ohio Revised Code section 3333.95 requires the Chancellor to maintain an Efficiency Advisory Committee, composed of members from each of Ohio's public colleges and universities. The purpose of this committee is to generate institutional efficiency reports for campuses, identify shared services opportunities, streamline administrative operations, and share best practices in efficiencies among institutions. Each report must be based on the recommendations of the Ohio Task Force on Affordability and Efficiency in Higher Education, as established by the Governor's executive order, and shall benchmark and document institutional progress toward implementing the recommendations of the Task Force as compared to the institution's prior fiscal year efficiency report. Additionally, House Bill 49, section 381.550 requires that the board of trustees of each public institution of higher education approve the institution's efficiency report submitted to the Chancellor. Given the due date of this report, you may submit your Board approval at a later date.

There are several additional reporting requirements this year. The FY18 reporting template now includes a section on efficiencies gained as a result of the Regional Compacts that are required under ORC Section 3345.59. In addition, Ohio Revised Code Section 3333.951(C) requires Ohio's public colleges and universities to report their efforts toward reducing textbook costs for students, and Ohio Revised Code Section 3333.951(D) requires Ohio's public colleges and universities to conduct a study to determine the current cost of textbooks for students enrolled in the institution.

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

- **Section I: Efficiencies** – The first section captures practices likely to yield significant savings that can then be passed on to students. This includes Procurement, Administrative/Operational, Energy, and Regional Compacts.
- **Section II: Academic Practices** – This section covers areas such as textbooks, time-to-degree incentives, and academic course and program reviews. While improvements to academic processes and policies may not convey immediate cost savings to the college/university, there will likely be cost savings and/or tangible benefits that improve the quality of education for students.
- **Section III: Policy Reforms** – This section captures additional policy reforms recommended by the Task Force.
- **Section IV: Students Must Benefit** – Section IV corresponds to Master Recommendation 1. This section asks you to provide cost savings and/or resource generation in actual dollars for each of the recommendations. Furthermore, colleges and universities must advise if the savings have been redeployed as a cost savings to students or if they offered a benefit to the quality of education for students.

- **Section V: Five-year goals** – Finally, Section V corresponds to Master Recommendation 2. This section is designed to allow each college/university to benchmark its respective five-year goals to its actual institutional cost savings or avoidance. Furthermore, in the spirit of continuous improvement, this section allows you to revise and/or update your five-year goals as needed.

Identifying Efficiencies Gained and Results from Implementing Recommendations

Many of Ohio’s colleges and universities have implemented a majority of the Task Force recommendations to date. Furthermore, several of the recommendations were never intended to be exercises conducted annually; however, portions may be implemented over several years or revisited as needed. **The purpose of this reporting template is twofold – 1) to capture the implementation status of these recommendations, and 2) to capture efficiencies gained due to the implementation of these recommendations.** Efficiencies gained illustrate the results or benefits of implementing the recommendations. Therefore, even if you have previously implemented a recommendation but have not done so in FY18, please include in your response how the implementation has continued to impact your operations to date.

Examples of efficiencies include:

- Direct cost savings to students
- Direct cost savings to the college/university
- Cost avoidance to the college/university
- Tangible benefits to students (i.e. increased advising, student services, academic achievements)
- Revenue generated for the college/university
- Course and program completion rates
- Graduation rates
- Number of steps reduced in a process and/or handoffs
- Fraction of graduates with experiential learning as part of their degree program
- Opportunities and training for faculty
- Improved value and quality for students

These are examples only. Feel free to provide results you deem appropriate and tailor efficiencies to address each recommendation.

ODHE recognizes one size does not fit all, and each of the colleges/universities have responded and will respond differently to the recommendations. Therefore, the questions are intended to capture all potential statuses of implementation. When responding to the recommendations, first identify your respective college/university’s implementation status, and then you need only to respond to the corresponding question(s) that address your implementation status. Finally, please note that this is only a template. Feel free to respond to the Task Force recommendations in any additional ways you believe necessary.

Please contact Sara Molski at 614-728-8335 with any questions. Please submit your reporting template by email to smolski@highered.ohio.gov by **Friday, September 28, 2018.**

YOUNGSTOWN STATE UNIVERSITY

Section I: Efficiency Practices

Procurement

Recommendation 3A | Campus contracts: Each college/university must require that its employees use existing contracts for purchasing goods and services, starting with the areas with the largest opportunities for savings.

Note: Once fully implemented, this exercise is not necessary to conduct annually.

Please identify your institution's implementation status.

No change from prior year's report

Please briefly explain your implementation status.

YSU continues to require the use of university-wide contracts per Board of Trustees policy, as well as YSU's Purchasing and P-card guidelines. Updated guidelines were issued in July 2018 and emphasized the continued requirement to use university-wide contracted suppliers when available. Additionally, the purchasing guidelines were revised to add a listing of all contracted suppliers, and a link to the suppliers was added to the Procurement website.

If the college/university previously implemented this recommendation and saw efficiencies gained in FY18, please identify and include cumulative savings.

YSU's FY18 savings on purchases with contracted suppliers was \$2,159,935 on total contract spend of \$11,337,155. This is an increase of \$341,285 above FY17 savings. Cumulative savings since FY17 is \$3.98 million.

If you have not implemented this recommendation to date, please explain.

Recommendation 3B | Collaborative contracts: Ohio's colleges and universities must pursue new and/or strengthened joint purchasing agreements in the following categories:

- Copier/printer services
- Computer hardware
- Travel services
- Outbound shipping
- Scientific supplies and equipment
- Office supplies and equipment

Contract Type	Did the college/university participate in joint contracts in FY18? [yes, no, worked toward]	Monetary Impact
Copier/printer services	YES	<p>YSU continued to use the IUC-PG contract with ComDoc for these services resulting in savings of \$69,149.</p> <p>Additionally, it was determined during 2016 that copier/printer services could not be contracted to achieve a lower price than the existing and planned copier/printer management system. As a result of the efficiency strategy for printers on campus, for FY18 toner purchases have been reduced by 20% (savings of \$52,948). The number of printers has continued to decrease by 20% (963 printers to 759). Thus, a potential capital expenditure was reduced by 204 printers for cost avoidance of \$61,200 annually. All enhanced print management project devices are multifunctional devices that permit printing and copying as well as electronic handling of documents such as scanning and emailing to reduce the need for and cost of paper and toner.</p> <p>The University purchases printers through group purchasing agreements to leverage additional savings. YSU is currently in negotiations with ComDoc to determine their willingness to convert the current contract for 90 multifunction devices (expiring 12/2019) to include all multifunction devices across campus based on the IUC Managed Print contract.</p> <p>As a result of these copier/printer efficiency strategies, paper costs will continue to be reduced by \$13,000 per year.</p> <p>The Midwestern Higher Education Compact (MHEC) has been used for maintenance of Novell (Micro Focus) licenses. MHEC provides a 46% discount as compared to the 23% educational discount provided by the vendor's Academic License Agreement. In FY18, this reduced the University's financial outlay from \$85,256 to \$59,827—a 30% savings of \$25,429.</p>

Computer hardware	YES	<p>YSU used several collaborative contracts in FY18 for computer hardware. The Brown/Dell contract through the IUC-PG resulted in savings of \$293,232. The Apple state of Ohio contract resulted in savings of \$37,311. YSU also used the Logicalis state of Ohio contract resulting in savings of \$463,429.</p> <p>In addition, the chief information officers at Youngstown State University, the University of Toledo, Wright State University, Kent State University and Miami University collaboratively negotiated a joint Master Services Agreement (MSA) with Ellucian, the ERP vendor for these five institutions. The resulting MSA was signed in January 2018. Combined 5-year savings for the five participating universities will exceed \$4.2M. For YSU, the 5-year savings equates to \$668,644. During FY18, YSU saved an estimated \$100,000.</p> <p>During FY17, YSU implemented shared IT governance for purchases related to information technology. All technology purchases or renewals over \$10,000/year require a detailed total cost of ownership and return on investment analysis. In FY18, two pilot IT projects were vetted through IT governance – each with significant cost savings potential (PBX Replacement with Skype VOIP, one-time savings estimated at over \$500,000; Application Virtualization, annual refresh cost avoidance should easily exceed \$500,000).</p> <p>For FY19, YSU is employing a centrally-managed computer refresh strategy that is expected to reduce computer hardware refresh costs by 10% or \$254,000 per year.</p>
Travel services	YES	<p>YSU is currently under a locally negotiated agreement with a travel agency, and is considering an RFP or participation in the IUC-PG Travel Management Services contract. This contract is expected to be completed in Q2 and will be evaluated by YSU.</p> <p>YSU also uses the IUC-PG contract with Enterprise for rental vehicles. Total savings in FY18 was \$27,647.</p>

Outbound shipping	YES	YSU continues to use several collaborative contracts for outbound shipping. The E&I cooperative contract with FedEx resulted in savings of \$943 in FY18; and the state of Ohio contract with UPS resulted in savings of \$1,631 in FY18.
Scientific supplies & equipment	YES	YSU continues to use collaborative contracts with the IUC-PG and the E&I Cooperative for scientific supplies/equipment. Total FY18 savings was \$154,120.
Office supplies & equipment	YES	YSU continues to use collaborative contracts through the IUC-PG (Office Depot) and NJPA (Staples) for office supplies and equipment. Total FY18 savings was \$128,357.

Assets and Operations

Recommendation 4 | Assets and operations

4A Asset review: Each college/university must conduct an assessment of its noncore assets to determine their market value if sold, leased, or otherwise repurposed. Where opportunities exist, colleges and universities must consider coordinating these efforts with other colleges and universities to reap larger benefits of scale. Please complete the section that aligns with the implementation status of your college/university.

Note: Once all assets are fully reviewed, this exercise is not necessary to conduct annually.

Please identify your institution's implementation status. No change from prior year's report
Please briefly explain your implementation status.
If the college/university previously implemented this recommendation and saw efficiencies gained in FY18, please identify and include cumulative savings. This was fully implemented in FY16 but additional progress has been made. Since 2016, the University has entered into two long-term ground-lease arrangements for the private development of student housing and student-focused amenities. Both lease agreements enable YSU to meet student demand, while at the same time generating revenue and limiting the University's exposure to debt and construction-related liabilities. In addition to the 2016 private development lease that was reported in last year's report, YSU leased 2.1 acres of campus property in 2017 to another private developer (LRC) to develop a 194-bed student housing complex. This 40-year lease agreement was approved by Ohio Attorney General Mike DeWine, the Director of the Department of Administrative Services, and Governor Kasich. Per the terms of the lease agreement, the developer will pay YSU \$1.4 million over the lease term. Proceeds from this agreement will generate approximately \$35,000 per year to support the University's general scholarship fund. Moreover, the project enables YSU to meet

student demand while facilitating a \$10 million private investment in the YSU campus—without raising the University’s debt service obligations.

If the college/university has not implemented this exercise to date, please explain.

4B Operations review: Each college/university must conduct an assessment of non-academic operations that might be run more efficiently by a regional cooperative, private operator, or other entity. These opportunities must then be evaluated to determine whether collaboration across colleges and universities would increase efficiencies, improve service, or otherwise add value. Please complete the section that aligns with the implementation status of your college/university.

Note: Once all operations are fully reviewed, this exercise is not necessary to conduct annually.

Please identify your institution’s implementation status.

Implemented recommendation in FY18

Please briefly explain your implementation status. Implemented in FY 2018; savings and efficiencies ongoing.

If the college/university previously implemented this recommendation and saw efficiencies gained in FY18, please identify and include cumulative savings.

In March 2018, the YSU Board of Trustees took advantage of the favorable investment environment and approved the liquidation of certain invested assets, thereby allowing the university to realize \$8 million in investment gains that will be used to make improvements to the university’s physical plant. The projects supported by these funds will directly benefit students in the form of new student life amenities on campus. This action also enabled cost avoidance had the university instead issued bonded indebtedness to raise the capital for these projects. Estimated interest costs avoided equate to \$258,000 per year.

In addition, and as reported in last year’s report, YSU continues to enjoy ongoing efficiencies by having taken advantage of a favorable interest rate environment and refinanced existing debt during FY 2017, thereby reducing debt service expenses by \$1.6 million and creating an economic gain of \$1.2 million, while at the same time raising \$5 million in new capital to support the construction of a new campus bookstore building. This opportunity leveraged a \$1 million investment by the University’s bookstore partner, Barnes & Noble, to outfit and furnish the new building. The 2016 outsourcing of the University’s bookstore to Barnes & Noble generated \$775,000 through a signing-incentive, and continues to generate annual sales commissions of approximately \$500,000 per year to support the University’s general scholarship fund.

If the college/university has not implemented this exercise to date, please explain.

4C Affinity partnerships and sponsorships: Colleges and universities must, on determining assets and operations that are to be retained, evaluate opportunities for affinity relationships and sponsorships that can support students, faculty, and staff. Colleges and universities can use these types of partnerships to generate new resources by identifying “win-win” opportunities with private entities

that are interested in connecting with students, faculty, staff, alumni, or other members of their communities. Please complete the section that aligns with the implementation status of your college/university.

Did the college/university initiate any new partnerships or sponsorships in FY18? If yes, please complete the below table for those new relationships.		
Partnerships/Sponsorships	Description	Revenue Generated
Barnes & Noble	Partnership	\$500,000 in annual commissions paid to YSU.
Chartwell's	Partnership	YSU's outsourced dining and catering services generates \$523,000 in annual commission revenue that supports Student Affairs operations.
JP Morgan Purchase-Card	Collaborative joint-IUC contract	Annual rebate paid to YSU of approximately \$80,000 generated as a function of expenditures charged to the P-cards; mandatory travel contract services resulted in a significant increase in the use of P-cards for travel
Under Armour; Rawling; The Game; Dolfon; Wilson/DeMarini	Sponsorship	\$50,000 in Athletics apparel/equipment/supplies and sponsorships are expected to increase to greater than \$100,000 annually
Various sponsorships	Sponsorships	\$853,000 Athletics sponsorship income from various companies or agencies
YSU Foundation	Affinity Partnership	\$8.1 million in annual base support for student scholarships, including both merit- and need-based programs. \$75 million in gift funds raised and pledged to support projects that will directly benefit students, including renovations to the Jones Hall Student Success Center and other classroom buildings, the creation of an innovation and commercialization center, and student scholarships and work opportunities.

		\$120,000 for FY18 for Student Mobility Support Stations
Pepsi Contract		\$55,000 for exclusive pouring rights contract.
If the college/university saw efficiencies gained in FY18 in already existing relationships, please identify, specifically including revenue generated. <i>Include in the table above or add a similar table.</i>		
If the college/university has not implemented this exercise to date, please explain.		

Administrative Practices

Recommendation 5 | Administrative cost reforms

5A Cost diagnostic: Each college/university must produce a diagnostic to identify its cost drivers, along with priority areas that offer the best opportunities for efficiencies. This diagnostic must identify, over at least a 10-year period:

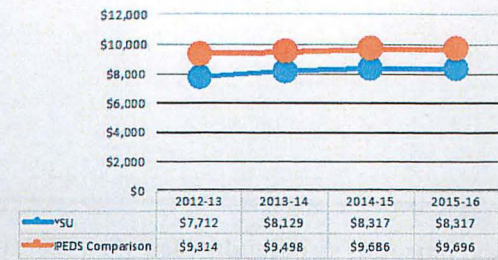
- Key drivers of costs and revenue by administrative function and academic program;
- Distribution of employee costs — both among types of compensation and among units;
- Revenue sources connected to cost increases — whether students are paying for these through tuition and fees, or whether they are externally funded;
- Span of control for managers across the college/university — how many employees managers typically oversee, by the manager’s function; and
- Priority steps that would reduce overhead while maintaining quality — which recommendations would have the most benefit?

Note: Once a full cost diagnostic has been performed, this exercise is not necessary to conduct annually.

Did the college/university perform this exercise in FY18? If yes, please provide an overview of the process and key outcomes.

Yes, YSU produced a cost diagnostic in FY18 and which was included in YSU’s 2017 efficiency report. Where data is available, these cost drivers have been updated as reported below.

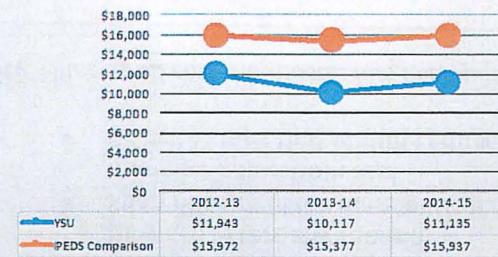
Tuition & Mandatory Fees



CONTEXT. YSU tuition and mandatory fees are less than the average cost of tuition of nearly all public universities in Ohio. In 2015-16 YSU tuition and mandatory fees was \$1,379 less than comparable public urban universities in Northern Ohio (Cleveland State University, University of Akron, and University of Toledo)

Perhaps more importantly, YSU's total cost of attendance is less than the average cost of tuition of most public universities in Ohio. In 2014-15 the total cost of attendance was \$4,802 less than comparable public urban universities in Northern Ohio (Cleveland State University, University of Akron, and University of Toledo)

Average Net Price

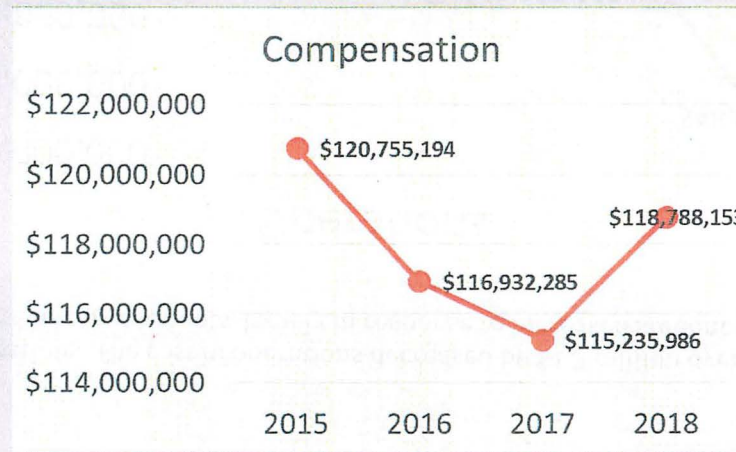


While the same IPEDS assessment indicates little difference in management positions, YSU has fewer full-time equivalent staff for all IPEDS classification categories in the areas of instructional support, business & financial operations, computer/engineering/science, healthcare, and the "other" categories.

This cost diagnostic reviewed the information submitted via Ohio HEI and IPEDS. The top cost drivers and the outcomes of initiatives related to those costs are reported below.

Please provide details on the result(s) of the assessment. What are the cost drivers, based on the categories above? Please discuss the college/university's priority areas that offer the best opportunities for recommendation.

A primary cost driver for YSU is employee compensation. This cost was strategically reduced by \$5.5 million over the previous three years, while YSU worked to stabilize enrollments and revenues. In FY18, compensation costs increased by approximately \$3.5 million as YSU made strategic workforce investments and successfully stabilized enrollment (and revenue) levels. Compensation as a percentage of total general funds expenditures has remained stable, ranging from 67% to 69%.



A significant cost driver is employee fringe benefits, and specifically health care insurance. YSU's net health care cost decreased by \$533,167 over the previous three years but increased in FY 2018 as a result of strategic workforce investments.

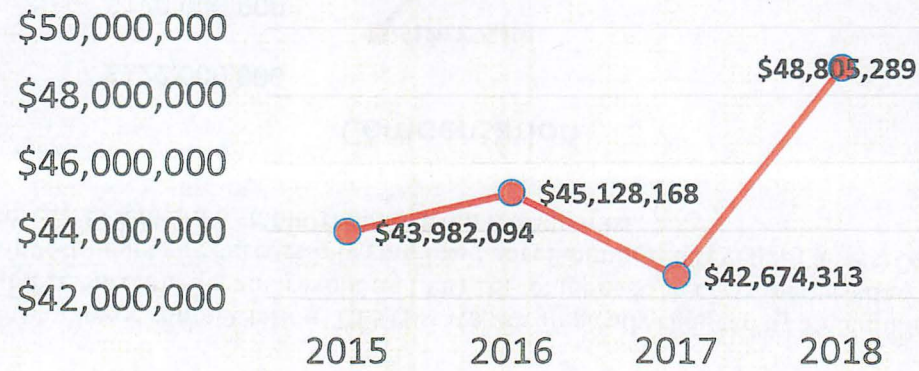
As reported in last year's the Efficiency Report, the change in the proportion of health care costs paid by those insured through the plan (6% to 15%) has reduced YSU's annual expenditure for health care by an estimated \$1.6 million per year.

Net Health Care Expense

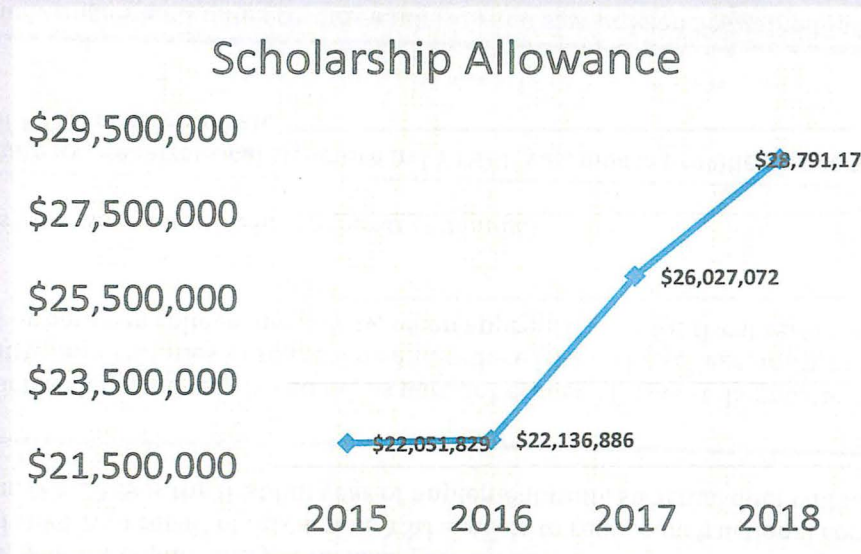


Another significant cost driver is operations. The cost of operations decreased by \$1.3 million over the previous three years but increased in FY 2018 as YSU made strategic investments, largely in response to increased student enrollments.

Operations



Investing in student success remains a high priority at YSU. Accordingly, investments in scholarships, and particularly merit-based aid, increased by \$3.9 million in FY17 and increased again in FY18 by nearly \$2.8 million, underscoring YSU's commitment to student access, success and affordability. Since FY 2015, YSU has increased spending for student scholarships by \$6.7 million—a 30% increase in three years.



If the college/university previously implemented this recommendation and saw efficiencies gained in FY18, please identify and include cumulative savings.

Savings to students is best measured by YSU's scholarship allowance, as detailed above. Cumulatively and over the past four years alone, YSU students have enjoyed savings totaling \$98.9 million.

If the college/university has not performed this exercise to date, please explain why.

5B Productivity measure: While the measure should be consistent, each college/university should have latitude to develop its own standards for the proper level of productivity in its units. This will allow, for instance, for appropriate differences between productivity in high-volume environments vs. high-touch environments.

What steps has the institution taken to improve productivity in FY18? Please discuss any updates to the utilization of process/continuous improvement methodologies such as Lean Six Sigma.

YSU uses process redesign, position necessity review, and value engineering in capital projects to reduce costs, as is the intent of using Lean Six Sigma methodology.

In addition, YSU created in FY 2018 a new Strategic Planning Organizational Team that has as one of its objectives to lay the groundwork for YSU's next strategic plan that will be heavily geared toward operational efficiencies, and program prioritization and optimization.

During FY 2018, YSU also negotiated a new 3-year labor agreement with the faculty union that resulted in the creation of a new faculty rank of lecturer and for which the teaching workload is 30 teaching hours per semester—a 25% increase in teaching productivity compared to other faculty ranks. In addition, the entry-level salary for the new lecturer rank is \$41,489—roughly 40% lower than the average salary for other faculty ranks. As a result of this action, YSU expects to reduce instructional costs while increasing the ratio of full-time faculty in the classroom. (FY 2019 is the first full year of implementation, so actual data will not be available until next year.)

5C Organizational structure: Each college/university should, as part or because of its cost diagnostic, review its organizational structure in line with best practices to identify opportunities to streamline and reduce costs. The college/university reviews should consider shared business services — among units or between college/university, when appropriate — for fiscal services, human resources, and information technology.

Note: Once fully implemented, this exercise is not necessary to conduct annually.

Did the college/university evaluate its organizational structure in FY18? If yes, please provide an overview of the process used and the key outcomes. If no change from FY17, please indicate.

No change from FY 2017.

If the college/university previously implemented this recommendation and saw efficiencies gained in FY18, please identify and include cumulative savings.

When hired as YSU's president in 2014, Jim Tressel re-organized the university's leadership structure, which resulted in an 8 FTE reduction in management positions that created \$1.1 million in annual savings in personnel costs.

Other organizational restructuring has resulted in additional savings, such as the reduction by one department in the College of Education that created a cost savings associated with the secretary and chair stipend of \$75,000 per year.

In addition, organizational changes in the areas of student advising, financial aid counseling, orientation and first year experiences by students have significantly reduced YSU's write-off of debt expenses. This expense was \$1,001,602, \$820,133, \$543,687, and \$122,572 for FY15, FY16, FY17 and FY18, respectively. An 88% reduction in expenses has culminated in savings of \$879,030 over the past four years.

5D Healthcare costs: A statewide working group should identify opportunities to collaborate on health-care costs.

What initiatives or plan changes did the college/university implement in FY18 to manage or reduce healthcare costs?

During FY 2018, YSU implemented a high-deductible healthcare insurance option that on average is expected to reduce claims costs by 25% for participating employees. To incent employees to enroll in this optional plan, YSU makes contributions to individual health savings accounts (\$1,000 for single coverage and \$2,000 for family coverage).

Has the college/university achieved any expected annual cost savings through healthcare efficiencies in FY18? Please explain how cost savings were estimated.

5E Data centers: The college/university must develop a plan to move its primary or disaster recovery data centers to the State of Ohio Computer Center (SOCC).

Please identify your institution's implementation status:

Progress made on implementing recommendation in FY18

If you implemented this recommendation in FY18, please briefly explain your implementation status.

If the college/university previously moved its data center to the SOCC, please identify efficiencies gained, including monetary savings or enhanced security.

If the college/university has not implemented this recommendation to date, how is it addressing systems security and redundancy issues?

YSU assessed using the SOCC as the primary Data Center in FY17 since the University's Data Center hardware was due for refresh. It was determined to be unfeasible from a capital investment perspective because of the high cost to build the level of redundancy and to maintain acceptable service levels. Even though the annual operating expenses were competitive with provisioning these services on-site, the SOCC did not offer a multi-tenant hosted model for virtualized servers at the time of the assessment.

The University plans to move disaster recovery for data recovery to the SOCC in FY19. A backlog of work efforts prevented this from occurring in FY18.

The University will assess the feasibility of migrating one-half of the high-availability computing environment that has been established in two separate buildings across campus to the SOCC in FY20.

5F Space utilization: Each college/university must study the utilization of its campus and employ a system that encourages optimization of physical spaces. Please complete the section that aligns with the implementation status of your college/university.

Note: This exercise is not necessary to conduct annually.

Please identify your institution's implementation status. Progress made on implementing recommendation in FY18
Please briefly explain your implementation status.
YSU initiated a space utilization analysis in FY18 and intends to fully implement in FY19.
If the college/university implemented this recommendation in FY18, please provide an overview of the process used and the key outcomes, including efficiencies gained.
The University instituted a Space Utilization (SPA) Committee in FY18 with the intent of fully vetting a comprehensive three-semester review and analysis of classroom/lab space utilization from FY17. As a result, the University issued an RFP for Course Scheduling Systems in April and recently entered final contract negotiations with two potential vendors.
Once implemented, a conservatively calculated ROI exceeds \$1 million over five-years through cost avoidance in computer lab and multimedia classroom hardware alone. Once implemented, the system will be used to assess all capital investments for existing or net new buildings/spaces.
If the college/university previously implemented this recommendation and saw efficiencies gained in FY18, please identify and include cumulative savings.
If the college/university has not performed this exercise to date, please explain why.

Energy

Energy Efficiencies seek to refine sustainable methods utilized by the college/university to procure and use energy (resulting in more efficient use of energy), including but not limited to lighting systems, heating & cooling systems, electricity, natural gas, and utility monitoring.

FY18 Projects/Initiatives	Efficiencies Gained, including Monetary Impact
Summer energy curtailments	YSU's engagement in the energy curtailment program with Hess Energy and Calpine Energy produced savings of approximately \$100,000 in FY18. The energy cost avoidance is estimated to be in excess of \$500,000 for FY18.

Have you gained efficiencies in FY18 from previously implemented projects/strategies? If yes, please discuss cumulative efficiencies gained.

Yes. The university's Phase I energy initiative implemented in 2008 focused on lighting and control enhancements, and continues to generate calculated estimated savings of \$1.2 million annually, and cumulatively \$13.2 million since inception in 2008.

YSU's Phase II energy initiative was implemented in 2016 and involved the construction of an on-campus steam utility plant that generates energy savings of approximately \$2 million per year, and cumulatively \$4 million since construction was completed in 2016.

Regional Compacts

Ohio Revised Code Section 3345.59 requires regional compacts of Ohio's public colleges and universities, with an executed agreement in place by June 30, 2018 for colleges and universities 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.

ODHE recognizes the regional compacts were due to be in place by June 30, 2018; therefore, please discuss your projected efficiencies gained as a result of each of the categories within the compact.

Category	Description	Monetary Impact
Reducing duplication of academic programming	Discussions underway within the Northeast Ohio Regional Compact.	
Implementing strategies to address workforce education needs of the region	YSU's Mahoning Valley Innovation & Commercialization Center (MVICC) will be a workforce development, educational and entrepreneurial hub, connecting creative minds with the modern equipment of advanced manufacturing and the knowledge of the regional business community. By working collaboratively with the Mahoning Valley Manufacturers Coalition, Eastern Gateway Community College, Career and Technical Centers, other K-12 educational providers, and area incubators, this multi-stakeholder center will become a driving force for economic growth and prosperity in the region.	\$12 million in capital expenditures expected over the next 18 months.

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

Discussions underway within the Northeast Ohio Regional Compact.

Via the NEO Regional Compact, YSU is working with Kent State, the University of Akron, Cleveland State 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 contract

To be determined; \$100,000 to \$200,000 in annual savings possible.

Enhancing career counseling and experiential learning opportunities for students

Expanding alternative education delivery models such as competency-based and project-based learning

Implementing strategies to increase collaboration and pathways with information technology centers, adult basic and literacy education programs and school districts in your region

YSU participates in the Northeast Consortium for Career Advancement.

N/A

YSU has alternative pathways for non-traditional/adult learners and military, active/veteran students, which are designed to accelerate time to degree completion. It's called the Alternative Credit Project™ (ACP) through the American Council on Education. ACP provides students access to a pool of online courses at low cost that YSU will accept toward their degree. ACP is designed to make our four-year degrees more attainable by lowering costs and increasing flexibility. ACP encourages greater acceptance of students' alternative credit and creates a more flexible pathway towards post-secondary education attainment for the more than 32 million non-traditional students who may have some college credit but no degree (<http://cms.ysu.edu/ysu/alternative-credit-project>). YSU accepts selected courses from: Straighterline, Saylor,

N/A

Ed4Online, JumpCourse, Pearson, and Sophia. The courses accepted were reviewed and approved by YSU faculty and are taught using a competence-based education format.

In addition, YSU regionally collaborates on teacher education strategies with the following institutions:

- Ashland University
- Baldwin Wallace University
- Cleveland State University
- Hiram College
- Lake Erie College
- Malone University
- Notre Dame College
- University of Akron
- University of Mount Union
- Ursuline College
- Walsh University

Enhancing the sharing of resources between institutions to improve and expand the capacity and capability for research and development

As noted above, YSU's Mahoning Valley Innovation & Commercialization Center (MVICC) will be a workforce development, educational and entrepreneurial hub, connecting creative minds with the modern equipment of advanced manufacturing and the knowledge of the regional business community. By working collaboratively with the Mahoning Valley Manufacturers Coalition, Eastern Gateway Community College, Career and Technical Centers, other K-12 educational providers, and area incubators, this multi-stakeholder center will become a driving force for economic growth and prosperity in the region.

\$12 million in capital expenditures expected over the next 18 months.

Identifying and implementing the best use of university regional campuses
Other

Not applicable

Via the NEO Regional Compact, YSU is working with Kent State, the University of Akron, Cleveland State and NEOMED to leverage volume for workers compensation insurance coverage.

To be determined; \$25,000 to \$50,000 in annual savings possible.

Section II: Academic Practices

Recommendation 6 | Textbook Affordability

6A Negotiate cost: Professional negotiators must be assigned to help faculty obtain the best deals for students on textbooks and instructional materials, starting with high-volume, high-cost courses. Faculty must consider both cost and quality in the selection of course materials.

Please identify your institution's implementation status:

No change from prior year's report

Please briefly explain your implementation status.

Implemented through pilot projects in FY16, YSU has continued to expand its First Day Ready program each year, thereby reducing the costs of textbooks for students while simultaneously enhancing student access to critical learning materials.

If the college/university previously implemented this recommendation and saw efficiencies gained in FY18, please identify and include cumulative savings.

As depicted in the table below, YSU students have enjoyed significant cost savings of over \$760,000 per year since FY 2017, and by more than \$1.5 million cumulatively.

Sales (in-store & online)	2017		2018		% Change		Average cost per type		
	\$	Units	\$	Units	\$	Units	2017	2018	Var
New Textbooks	\$2,266,992	25,575	\$2,186,375	26,054	-4%	2%	\$88.64	\$83.92	-\$4.72
Used Textbooks	443,530	5,814	407,677	5,972	-8%	3%	\$76.29	\$68.26	-\$8.02
New Textbook Rentals	333,833	4,818	260,918	3,875	-22%	-20%	\$69.29	\$67.33	-\$1.96
Used Textbook Rentals	317,805	6,834	351,055	8,012	10%	17%	\$46.50	\$43.82	-\$2.69
Digital Textbooks	29,910	487	45,184	1,062	51%	118%	\$61.42	\$42.55	-\$18.87
Total Textbooks	\$3,392,070	43,528	\$3,251,210	44,975	-4%	3%	\$77.93	\$72.29	-\$5.64
\$ Students Saved	\$761,034		\$765,780						
% Students Saved	18.3%		19.1%						

If you have not implemented this recommendation to date, please explain.

6B Standardize materials: Colleges and universities must encourage departments to choose common materials, including digital elements, for courses that serve a large enrollment of students. Please complete the section that aligns with the implementation status of your college/university.

Please identify your institution's implementation status:

No change from prior year's report

Please briefly explain your implementation status.

If the college/university previously implemented this recommendation and saw efficiencies gained in FY18, please identify and include cumulative savings.

Blackboard Learn, as the university Learning Management System (LMS), provides a common shared repository specifically structured for academically oriented digital elements serving a large enrollment of students. A key outcome is a common online learning environment experience for students regardless of discipline. Additionally, YSU is adding Blackboard Collaborate functionally to further augment the interactive online learning experience and standardized methods of sharing lectures and course content.

In October 2015, YSU's Academic Senate approved a new category of General Education courses for First Year Experience (FYE). These courses serve as a cornerstone for new student success initiatives with goals of improving completion and retention of students. Each of YSU's six colleges created at least one 2-4 credit hour course for FYE domain of General Education Requirements. Fifteen different FYE courses were created and approved to assist incoming students with the transition to college, the disciplines within the college, and YSU. Included in the 15 courses, for students designated as "undecided" or "exploratory," are two courses designed to meet their needs to decide on a major and establish goals for their future educational success. Each of the fifteen courses allows YSU to fulfill mandates for first year students, including Federal Campus Sexual Violence Elimination (Campus SaVE) Act, and a call for career assessment by all incoming freshmen. Further, the potential mandate for students to participate in financial literacy training was also considered and added as a component to the courses. Students in the FYE courses are required to participate in college and campus activities and programs, as well as a common intellectual experience. Rather than reading a common book, YSU is unique in creating PenguinThink. The theme for PenguinThink 2017-18 is *The Unintended Consequences of Innovation*. Subsequently, consideration has been given to also include information literacy as well as diversity and inclusion themes.

In academic year 2016-17, FYE courses were piloted in 5 of the 6 undergraduate colleges. During the Fall 2016 semester, approximately 45 sections were offered serving 1100 students; for Spring 2017; 19 sections were offered, serving approximately 500 students. Fall 2017 includes 88 sections serving 2,346 students (100% of YSU's incoming freshman class).

Overview of First Year Experience Components shared via Blackboard9 to all sections:

- Sexual Violence/Alcohol Awareness: Title IX/Campus SaVe – on line training delivered by Campus Clarity: *Think About It*
- Career Planning: ODHE – delivered by YSU Career Services/ varies by course, but must contain OhioMeansJobs.com search; video with pre-class assignment on Blackboard.
- Financial Literacy: mandate may be coming soon – online training delivered by EverFi: *Transit: Financial Wellness*.
- Common Intellectual Experience: "PenguinThink" [2017-18: *The Unintended Consequences of Innovation*]. Includes a PenguinThink Contest yielding \$500 textbook scholarships in each college each term. Introductory information share on Blackboard for students; curricular support supplied to instructors. All Interactive Presentations posted on Blackboard. Proof of attendance and feedback at Interactive Presentations recorded through YSU app (oohlala.com).

Campus Engagement/Activities: Participate in four activities with at least one being outside of the specific college/varies by college. Eventually attendance will be recorded through YSU app (oohlala.com). Currently students posting to Blackboard or other online platforms per instructor's direction.

If you have not implemented this recommendation to date, please explain.

6C Develop digital capabilities: Colleges and universities must be part of a consortium to develop digital tools and materials, including open educational resources, that provide students with high-quality, low-cost materials. Please complete the section that aligns with the implementation status of your college/university.

Please identify your institution's implementation status:

No change from prior year's report

Please briefly explain your implementation status.

Piloted in FY16 and fully implemented in FY17, YSU continues to promote its digital program and looks for opportunities for expansion on an ongoing basis.

If the college/university previously implemented this recommendation and saw efficiencies gained in FY18, please identify and include cumulative savings.

In addition to becoming an Open Textbook Network Consortium member in September 2016, and hiring an Open Education Resource point-person, many efforts are underway regarding digital content that are also expanded upon in the subsequent section:

- Barnes & Noble LoudCloud Open Access Resources providing supplemental resources for 32 Courses at a substantially reduced cost of just \$25.
- The First Day Ready textbook cost reduction initiative has reduced students' costs by roughly \$765,000 annually.
- The B&N Price-Match program saved students \$71,893.
- Executed a contract with TopHat to begin in spring of 2019 with a estimated and conservative cost savings of \$250,000 in the first year of this partnership.
- Since the program started in summer of 2017 YSU faculty have adopted 15 OER textbooks and have saved students a total of \$53,465.
- In an effort to encourage the adoption of Open Education Resources, the following incentives are available to faculty:
 - \$200 Open Textbook Network and Open Textbook Network course review.
 - \$750 for Open Resource, LoudCloud, or TopHat adoption (with minimal changes in material) or \$1,500 for department making such a group decision.
 - \$1000 for individual course LoudCloud adoption with some significant edits (editor would receive stipend).

If you have not implemented this recommendation to date, please explain.

Reducing Textbook Costs for Students

Ohio Revised Code 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 related to 6A, 6B, and 6C above, that ensure students have access to affordable textbooks.

Initiative	Explanation of Initiative	Cost Savings to Students
First Day Ready Program	In partnership with B&N, this program makes course materials available to students at a reduced price and on the first day of class. This program is based on evidence that shows students who have instructional materials are more likely to succeed academically than students who do not have course materials.	\$765,780
Textbook Price-Match Program	To ensure optimal textbook pricing for students, YSU’s bookstore partner matches the price of any textbook found elsewhere at a lower price, as negotiated by the university in its contract with Barnes & Noble.	\$71,893
Open Education Resources	Makes available to YSU faculty the Open Textbook Network and Open Textbook Network course review; Open Resource or LoudCloud adoption (with minimal changes in material); and a \$1,000 incentive for individual course LoudCloud adoption with some significant edits.	Under development.

Textbook Cost Study

Ohio Revised Code Section 3333.951(D) requires Ohio’s public colleges and universities to conduct a study to determine the current cost of textbooks for students enrolled in the institution and submit the study to the Chancellor by a date prescribed by the Chancellor. Please share the results of your study below.

Category	Amount
Average cost for textbooks that are new	\$83.92 (a 5.3% reduction from prior yr.)
Average cost for textbooks that are used	\$68.26 (a 10.5% reduction from prior yr.)
Average cost for rental textbooks	\$43.82 (a 5.8% reduction from prior yr.)
Average cost for eBook	\$42.55 (a 31% reduction from prior yr.)

Textbook Selection Policy Ohio Revised Code Section 3345.025 requires the board of trustees of each state institution of higher education to adopt a textbook selection policy for faculty to use when choosing and assigning textbooks and other instructional materials. Has your college’s/university’s board of trustees adopted a textbook selection policy? In Process

Recommendation 7 | Time to Degree

7A Education campaign: Develop an education campaign on course loads needed to graduate.

Note: This exercise is not necessary to conduct annually.

Please identify your institution's implementation status.

No change from prior year's report

Please briefly explain your implementation status.

Implemented and ongoing.

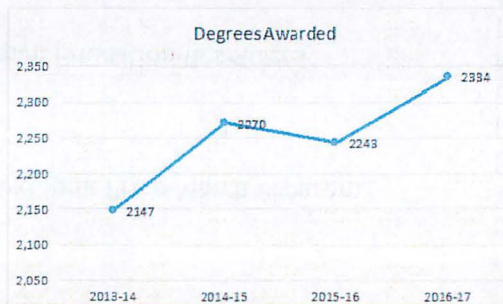
If the college/university previously implemented this recommendation and saw efficiencies gained in FY18, please identify and include cumulative savings.

This has been implemented via advising practices, communications strategies, and via new student orientation.

Changing the tuition bulk-rate from 12-15 credit hours to 12-17 credit hours has incentivized students to take more credits, thereby fostering earlier completion. Beginning in FY16, revenue was reduced by approximately \$860,000 per semester, thus, saving students \$1.7 million per academic year. Since FY16, cumulative savings to students is estimated at \$5.1 million.

In addition, YSU has aggressively implemented the College Credit Plus program. Over the past three years, YSU established agreements with 46 school districts and has served approximately 4,300 students, resulting in cumulative savings of \$7.6 million since FY16. The credit hours earned by these students reduces the number of semesters necessary to complete a bachelor's degree.

At YSU, student access and success is at the forefront of virtually everything we do. As a result, YSU has seen marked improvements in student success as measured by the number of degrees awarded and other such factors.



The institutional emphasis on student success at YSU is underscored by the FY15 creation of the Division of Student Success, led by the Associate Provost for Student Success.

If you have not implemented this recommendation to date, please explain.

7B Graduation incentive: Establish financial and graduation incentives to encourage full-time students to take at least 15 credits per semester.

Note: Once fully implemented, this exercise is not necessary to conduct annually.

Please identify your institution's implementation status.

Implemented recommendation in FY18

Please briefly explain your implementation status.

Implemented in FY18 but not effective until FY19, YSU's Penguin Tuition Promise program incentivizes students to graduate within four years in order to enjoy guaranteed and stable tuition pricing for 12 consecutive semesters. YSU's program was implemented pursuant to Ohio Revised Code section 3345.48.

If the college/university previously implemented this recommendation and saw efficiencies gained in FY18, please identify and include cumulative savings.

In FY16, YSU modified its bulk-rate tuition pricing structure from 12-15 credit hours to 12-17 credit hours, thereby incentivizing students to take more credits and fostering earlier degree completion. Beginning in FY16, revenue was reduced by approximately \$860,000 per semester, resulting in savings to students of \$1.7 million per academic year. Since FY16, cumulative savings to students is estimated at \$5.1 million.

If you have not implemented this recommendation to date, please explain.

7C Standardize credits for degree: Streamline graduation requirements so that most bachelor's degree programs can be completed within 126 credit hours or less, and associate degree programs can be completed within 65 credit hours or less. Exceptions are allowed for accreditation requirements.

Please identify the share of programs at your institution that require more than 126 credit hours to earn a baccalaureate or more than 65 credit hours to earn an associate degree.

At YSU, there are 66 programs (24%) that require more than 126 credits to graduate. However, of these 66 programs, 21 are music programs that if treated in this report as one broader program would result in an adjusted share of 16% requiring more than 126 hours. For associate degree programs, there are 17 programs (58%) that require more than 65 credit hours.

Please explain the major reasons specific academic program may require more than 126 or 65 credit hours to earn the respective degree.

Some YSU programs require more than 126/65 credit hours due to strict educational and practicum requirements of accrediting organizations common for professional degree programs.

7D Data-driven advising: Enhance academic advising services so that students benefit from both high-impact, personalized consultations and data systems that proactively identify risk factors that hinder student success.

Please identify your institution's implementation status:

Implemented recommendation in FY18

Please briefly explain your implementation status.

Upgrade of degree audit software called Uachieve was implemented in spring of 2018 and unveiled to the university community. The software is available to students, advisors, faculty and chairs to aid in the advisement of students and to assist in the completion of degrees on time. The audit allows the student or advisor to see the courses that a student needs, the courses that a student has transferred into YSU, and allows the planning of future coursework by indicating requirements that have yet to be fulfilled.

If the college/university previously implemented this recommendation and saw efficiencies gained in FY18, please identify and include cumulative savings.

If you have not implemented this recommendation to date, please explain.

7E Summer programs: Evaluate utilization rates for summer session and consider opportunities to increase productive activity.

Please identify your institution's implementation status.

No change from prior year's report

Please briefly explain your implementation status.

YSU's Penguin Jump Start program has been successful and ongoing.

If the college/university previously implemented this recommendation and saw efficiencies gained in FY18, please identify and include cumulative savings.

The Jump Start Summer program offers a menu of General Education courses at reduced tuition (\$500/class for up to 2 three credit classes). Board of Trustees and ODHE approvals were obtained for the tuition reduction and fee waiver. The program was designed to increase fall matriculation and decrease cost and time to degree. Enrollment has been good, and the fall matriculation rates of accepted incoming freshmen are higher than that of the general student body (94% vs. 33%). Cumulative student savings is estimated to be approximately \$150,000 since program inception.

If you have not implemented this recommendation to date, please explain.

7F Pathway agreements: Develop agreements that create seamless pathways for students who begin their educations at community or technical colleges and complete them at universities.

Please provide the details of the work completed related to this area in FY18 only.

Currently YSU is working with ODHE on the development of transfer pathway agreements that will be coherent across all state institutions for seamless transition from 2- to 4-year schools in specific disciplines. We have completed or are in the process of completing the following pathway agreements: Business, Economics, Geography, Political Science, Math, Psychology, Social Work, Sociology, Anthropology, Studio and Fine Arts, English, History, Music, Philosophy, and Theatre.

At the end of FY18, how many articulation pathway agreements does your college/university have in place? How many are 2+2? How many are 3+1? Is the number of pathways available for students increasing?

YSU currently has 2 agreements with 4-year institutions, 2 consortiums, and 40 agreements with 2-years institutions. We are continually developing new agreements with schools in Ohio and out-of-state.

Please discuss efficiencies gained by implementing this recommendation. Please discuss how students have benefited, in terms of both cost and quality of their education.

By design, students enrolled in such pathways can complete degree programs more quickly and at a substantially lower cost.

7G Competency-based education: Consider developing or expanding programs that measure student success based on demonstrated competencies instead of through the amount of time students spend studying a subject.

Please provide the details of work completed related to this area in FY18 only.

YSU has considered this recommendation and has concluded it will not move substantially in this direction, absent the current professional programs that are offered that already have a component of competency based education built into their curriculum, particularly given that licensure/certification tests often require the demonstration of various professional competencies.

Please discuss efficiencies gained by implementing this recommendation. Please discuss how students have benefited, in terms of both cost and the quality of their education. In particular, how many students are estimated to be served by the college's/university's competency-based education programs? Has your college/university seen improvements in completion rates? Have students seen cost savings?

Recommendation 8 | Course and Program Evaluation

This recommendation is not applicable this year. Per O.R.C 3345.35, the colleges and universities need to address this recommendation every five years. The next applicable date is FY22.

What steps, if any, did your college/university take in FY18 to share courses/programs with partnering colleges/universities?

Delivery of YSU academic programs at Lakeland Community College (or via hybrid delivery) serves students in allied health, public health, criminal justice, and social work bachelor's degrees, and the master's degree in social work.

In addition, YSU is involved in discussions with Kent State and the University of Akron to identify additional opportunities for shared courses and programs.

If you implemented course/program sharing, please discuss efficiencies gained, including cumulative efficiencies to date.

Student costs are lowered by the differential between the tuition price for 30 credits at a community college tuition versus at YSU. Data necessary to calculate estimated efficiencies is being gathered and was not available at the time this report was completed (September 2018).

Recommendation 9 | Co-located Campuses

Ohio Revised Code Section 3333.951 requires Ohio’s co-located colleges/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.

Please identify efficiencies gained in FY18 only.

Co-located campus: _____ *Not applicable* _____

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

Section III: Policy Reforms

Recommendation 10 | Policy Reforms

10A Financial Advising: Provide financial advising and training to students.

Please identify your institution's implementation status:

No change from prior year's report

Please briefly explain your implementation status.

Implemented and ongoing.

If the college/university previously implemented this recommendation and saw efficiencies gained in FY18, please identify and include cumulative savings.

Beginning with the 2017-18 academic year, all first-year YSU students are required take a First Year Experience course that includes financial literacy and advising coursework.

If you have not implemented this recommendation to date, please explain.

10B Obstacles: The Ohio Department of Higher Education and/or state legislature should seek to remove any obstacles in policy, rule, or statute that inhibit the efficiencies envisioned in these recommendations.

What legislative obstacles or policy roadblocks, if any, inhibit efficiencies and affordability practices at the college/university?

- Chancellor's required approval of tuition and fee waivers. Such waivers are consistent with the intent of the Governor's Task Force, i.e., waivers are designed to lower student costs. However, the state's review and approval processes can oftentimes delay implementation.
- Recognition that YSU's already-low tuition (see Cost Diagnostic) is itself a remarkable value to students.
- Reducing barriers to monetizing assets such as the sale or leasing of property. State rules presently require reviews and approvals of multiple state entities, including the Department of Administrative Services, the Attorney General's Office, and the Governor's Office.

Construction Reform

Please discuss efficiencies gained in FY18 from the 2012 Construction Reform legislation.

YSU uses the standardized processes and procedures required for campus construction to optimize the cost of construction and renovations to campus buildings.

Additional Practices

Are there additional efficiency practices your college/university implemented in FY18 to ensure students have access to an affordable and quality education? Please identify.

Section IV: Master Recommendation #1 - Students Must Benefit

For chart #1, please provide the cost savings/avoidance in FY18 ONLY for the three specified categories. For chart #2, of the FY18 cost savings/avoidance to your respective college/university, please provide how much of that cost avoidance/savings was redeployed or invested into initiatives that benefit students and/or promote operational excellence.

NOTES: Please do NOT include cumulative savings as this is for FY18 only. Cumulative savings may be discussed in your above response to each recommendation. Feel free to add additional lines as necessary.

Chart #1:

Category	Recommendation	FY18 (Actual)
Cost savings/avoidance to the college/university in FY18 ONLY	3A/B Campus/Collaborative contracts	\$3,846,331
	5C Organizational Structure	\$1,596,115
	5F Space Utilization (Energy Savings)	\$3,800,000
	Subtotal of Institutional Efficiency Savings	\$9,242,446
New resource generation for the college/university in FY18 ONLY	4A Assets & Operations	\$9,785,000
	4B Operations Review	\$9,593,333
	4C Affinity Partnerships & Sponsorships	\$27,181,000
	Subtotal of New Resource Generation	\$46,559,333
Cost savings/avoidance to students in FY18 ONLY	4C Affinity Partnerships (YSU Foundation)	\$8,100,000
	5A Cost Diagnostic: Scholarships	\$28,731,176
	5A Cost Diagnostic: Below-Average Tuition & Fees	\$14,384,349
	6 Textbook Affordability	\$1,141,138
	7 Time to Degree	\$4,233,333
	Subtotal of Student Savings	\$56,649,996

Chart #2:

Category	Amount Invested in FY18	Explanation
Reductions to the total cost of attendance (tuition, fees, room and board, books and materials, or related costs — such as technology)	\$23,625,487	Amount reflects revenues foregone as a result of YSU's affordable tuition as compared to other regional public universities; plus scholarship support from the YSU Foundation that directly lowers the cost of attendance; plus savings enjoyed by YSU students from textbook affordability initiatives.
Student financial aid	\$28,791,176	Amount represents direct savings to students through YSU's scholarship allowance expense, as reported on YSU's audited financial statements.
Student success services, particularly with regard to completion and time to degree	\$3,628,728	Amount represents YSU's investment in the Division of Student Success, which includes career counseling, academic advising, the Center for Student Progress, disability services, student employment, college access and transition services, and student inclusion and enrichment services.
Investments in tools related to affordability and efficiency	\$8,693,197	Amount represents YSU's investment in information technology improvements primarily geared toward efficiencies related to student instruction via classroom IT and campus infrastructure.
Improvements to high-demand/high-value student programs	\$85,565,168	Amount represents YSU's FY18 Academic Affairs budget, driven primarily by investments in key programs in the areas of health sciences, such as nursing, and STEM fields, as well as professional degree programs.
<i>Add other categories as needed</i>		

Section V: Master Recommendation #2 – Five-year Goals

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 submitted in 2016, please update.

See attached MasterRecommendation2. Template to complete.

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

Category	Recommendation	Component	Description	FY 2017 (Estimate)	FY 2017 (Actual)	FY 2018 (Estimate)	FY 2018 (Actual)	FY 2019 (Estimate)	FY 2020 (Estimate)	FY 2021 (Estimate)	Subtotal	Budget Narrative/Explanation of Efficiency Savings \$\$ (attach additional sheets if necessary)
Efficiency Savings	3A	Campus contracts	Require employees to use existing contracts for purchasing goods and services.	\$ 150,000	\$ 67,000	\$ 1,500,000	\$ 2,159,935	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 6,226,935	Board of Trustees passed a resolution June 2017 requiring the use of State and Local contracts; this savings will be significantly increased next year as a result
	3B	Collaborative contracts	Savings linked to contracts shared with the IUC and other collaborations	\$ 142,000	\$ 199,114	\$ 178,255	\$ 1,617,247	\$ 1,600,000	\$ 1,600,000	\$ 1,600,000	\$ 6,616,561	
	5C	Organizational structure	Each institution should review its organizational structure in line with best practices to identify opportunities to streamline and reduce costs	\$ 900,000	\$ 1,100,000	\$ 1,000,000	\$ 1,596,115	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 5,696,115	
	5D	Health care costs	Like other employers, colleges and universities, have experienced rapid growth in health care costs	\$ -	\$ 1,600,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 3,600,000	
	5E	Data Centers	YSU had entered into a reciprocity agreement with the University of Akron to share data center space and is currently negotiating with Cleveland State University for a similar agreement	\$ 10,000	\$ -	\$ 17,000	\$ 17,000	\$ 17,000	\$ 20,000	\$ 20,000	\$ 74,000	
	N/A	Energy	YSU's construction of a new steam plant will provide sustainable energy that is produced more efficiently and cleanly and at a significantly lower cost than purchasing steam from outside vendors	\$ 1,700,000	\$ 2,855,607	\$ 2,000,000	\$ 9,242,446	\$ 9,000,000	\$ 9,000,000	\$ 9,000,000	\$ 39,098,053	
	6A	Textbook Affordability	Savings to students via negotiated costs of materials; standardizing materials; developing digital capabilities; Barnes & Noble; and YSU investment	\$ 300,000	\$ 326,421	\$ 900,000	\$ 1,141,138	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 4,467,559	
	7A	Graduation Incentive	Change in bulk tuition rate	\$ 1,700,000	\$ 1,720,000	\$ 1,700,000	\$ 1,700,000	\$ 1,700,000	\$ 1,700,000	\$ 1,700,000	\$ 8,520,000	
	N/A	Additional Efficiency Practices	Increased scholarships for students	\$ 25,000,000	\$ 26,017,022	\$ 27,000,000	\$ 28,791,176	\$ 28,000,000	\$ 28,000,000	\$ 28,000,000	\$ 138,818,198	
	N/A	Compacts	Enterprise systems savings	\$ -	\$ -	\$ 130,200	\$ 130,200	\$ 130,200	\$ 130,200	\$ 130,200	\$ 520,800	
	N/A	Compacts	Multi-media classroom savings	\$ -	\$ -	\$ 250,000	\$ 250,000	\$ 74,000	\$ 74,000	\$ 74,000	\$ 472,000	
Subtotal Efficiency Savings				\$ 29,502,000	\$ 33,895,164	\$ 35,175,455	\$ 45,011,200	\$ 45,024,200	\$ 45,024,200	\$ 45,024,200	\$ 216,110,021	
Category	Recommendation	Component	Description	FY 2017 (Estimate)	FY 2017 (Actual)	FY 2018 (Estimate)	FY 2018 (Actual)	FY 2019	FY 2020	FY 2021	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.	\$ 16,000,000	\$ 19,378,333	\$ 18,000,000	\$ 19,378,333	\$ 19,000,000	\$ 19,000,000	\$ 19,000,000	\$ 95,756,667	
	4C	Affinity partnerships and sponsorships	Upon determining assets and operations that are to be retained, evaluate opportunities for affinity relationships and sponsorships.	\$ 8,000,000	\$ 7,900,000	\$ 8,000,000	\$ 8,100,000	\$ 8,000,000	\$ 8,000,000	\$ 8,000,000	\$ 40,000,000	
	4C	Affinity partnerships and sponsorships	particularly academic excellence, student access and success and community engagement; plus sponsorship agreements with outside entities.	\$ 50,000,000	\$ 50,000,000	\$ 25,000,000	\$ 27,281,000	\$ 25,000,000	\$ -	\$ -	\$ 102,181,000	We See Tomorrow fundraising campaign: \$100 million goal.
	Subtotal New Resource Generation				\$ 74,000,000	\$ 77,278,333	\$ 51,000,000	\$ 54,659,333	\$ 52,000,000	\$ 27,000,000	\$ 27,000,000	\$ 237,937,667
TOTAL OF COMBINED INSTITUTIONAL OPPORTUNITIES FOR ENHANCED STUDENT AFFORDABILITY				\$ 103,902,000	\$ 111,173,497	\$ 86,175,455	\$ 54,659,333	\$ 97,024,200	\$ 72,024,200	\$ 72,024,200	\$ 454,047,688	

From: SMolski@highered.ohio.gov <SMolski@highered.ohio.gov>
Sent: Friday, October 26, 2018 9:54 AM
To: Neal McNally <npmcnally@ysu.edu>
Cc: Mike Sherman <msherman02@ysu.edu>
Subject: RE: Reminder: FY18 Efficiency Reporting Template due by September 28

Hi Neal and Mike-

I wanted to say how much I enjoyed reading YSU's report. Great use of data and metrics to show your progress. Plus, it's evident that YSU is working extremely hard to ensure students have access to an affordable education. The data you cited about savings to students is incredible, such as reporting by changing the tuition bulk rate, since FY16, cumulative saving to students is estimated at \$5.1 million.

Thank you for all you are doing to ensure students have access to an affordable and quality education.

Best,
Sara

Sara Molski, MPA
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**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, as detailed in Exhibit ___.

**Board of Trustees Meeting
December 6, 2018
YR 2019-**



YOUNGSTOWN STATE UNIVERSITY
Interfund Transfers Requiring Board Approval
Transfers Outside of the Operating Budget
Requested Transfers for Second Quarter 2019

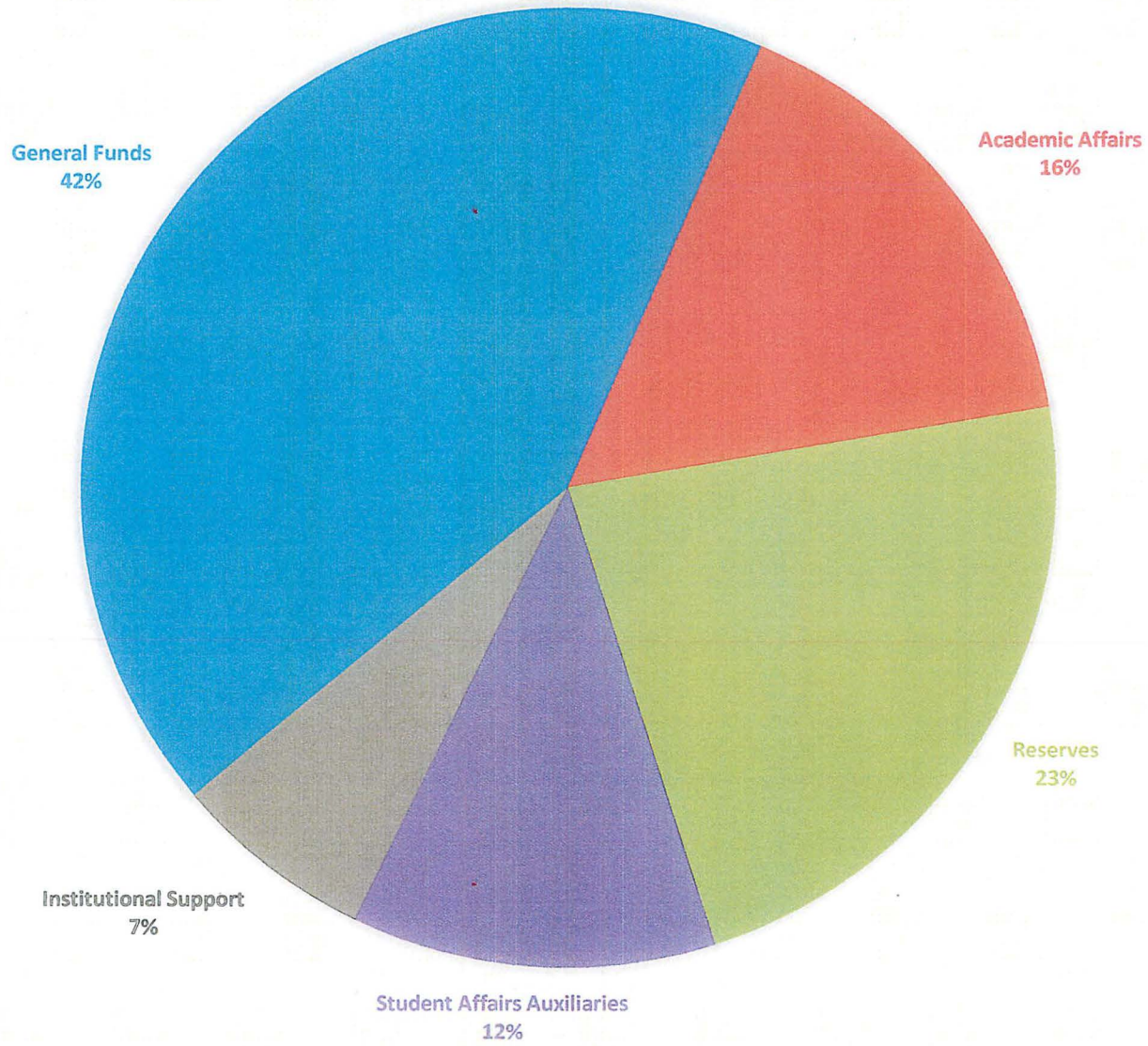
Transfers to fund the \$2,076,609 FY2018 scholarship deficit and \$200,000 for strategic planning:

<u>FROM</u>	<u>AMOUNT</u>
<i>Various Designated Funds</i>	
Scholarship Reserve	\$ 591,904
Federal Match Reserve	310,634
Tech & Lab Mat. Fee Carry Fwd	320,642
College Fee Carry Fwd	198,498
Program Fee Carry Fwd	109,241
Technology Master Plan	132,306
Subtotal	<u>\$ 1,663,225</u>
<i>Various Auxiliary Plant Reserve Funds</i>	
Andrews Recreation & Wellness Center Plant Reserve	\$ 59,313
Housing Services Plant Reserve	387,600
Kilcawley Center Plant Reserve	32,227
Parking Plant Reserve	134,244
Subtotal	<u>\$ 613,384</u>
Total Transfers Out	<u>\$ 2,276,609</u>
<u>TO</u>	<u>AMOUNT</u>
<i>Designated Funds</i>	
Operating Carry Fwd	\$ 2,076,609
Strategic Initiatives	200,000
Total Transfers In	<u>\$ 2,276,609</u>

YOUNGSTOWN STATE UNIVERSITY
FY 2018 Operating Performance & Proposed Fund Transfers to Close Scholarship Deficit
General & Auxiliary Funds

	GENERAL FUNDS							AUXILIARY FUNDS					
	General Fund*	Scholarships	Technology	College	Program	Information	Total	Andrews Rec Center	Housing Services	Athletics	Kilcawley Center	Parking Services	Total
			Lab/Materials Fees	Fees	Fees	Services Fees							
Revenue	\$147,550,225	\$0	\$3,691,494	\$1,966,346	\$361,996	\$2,550,008	\$156,120,069	\$71,710	\$11,557,021	\$3,894,285	\$869,490	\$3,433,726	\$19,826,232
Expenses	117,642,602	11,979,185	2,768,907	1,213,545	251,735	1,628,590	135,484,564	1,288,726	8,992,159	15,392,311	1,903,815	2,078,702	29,655,713
Transfers Out (In)	28,022,627	(8,017,580)	129,304	203,083	(14,318)	(37,694)	20,285,422	(1,309,311)	1,853,864	(11,498,026)	(1,099,785)	692,924	(11,360,334)
Total Exp & Transfers	145,665,229	3,961,605	2,898,211	1,416,628	237,417	1,590,896	155,769,986	(20,585)	10,846,023	3,894,285	804,030	2,771,626	18,295,379
Net Balance (Deficit)	\$1,884,996	(\$3,961,605)	\$793,283	\$549,718	\$124,579	\$959,112	\$350,083	\$92,295	\$710,998	\$0	\$65,460	\$662,100	\$1,530,853
		Operating Carry-Fwd Fund	TLM Carry-Fwd Fund	College Fee Carry-Fwd Fund	Prog. Fee Carry-Fwd Fund	Technology Master Plan		Andrews Plant Reserve	Housing Plant Reserve	KC Plant Reserve	Parking Plant Reserve		
September 2018 transfers		(\$2,076,609)	\$793,283	\$549,718	\$124,579	\$959,112	\$92,295	\$710,998	\$65,460	\$662,100			
Balance at 6/30/18		0	2,107,584	1,268,574	1,032,590	278,151	462,373	1,978,503	1,171,064	593,283			
Balance after transfer		(\$2,076,609)	\$2,900,867	\$1,818,292	\$1,157,169	\$1,237,263	\$554,668	\$2,689,501	\$1,236,524	\$1,255,383			
Transfers to close FY 2018 scholarship deficit:													
100% of Scholarship Reserve balance	\$591,904												
100% of Federal Match Reserve balance	310,634												
Reallocation of other FY18 funds:													
Tech Lab/Materials	320,642		(\$320,642)										
College Fees	198,498			(\$198,498)									
Program Fees	109,241				(\$109,241)								
Tech Master Plan	132,306					(\$132,306)							
Andrews Rec	59,313						(\$59,313)						
Housing	387,600							(\$387,600)					
Kilcawley Center	32,227								(\$32,227)				
Parking	134,244										(\$134,244)		
	<u>\$2,276,609</u>												
		Strategic Planning Fund	Operating Carry-Fwd Fund	TLM Carry-Fwd Fund	College Fee Carry-Fwd Fund	Prog. Fee Carry-Fwd Fund	Technology Master Plan	Andrews Plant Reserve	Housing Plant Reserve	KC Plant Reserve	Parking Plant Reserve		
Proposed Transfers	\$200,000	\$2,076,609	(\$320,642)	(\$198,498)	(\$109,241)	(\$132,306)	(\$59,313)	(\$387,600)	(\$32,227)	(\$134,244)			
Balance at 6/30/18	0	(2,076,609)	2,900,867	1,818,292	1,157,169	1,237,263	554,668	2,689,501	1,236,524	1,255,383			
Balance after transfer	\$200,000	\$0	\$2,580,225	\$1,619,794	\$1,047,928	\$1,104,957	\$495,355	\$2,301,901	\$1,204,297	\$1,121,139			

Sources of funding for the FY 2018 Scholarship deficit



YOUNGSTOWN STATE UNIVERSITY
Budget to Actual
For the 3-month period of 7/1/18 - 9/30/18

FY2019 Revenue 1st Quarter, 9/30/18	Fiscal Year 2019		Actual as a % of Budget	Business Indicator	Actual Compared to Prior Year
	Budget	Actual			
Tuition and mandatory fees	\$96,054,414	\$47,451,526	49.4%	●	↑
Other tuition and fees	\$14,659,862	\$7,213,728	49.2%	●	↑
Student charges	\$1,439,450	\$547,831	38.1%	●	↓
State appropriations	\$43,363,276	\$10,796,604	24.9%	●	↑
Recovery of indirect costs	\$1,736,413	\$394,778	22.7%	●	↓
Investment income	\$2,346,028	\$341,485	14.6%	●	↓
Other income	\$900,600	\$399,302	44.3%	●	↑
Total	\$160,500,043	\$67,145,254	41.8%	●	↑

- On/Above target
- Caution
- Warning

FY2019 Expenses 1st Quarter, 9/30/18	Fiscal Year 2019		Actual as a % of Budget	Business Indicator	Actual Compared to Prior Year
	Budget	Actual			
Wages	\$76,903,841	\$15,742,788	20.5%	●	↑
Benefits	\$24,488,352	\$5,056,246	20.6%	●	↑
Scholarships	\$11,205,273	\$4,782,492	42.7%	●	↑
Operations	\$20,954,148	\$4,122,780	19.7%	●	↑
Plant & maintenance	\$7,485,065	\$1,706,119	22.8%	●	↓
Fixed asset purchases	\$461,206	\$81,289	17.6%	●	↑
Transfers	\$19,130,129	\$18,955,990	99.1%	●	↓
Total	\$160,628,014	\$50,447,704	31.4%	●	↑

- On/Below target
- Caution
- Warning

YSU Capital Projects Summary:

Board Update 10/31/2018

Capital Projects in Progress:

Don Constantini Multimedia Center
YSU 1718-7R

\$3M (Local Funds) MS Consultants, Murphy Contracting

This project will be the addition of instructional spaces and media facilities above the East side grand stands. This project was successfully bid and is currently under construction. Completion of this project is anticipated July 2019.

Projects Recently Completed:

Academic Area Renovations - Natatorium
YSU 1718-4

\$1.5M (Capital Funds C34551) BSHM Architects, Murphy Contracting

Only punch-list items remain. Still working out final change-orders with contractor.

Ward Beecher Science Hall Renovations 2

YSU 1718-3-2

\$1.25M (Capital Funds C34549) YSU Staff (Bill Spencer), Murphy Contracting

Only a few punch-list items remain.

Campus Utility Distribution Renovations

YSU 1718-23

\$830k (Capital Funds C34500) Scheeser Buckley Mayfield, Marucci-Gaffney

This project is complete.

Campus Development Phase 2
YSU 1718-6-2

\$342k (Capital Funds C34553 & C34500) Walker Parking, CPS Const.

Only a few punch-list items remain.

Academic Area Renovations – Biology Labs
YSU 1718-4

\$1.25M (Capital Funds C34551) BSHM Architects, United Contractors

This project is complete.

Instructional Space Upgrades Phase 2

YSU 1718-36

\$265k (Capital Funds C34524) YSU Staff (Summer Barker), Brock Builders

This project is complete.

M30/M60 Parking Structure Renovations
YSU 1718-41

\$676k (Local Funds) Walker Restoration, Carl Walker Const.

This project is complete. Only minor items remain.

Moser Hall Fluids Lab Renovations

\$110,000 (Local Funds) AP O'Horo

This project is complete.

Projects Recently at Controlling Board for Release of Funds:

- Ward Beecher Structural Repairs – A/E Fees – Released on September 10, 2018
- Campus Roofing Repairs and Replacement (Fok Hall, Cushwa Hall) – A/E Fees – Released September 24, 2018

Request for Qualifications Currently Posted on OFCC Website:

- None at this time.

Capital Projects in Development:

Edmund J. Salata Complex Renovations

YSU 1920-10

\$300k (Capital Funds C34539) YSU Staff, Bill Spencer

This project will be renovations to areas within the Edmund J. Salata Complex. Windows will be replaced, restrooms upgraded, exterior doors will be replaced, and small areas will be reconfigured. This project is scheduled to bid late 2018 and be complete in 2019.

Innovation and Commercialization Center

YSU 1718-14

\$11.5M (Capital Funds C34554, Grants) SSOE Group

This project will be the purchase and renovation of property adjacent to YSU's campus on Commerce Street along with the construction of new high-bay and low-bay space to ultimately create an Innovation and Commercialization Center. The property has been acquired, and an A/E design firm is under contract (SSOE Group from Toledo) with design underway. Construction will begin early in July of 2019 and be complete by May 2020.

Club Sports Field and North Central Parking

YSU 1920-09

\$4.5M (Local Funds) GPD Group

This project will be the removal of the existing tennis courts at Elm Street and the East Bound Service Road and the creation of a new parking facility. Also included in this project will be the installation of a new artificial sports field where the current residence parking facility is located east of Cafaro House. This project will bid in early 2019 with an August 2019 completion.

University Tennis Center

YSU 1920-03

\$4M (Local Funds) AXIOM Architects

This project will be the creation of a new indoor tennis facility on the West side of campus along West Scott Street. Design is under way using the Construction Manager at Risk method of project delivery. The completion of this project will be July 2019.

Meshel Hall Renovations Phase 2

YSU 1920-02

\$2.25M (Capital Funds C34552) YSU Staff, Bill Spencer

This project will be the renovation of the 2nd and 4th floors of Meshel Hall to complete a phased renovation started in 2016. Classroom facilities will be created on the 4th floor as well as expansion of the restroom facilities. Staff offices will be carpeted and interior finishes in public spaces will be updated. This project will start in May 2019 and be complete by August 2019.

Cushwa Hall Physical Therapy Renovations

YSU 1920-07

\$2.3M (Capital Funds C34556) YSU Staff, Summer Barker

This project will be the renovation and expansion of the Physical Therapy program in the lower level of Cushwa Hall. The existing instructional spaces will be upgraded and space once occupied by Media and Academic Computing will be renovated for program expansion. This project will start in May of 2019 and be complete by August 2019.

Ward Beecher Science Hall Structural Repairs

YSU 1920-01

\$1.75M (Capital Funds C34557) Domokur Architects

This project will include structural repairs within the lower level mechanical spaces in Ward Beecher. This project is currently in design and is anticipated to start in May 2019.

Additional Projects in Development for 2018/2019:

- **Campus Roof Repairs and Replacements – Fok Hall and Cushwa Hall – \$600k, Capital Funds**
- **Housing Roof Repairs and Replacements – \$600k, Local Funds**

YSU University Facilities - 2018 Deferred Maintenance Update

Legend:

	Complete
	In Progress

x	Completed 2018
o	On Deck 2019

Fok Hall

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

Concerns:

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

Beeghly Center

Year Constructed 1969
Size 255,290 Gross Square Feet

Concerns:

- Replace Selected Interior Doors
- x Renovate Pool, Filter System, Pool Deck
- x Improve Lighting
- x Replace Flooring
- Replace/Repair Bleacher Seats
- Replace Fiberglass Ductwork
- Replace Commencement Chairs
- Add Lockdown Capabilities and Exterior Doors
- Upgrade Pneumatic Controls to Digital
- Replace 3rd and 4th Floor Air Handlers
- Remove Interior and Exterior Marblecrete
- Improve Rifle Range
- Modernize Elevator
- Replace Classroom Furniture
- x 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 at Exterior doors
- Replace Exterior Doors and Hardware
- Install Roof Rail
- Replace Waste Piping and Supply Piping

Jones Hall

Year Constructed 1931
Size 53,890 Gross Square Feet

Concerns:

- Modernize Elevators
- xo Upgrade Restrooms
- Replace Slate Roof
- Replace Rain Gutter System
- Replace Basement Windows
- x Upgrade Interior Finishes
- Add Lockdown Capabilities at Exterior doors
- Exterior Stone Masonry Restoration
- Replace Wate Piping and Supply Piping
- x Replace Exterior Wood Doors

YSU University Facilities - 2018 Deferred Maintenance Update

Legend:

	Complete
	In Progress

x	Completed 2018
o	On Deck 2019

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 and Exterior Doors
- Exterior Masonry Restoration
- Sand Filtration for Chilled Water 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
- o Replace North Ramp and Handrail
- Upgrade Interior Finishes
- Replace Waste and Distribution Piping
- Renovate Restrooms
- Exterior Masonry Restoration

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

Cushwa Hall

Year Constructed 1976
Size 194,525 Gross Square Feet

Concerns:

- Modernize All Four Elevators
- o Replace Roof and Seal Skylights
- Clean HVAC Ductwork
- Replace All Flooring
- Paint Interior of Building
- Install New Accoustic Ceilings
- o Upgrade Restrooms
- Add Lockdown Capabilities and Exterior Doors
- Replace Exterior Doors and Hardware
- Replace Asbestos Tile on East Overhang
- Exterior Masonry Restoration
- Upgrade Classrooms
- o New Classroom Furniture
- Replace Water Piping and Supply Piping
- Replace Interior Doors

YSU University Facilities - 2018 Deferred Maintenance Update

Legend:

	Complete
	In Progress

x	Completed 2018
o	On Deck 2019

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 and Exterior Doors
- 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
- Exterior Masonry Restoration
- Replace All Flooring
- Paint Interior of Building
- Install New Accoustic Ceilings
- Upgrade All Restrooms
- Add Lockdown Capabilities and Exterior Doors
- 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

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 and Exterior Doors
- 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

YSU University Facilities - 2018 Deferred Maintenance Update

Legend:

	Complete
	In Progress

x	Completed 2018
o	On Deck 2019

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 gpm CW Pumps with 2-1000 gpm
- Upgrade/Paint Interior Finishes
- o Replace All Stairwell Doors
- Replace Carpeting
- Upgrade Restrooms
- Add Lockdown Capabilities and Exterior Doors
- Replace Roof
- Replace Exterior Doors and Hardware
- Replace 23 Air Handelters
- Upgrade/Place Lighting on Building Automation
- Replace Waste and Distribution Piping

McDonough Museum

Year Constructed 1990
Size 19,981 Gross Square Feet

Concerns:

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

Melnick Hall

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

Concerns:

- Complete Major Renovation of Building

Meshel Hall

Year Constructed 1984
Size 90,118 Gross Square Feet

Concerns:

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

YSU University Facilities - 2018 Deferred Maintenance Update

Legend:

	Complete
	In Progress

x	Completed 2018
o	On Deck 2019

Moser Hall

Year Constructed 1967
Size 171,385 Gross Square Feet

Concerns:

- Install AC for Lower Levels and Lobby
- Replace Roof
- Crete 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
- x 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
- o 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

YSU University Facilities - 2018 Deferred Maintenance Update

Legend:

	Complete
	In Progress

x	Completed 2018
o	On Deck 2019

Stambaugh Stadium

Year Constructed 1981, 1998, 2006

Size 223,829 Gross Square Feet

Concerns:

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

Sweeney Hall

Year Constructed 1908 Acquired 1966

Size 10,016 Gross Square Feet

Concerns:

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

Tod Hall

Year Constructed 1953

Size 79,156 Gross Square Feet

Concerns:

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

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
- Renovate Greenhouse
- x Upgrade Restrooms
- Replace Exterior Doors
- x 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
- x Replace Waste Piping
- o Repair Structural Issues - Lower Level

YSU University Facilities - 2018 Deferred Maintenance Update

Legend:

	Complete
	In Progress

x	Completed 2018
o	On Deck 2019

Westinghouse Building

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

Concerns:

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

Lincoln Building

Year Constructed 1970
Size 59,432 Gross Square Feet

Concerns:

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

Campus Substation

Year Constructed 1970
Size 3,052 Gross Square Feet

Concerns:

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

Campus

Concerns:

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

Board of Trustees Meeting Update

December 2018



**YOUNGSTOWN
STATE
UNIVERSITY**

Agenda

- ITS Customer Satisfaction Results
- ITS Efficiency & Affordability
 - Enhanced Print Management Project (YR 3 of 5)
 - Network Infrastructure Refresh (YR 4 of 6)
 - Centralized Computer Refresh (YR 1)
 - ERP Oracle Cloud migration and KSU DBA Contract
 - BlackBoard Learning Management System migration to SaaS
- Banner ERP/SIS
 - Banner 9 Cutover: 10/31/18
 - Ethos Integration Collaborative
 - YSU Student Application SIS Integration

Enhanced Print Management Initiative

- Good example of savings associated with centralization of technology spend

Forecasted Savings:

- Toner Savings = \$250,000 (will exceed \$350,000 upon project completion)
- Reduction of over 1,000 desktop printers on campus (annual refresh savings = \$55,000/year)
- If internally managed, elimination of ComDoc contract (\$185,000/year)

- Assessing ComDoc Partnership

- Might be able to achieve savings faster
- Might be able to maintain our printer fleet at a lower cost
- Decreases our investment in printer refresh through leasing
- *Need to ensure service levels are maintained*



FY19 Network Infrastructure Refresh (YR 4)

2019	Jones	\$65,234.79	October 16-18, 2018
2019	Lincoln (wired only)	\$104,244.78	November 19-21, 2018
2019	Phelps	\$47,098.01	December 18-20, 2018
2018	Cushwa (FY18 catch up)	\$181,841.47	December 26-28, 2018
2019	Beeghly Center	\$62,226.67	January 15-17, 2019
2019	Sweeney	\$17,037.94	February 19-21, 2019
2019	Stadium	\$101,521.80	March 19-21, 2019
2019	Tod	\$90,653.91	April 16-18, 2019
2019	Clingan-Waddell (Police)	\$23,294.18	May 21-23, 2019
2019	Misc parts/power/HVAC/etc	\$100,445.56	
2019	TOTALS	\$793,599.11	

YSU Buildings Completed (FY16-FY18):

Kilcawley Center
 Stalata
 Moser (wireless)
 WATTS (wireless)
 Melnick
 Andrews Rec
 Peck-Schoff Vet Center (wireless)
 Bliss
 Williamson

Data Center (Server)
 Lincoln (wireless)
 Meshel
 DeBartolo
 Cushwa (wireless)
 Beeghly COE
 Ward Beecher
 Maag
 Cushwa (finish wired)

YSU Dorms Completed FY18:

Cafaro
 Christman Dining
 Kilcawley House
 Lyden House
 Courtyard
 Weller
 Wick



Centralized Computer Refresh

Goal: Provide faculty, staff and students with a highly reliable technology experience at a lower cost today and into the future.



*Actual Technology Spend

Category	CY2017 Spend	Comments
Multimedia Classroom (MMCR)	\$203,141	Colleges refreshed 28 units in CY2017**
Computers	\$910,286	Includes Computer Labs, Faculty & Staff
Total CY2017 Spend	\$1,113,427	

Spend Needed for 5-year Refresh Cycle

Proposed Refresh Cost Allocation	Annual Cost	Comments
**MMCR (Current Standard)	\$206,800	44 units/year @ \$4,700/unit; 5-year refresh cycle
Computers	\$938,860	4,105 computers; 5-year Windows, 6-year Apple refresh cycle
Total Annual Refresh Cost	\$1,145,660	



* Source of all CY2017 Spend data is e-Cube

**Note: MMCR standard refresh cost was \$10,000/unit in FY17; recently revised to \$4,700/unit

Cost Savings Summary

- Even though Computer Refresh need currently exceeds actual spend by 3%...
- Efficiencies gained through centralization are estimated at 5-10% savings per year the first three years (est. \$150,000 - \$300,000 cost avoidance after Year 3)
- How?

"low-hanging fruit"

- Device Rationalization
 - Deans/Departmental Leaders: Do we really need that computer?
 - Faculty device consolidation: "Laptop plus Desktop" to "Laptop with docking station"
- Computer Standardization
 - Purchasing "right-sized" standard model devices
 - Planned Bulk Purchases (250 devices per quarter, 850-1,000 devices per year)
 - 3-year lease potential for Computer Lab devices
- Virtualization
- Space Utilization

Coming Soon!



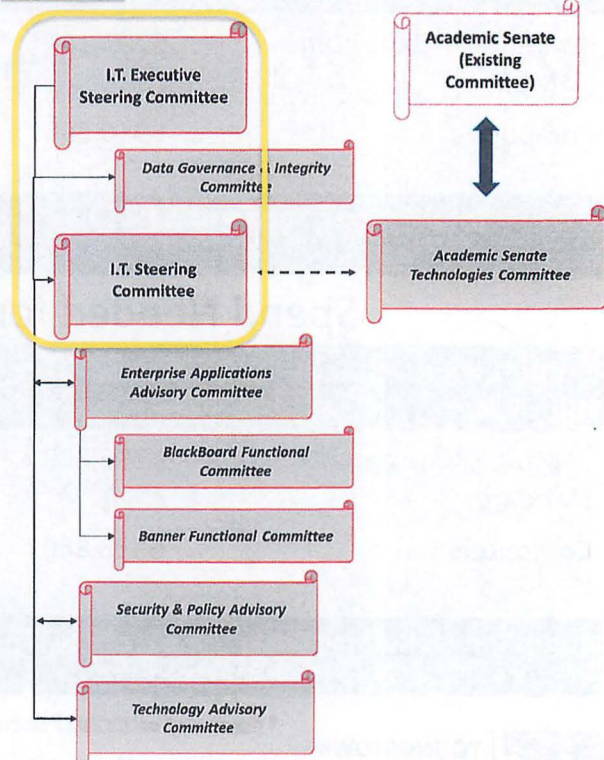
Manage Centralized Technology Budget through IT Governance Structure

- "Steering Committees" are chartered to make budgetary decisions
- IT Steering Committee is charged with reviewing "Refresh List" quarterly before devices are ordered

I.T. Governance Structure

October 2018

Tod Hall Leaders



ERP Oracle Cloud Migration & KSU DBA Contract

- Signed contract for Oracle Cloud Services in June 2018
 - *Hard savings of \$280,000 over the first five years (\$53,000/year after year five with 5% annual escalator)*
 - Expected migration completion by the end of Spring semester
 - Second IUC university to migrate ERP/SIS to Cloud (Shawnee State first) – several will follow
 - Positions YSU to add “high availability” Disaster Recovery at a low resource effort and annual cost in three years
- Signing DBA Services contract with KSU by November 5, 2018 concurrent with current DBA retirement on December 31st
 - Win-win for YSU and KSU: KSU adds depth to their DBA team, YSU has access to entire team of DBA resources versus “single resource dependency”



BlackBoard Migration to SaaS

- Migrated to BlackBoard to SaaS just prior to the beginning of the Fall semester
- “Free” upgrade for early adopters
 - Expected that this will be a significant cost to late adopters (one-time implementation fee, est. \$100,000)
- Includes Disaster Recovery at no additional cost
- Growth is no longer constrained by size of server hardware
- No longer concerned about server hardware refresh
- No longer responsible for managing the application or technology platform; can adopt application releases when users are ready



Banner 9 Cutover (10/31)

- July 2018 – Banner 9 Administrative Pages introduced to Campus
- Significant enhancements and extended functionality over Banner 8
 - A consistent look and feel across Banner pages
 - Enhanced navigation using a modern web-oriented architecture
 - Mobile accessibility
 - Automated maintenance and upgrade processing via Ellucian Solution Manager
 - Introduces the Ellucian Ethos Platform, providing a single, open, extensible architecture delivering third-party data integration
- October 31, 2018 – All Internet Native Banner 8 users transitioned to Banner 9 Administrative Pages
- Coming in 2019 – Banner 9 Self Service Pages replaces Banner 8 SSB & Application Optimization



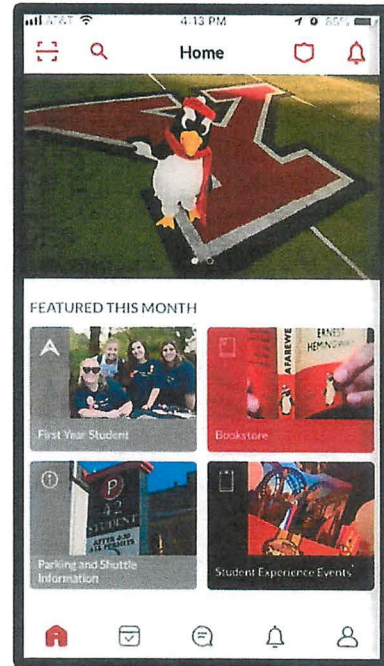
ellucian Ethos Integration Collaborative

- Five universities, representing over 100,000 students
- Creating virtual work team of Ethos Integration Engineers
- Will develop interfaces using ellucian's Ethos integration engine collectively
- Expect to monetize efforts through discounts with third party ellucian partners



Student Application SIS Integration

- Student Application is adopted by first year students at orientation.
- Very robust functionality today
- Second Phase – BlackBoard LMS & Banner Student Information System (SIS) integration
- Provide students with real-time notifications:



Registration for Spring semester starts today; [click here to register](#)

Reminder: You have scheduled an appt with your advisor for 10am today

Biology 101 test graded; received 98 - A

Five parking spots are available on the 4th level of the Wick Deck

Your Art project is due tomorrow

