



**YOUNGSTOWN
STATE
UNIVERSITY**

**BOARD OF TRUSTEES
FINANCE AND FACILITIES COMMITTEE**

**Michael A. Peterson, Chair
Capri S. Cafaro, Vice Chair
All Trustees are Members**

**Wednesday, June 2, 2021
3:30 p.m. or immediately following
previous meeting**

**Kilcawley Center
Chestnut Room**

AGENDA

- A. Disposition of Minutes for Meeting Held March 3, 2021**
- B. Old Business**
- C. Committee Items**

1. Finance and Facilities Consent Items*

- C.1.a. = Tab 1 a. Resolution to Modify Acceptable Use of University Technology Resources Policy, 3356-4-09**
- C.1.b. = Tab 2 b. Resolution to Modify Posting on Campus Policy, 3356-4-17**

2. Finance and Facilities Action Items

- C.2.a. = Tab 3 a. Resolution to Authorize Acquisition of Real Estate for Campus Improvement
Greg Morgione, Associate General Counsel, will report.**
- C.2.b. = Tab 4 b. Resolution to Exchange Real Estate for Campus Improvement
Greg Morgione, Associate General Counsel, will report.**
- C.2.c. = Tab 5 c. Resolution to Authorize the Issuance and Sale of General Receipts Bonds
Neal McNally, Vice President for Finance and Business Operations, will report.**
- C.2.d. = Tab 6 d. Resolution to Approve Changes to Tuition and Fees for the 2021-22 Academic and Fiscal Year
Neal McNally, Vice President for Finance and Business Operations, 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.

C.2.e. = Tab 7 e. Resolution to Approve the Annual Operating Budget for FY 2022
Neal McNally, Vice President for Finance and Business Operations, will report.

C.2.f. = Tab 8 f. Resolution to Approve Interfund Transfers
Katrena Davidson, Associate Vice President for Finance and Controller, will report.

2. Finance and Facilities Discussion Items

C.3.a. = Tab 9 a. Quarterly Update on the FY 2021 Operating Budget
Neal McNally, Vice President for Finance and Business Operations, will report.

b. Creation of a Campus Master Plan Committee
Neal McNally, Vice President for Finance and Business Operations, will report.

C.3.c. = Tab 10 c. Planning and Construction Projects Update
John Hyden, Associate Vice President, University Facilities, and Rich White, Director of Planning and Construction, will report.

C.3.d. = Tab 11 d. IT 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.
Michael A. Peterson will report.

f. Report of Investment Subcommittee
A verbal report of the Investment Subcommittee will be presented.
Capri S. Cafaro will report.

D. New Business

E. Adjournment



**YOUNGSTOWN
STATE
UNIVERSITY**

**RESOLUTION TO MODIFY
ACCEPTABLE USE OF UNIVERSITY TECHNOLOGY
RESOURCES POLICY, 3356-4-09**

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 Acceptable Use of University Technology Resources 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 Acceptable Use of University Technology Resources, policy number 3356-4-09, shown as Exhibit __ attached hereto. A copy of the policy indicating changes to be made is also attached.

**Board of Trustees Meeting
June 3, 2021
YR 2021-**

3356-4-09 Acceptable use of university technology resources.

~~Previous Policy Number: 4009.01~~

Responsible Division/Office: Information Technology Services

Responsible Officer: VP for Finance and Business Operations

Revision History: August 1999; November 2010; December 2012;
March 2016; [June 2021](#)

Board Committee: Finance and Facilities

Effective Date: ~~March 16, 2016~~ [June 3, 2021](#)

Next Review: ~~2021~~ [2026](#)

Contents

| | | |
|-----|---------------------------------------|---|
| (A) | Policy statement..... | 1 |
| (B) | Scope..... | 1 |
| (C) | Parameters..... | 2 |
| (D) | User requirements | 2 |
| (E) | User responsibilities..... | 4 |
| (F) | No expectation of privacy..... | 5 |
| (G) | Email..... | 6 |
| (H) | Security | 6 |
| (I) | Additional policy ramifications | 6 |
| (J) | Examples of unacceptable use | 7 |
| (K) | Enforcement..... | 9 |

(A) Policy statement. University technology resources are provided to the university community to support its academic and administrative functions in accordance with its teaching, research, and service missions. These resources are intended to be used for the educational and business purposes of the university in compliance with this policy.

(B) Scope. This policy applies to all users and uses of university-owned technology resources (including those acquired through grant processes) as well as to any non-YSU and/or remote technology devices while

connected to the YSU network.

(C) Parameters.

- (1) Technology resources (computing, [digital recordings](#), networking, data and network services) are provided to the university community in order to fulfill the mission of the university.
- (2) While the university recognizes the importance of academic freedom and freedom of expression, as a public employer, the university also has a responsibility to comply with all federal and state laws and regulations, as well as the obligation to fulfill its mission.
- (3) Use of university-owned technology to access resources other than those supporting the academic, administrative, educational, research and services missions of the university or for more than limited, responsible personal use conforming to this policy is prohibited.
- (4) Technology resources provided by the university are the property of the university. University-owned technology is not intended to supersede the need for technology purchases for personal purposes.
- (5) As the university is a public entity, information in an electronic form may also be subject to disclosure under the Ohio public records act to the same extent as if they existed on paper. All use is subject to the identification of each individual using technology resources (authentication).
- (6) Use of technology is subject to the requirements of legal and ethical behavior and is intended to promote a productive educational and work environment.

(D) User requirements. All users of the university-owned technology resources (computing, [digital recordings](#), networking and data), regardless of affiliation with the university, must:

- (1) Use only those technology resources that they are authorized to use and use them only in the manner and to the extent authorized.

- (2) Protect the confidentiality, integrity and availability of technology resources.
- (3) Comply with all federal, Ohio, and other applicable law as well as applicable regulations, contracts, and licenses.
- (4) Comply with all applicable policies at Youngstown state university (“YSU”).
- (5) Respect the right of other technology users to be free from harassment or intimidation.
- (6) Respect copyrights, intellectual property rights, and ownership of files and passwords.
- (7) Respect the privacy of other users and their accounts, regardless of whether those accounts are securely protected.
- (8) Respect the finite capacity of technology resources and limit use so as not to consume an unreasonable amount of or abuse those resources or to interfere unreasonably with the activity of other users or to disrupt the authorized activities of the university.
- (9) Limit personal use of university technology resources so that such use does not interfere with one’s responsibilities to the university.
- (10) Not attempt to circumvent information technology security systems or the university “IT Security Manual.”
- (11) Not use any radio spectrum space on any YSU-owned or YSU-occupied property, unless it is part of an approved wireless services deployment by the university.
- (12) Not use technology resources for personal commercial purposes or for personal financial or other gain unless specifically approved by the university.
- (13) Not state or imply that they speak on behalf of the university without authorization to do so and not use university trademarks and logos without authorization to do so.

- (E) User responsibilities.
- (1) By accepting employment, being admitted as a student, or asking for any guest technology resource privileges, users implicitly agree to adhere to this policy and agree to adhere to the university “IT Security Manual.”
 - (2) Users are responsible for any activity performed using their usernames and passwords except when account security is compromised by actions beyond the user’s control.
 - (3) Users are responsible for any activity performed on university-owned technology devices assigned to them except when the device is compromised by actions beyond the user’s control.
 - (4) There is no expectation of personal privacy when using university resources. (See paragraph [E\(F\)](#) of this rule.)
 - (5) Potential violations regarding use of technology resources should be reported to the appropriate information technology services manager(s) or information security officer.
 - (6) Users are responsible for ensuring that critical data are backed up and available to be restored for systems not administered by information systems technology. This includes critical information contained on technology devices oriented to individual use (e.g., desktops, laptops, smart phones, and similar such devices).
 - (7) Users are responsible for maintaining data in compliance with the university records retention plan.
 - (8) Users are responsible for ensuring that sensitive information to which they have access is guarded against theft. (See rule 3356-4-13 of the Administrative Code for more information.)
 - (9) Personal use of computing resources not otherwise addressed in this policy or these procedures will generally be permitted if such use does not consume a significant amount of resources, does not interfere with the performance of an individual’s job or other university responsibilities, and is otherwise in compliance with university policies.

- (F) No expectation of privacy.
- (1) The university does not routinely monitor specific individual end-user usage of its technology resources. However, the university does routinely monitor technology resource usage in the normal operation and maintenance of the university's computing, network and data resources. This monitoring includes the caching and backing up of data and communications, the logging of activity, the monitoring of general usage patterns, the scanning of systems and networks for anomalies and vulnerabilities, the filtering of malicious traffic, and other activities that are necessary for the rapid and efficient delivery of services. Technology users should be aware that there is no expectation of privacy associated with the use of university technology resources.
 - (2) When authorized by the office of the general counsel, the university may also specifically monitor the activity and accounts of individual end-users of university technology resources, including login sessions, file systems, and communications.
 - (3) When authorized by the appropriate university administrator (president, vice president, or associate vice president reporting to the president), the university may access active end-user accounts, files, or communications used for university business when needed by a supervisor or assigned personnel for university business and the end-user is unavailable. For inactive end-users, such as retirees or terminated employees, the end-user's former supervisor or the individual currently holding the supervisor position may request access. For inactive student end-users the provost may authorize access. For all other inactive end-users, the general counsel may authorize access.
 - (4) The university, in its discretion, may disclose the results of any such general or individual monitoring, including the contents and records of individual communications, to appropriate university personnel, student conduct, or law enforcement agencies and may use those results in appropriate university disciplinary proceedings.
 - (5) Personal computing devices:

- (a) Personal computing devices (laptops, desktops, tablets, cellular phones) are restricted to the campus wireless network or the residence hall network.
 - (b) No personal computing devices will be allowed to connect to the wired campus network (excluding the residence hall network).
 - (c) Personal computing devices must comply with university “IT Security Manual” when using the campus wireless network or other provided university technology resource.
 - (d) Personal computing devices used to conduct university business are subject to public records requests.
 - (e) Personal hubs, routers, switches, or wireless access points are prohibited from being connected to either the university’s wired or wireless network.
- (G) Email. Email is an official means for communication at the university. Students, faculty, and staff are expected to check their official email address on a frequent and consistent basis in order to stay current with university communications.
- (H) Security. The university employs various measures (i.e., the university’s “IT Security Manual”) to protect the security of information technology resources and user accounts; however, users should be aware that the university cannot provide good security without user participation. Users should increase their technology security awareness and fully employ access restrictions for their accounts, including using strong passwords, guarding passwords diligently and changing passwords regularly to help safeguard their use of technology.
- (I) Additional policy ramifications. Users must abide by all applicable restrictions, whether or not they are built into the computing system, network or information resources and whether or not they can be circumvented by technical or other means. Individuals who engage in electronic communications with persons in other states or countries or on other systems or networks may also be subject to the laws of those states and countries and the rules and policies of those technology systems and information resources.

(J) Examples of unacceptable use:

- (1) As a further aid to policy compliance, the following non-exhaustive list is provided of activities that are prohibited.
 - (a) Using technology resources to engage in fraud, defamatory, abusive, unethical, indecent, obscene, pornographic and/or unlawful activities is prohibited.
 - (b) Using technology resources to procure, solicit, or transmit material that is in violation of sexual, racial or other harassment or hostile workplace laws is prohibited.
 - (c) Any form of harassment by electronic means (e.g., email, [videoconferencing](#), web access, phone, paging), whether through language, content, frequency or size of messages is prohibited. [See university policies Discrimination/harassment 3356-2-03; Title IX sexual harassment policy 3356-2-05; Campus free speech 3356-4-21.](#)
 - (d) Making fraudulent offers of products, items or services using any university technology resource is prohibited.
 - (e) Using technology resources for unauthorized or inappropriate financial gain, unauthorized solicitation, or activities associated with a for-profit business, or engaging in an activity that involves a conflict of interest. (Refer to rules 3356-7-01 and 3356-7-19 of the Administrative Code.)
 - (f) Creating or forwarding chain letters, Ponzi, or other pyramid schemes is prohibited.
 - (g) Broadcasting of unsolicited mail or messages is prohibited. Examples include chain letters, virus hoaxes, spam mail, and other email schemes that may cause excessive network traffic. Sending large numbers of electronic mail messages for official university purposes necessitates following the university's procedures for the electronic distribution of information.

- (h) Sending junk mail or advertising material to individuals who did not specifically request such material (email spam) is prohibited.
- (i) Violations of the rights of any person or company protected by copyright, trade secret, patent or other intellectual property, or similar laws or regulations, including but not limited to, the installation or distribution of pirated or other software products that are not appropriately licensed is prohibited.
- (j) Unauthorized copying and downloading of copyrighted material including, but not limited to, digitization and distribution of photographs from magazines, books or other copyrighted sources, copyrighted music and films and the installation of any copyrighted software for which an active license has not been procured is prohibited.
- (k) Circumventing user authentication or security of any host, network or account is prohibited. This includes, but is not limited to, monitoring by use of keylogging or session logging.
- (l) Revealing your account password to others or allowing use of your account by others is prohibited. This prohibition extends to family, other household members, friends and/or co-workers.
- (m) Attempting to log onto another user's account (secured or otherwise) is prohibited.
- (n) Sending electronic communications in such a way that masks the source or makes it appear to come from another source is prohibited.
- (o) Personal use beyond limited responsible use is prohibited.
- (p) Digital recordings of any sensitive nature, such as; manager-employee personnel discussions/interactions or any discussions that entail sensitive or protected data (i.e.

FERPA, HIPAA, etc.) as well as recording of any meeting or conversation without full disclosure that the interaction is being recorded. All recordings become subject to the public records law of Ohio, the policy on Public records 3356-9-07 and the policy on Records management 3356-9-09.

- (2) Exemptions. Individual university staff may be exempted from these restrictions on a case-by-case basis (with written authorization according to the university “IT Security Manual”) in the course of performing legitimate job responsibilities.
 - (3) Passwords. Special procedures exist and must be followed to ensure that accounts for employees are secured with passwords known to only the account holder. Passwords may be changed at the request of the area supervisor and approved by the supervisor’s vice president or the president.
 - (4) Under no circumstances is an employee of Youngstown state university authorized to engage in any activity that is unethical or illegal under local, state or federal law while utilizing university-owned resources.
- (K) Enforcement.
- (1) The office of the ~~chief technology officer~~ chief information officer (CIO) may suspend and/or restrict either an individual’s or a device’s access to the university network resource if:
 - (a) It is deemed necessary to maintain the security or functionality of the network resource.
 - (b) It is deemed necessary to protect the university from potential liability.
 - (c) The account, system, or device is believed to have been either compromised or is in violation of this policy.
 - (2) The office of the ~~chief technology officer~~ CIO must immediately report the enforcement action and the justification for the action to the vice president of student affairs, vice president for finance and

administration, or provost (or their designee), as applicable. The university may permanently suspend all technology access of anyone using the university network resource until due process has been completed by student conduct, employee administrative discipline and/or law enforcement agencies.

3356-4-09 Acceptable use of university technology resources.

Responsible Division/Office: Information Technology Services
Responsible Officer: VP for Finance and Business Operations
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- (j) Unauthorized copying and downloading of copyrighted material including, but not limited to, digitization and distribution of photographs from magazines, books or other copyrighted sources, copyrighted music and films and the installation of any copyrighted software for which an active license has not been procured is prohibited.
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provost (or their designee), as applicable. The university may permanently suspend all technology access of anyone using the university network resource until due process has been completed by student conduct, employee administrative discipline and/or law enforcement agencies.



**RESOLUTION TO MODIFY
POSTING ON CAMPUS POLICY, 3356-4-17**

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 Posting on Campus 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 Posting on Campus, policy number 3356-4-17, shown as Exhibit __ attached hereto. A copy of the policy indicating changes to be made is also attached.

3356-4-17 Posting on campus.

Responsible Division/Office: Facilities Maintenance and Support Services and
~~Division of Student Experience~~[Student Affairs](#)
Responsible Officer: VP for Finance and Business Operations
Revision History: September 2012; June 2017; [June 2021](#)
Board Committee: Finance and Facilities
Effective Date: ~~June 14, 2017~~[June 3, 2021](#)
Next Review: ~~2022~~[2026](#)

- (A) Policy statement. Youngstown state university (“university”) board of trustees recognizes the use of designated posting areas as an important means of communication within the university community. In order to insure the sustainability, functionality, and aesthetics of the university, physical plant postings and other printed materials must be displayed in appropriate locations in accordance with this policy. The university acknowledges that a policy of this nature may not anticipate every possible issue that may arise with respect to posting on campus. As a result, the university reserves the right to impose reasonable restrictions and/or requirements with respect to time, place, and manner for display or posting activities. These restrictions may be in addition to, or in lieu of, those set forth in this policy.
- (B) Procedures. To provide guidelines and procedures by which the university community can share and promote campus news, information, ideas, programs, and events while also maintaining the overall aesthetic appearance of the campus and ensuring appropriate use of available space.
- (C) Scope. This policy applies to the availability and use of university bulletin boards, message boards, display cases, and facilities for the posting of materials, including but not limited to flyers, posters, poster boards, and leaflets.
- (D) General parameters.
- (1) Materials may only be displayed on bulletin boards, message, display cases, or other locations specifically identified for the display of such materials.

- (2) Printed materials must be affixed in a manner appropriate to the surface being utilized.
 - (3) Materials displayed for special occasions, such as red and white day, must not damage surfaces and must be carefully removed in a timely manner.
 - (4) Damage caused by improper posting and/or the cost of removal will be charged to the division, department, office, program, unit, activity, individual, or organization responsible for displaying the printed material.
 - (5) Materials advertising an event must be removed following the event.
 - (6) ~~Material that is dated or time stamped for removal must~~In order to provide abundant and fair access to audiences, materials may be removed accordingly and/or on a scheduled basis after an advertised event has occurred and/or fourteen days after the original posting date.
 - (7) Courtesy and respect for the freedom of expression by others dictates that postings are not to be marked on, destroyed, or removed. Anyone discovered defacing postings will be subject to applicable sanctions and/or disciplinary action and could be subject to criminal charges.
- (E) Facilities operated by the Office of Student Experience: Kilcawley center and, the Andrews student recreation and wellness center, university residence and dining halls, and university courtyard apartments.
- (1) ~~Postings are monitored and approved through~~Postings at the university courtyard apartments are monitored by the apartment manager. All other postings are monitored by the office of student experience.
 - (2) Bulletin boards are available for postings for official university events or activities; events or activities sponsored or co-sponsored by a recognized university student organization, university department, program or office; for the exchange of ~~student~~ information and ideas; and for events or activities

sponsored by an individual or non-university group which may benefit or interest the campus community.

- (3) Upon approval of the office of student activities, the hallways or concourses of Kilcawley center may be made available to display poster boards for the same purposes.
- (4) Postings ~~and poster boards must clearly provide information or promote the publicized activity, contain the name and contact information of the sponsor, sponsoring group, student organization department, office, unit, individual or group, and be stamped by the office monitoring the bulletin board with an expiration and/or removal date~~ must include a removal date no later than fourteen days after the original posting date.
- (5) Any individual or group may post on community boards, but university event boards are reserved for use by campus departments or registered student organizations only.
- ~~(5)~~(6) The office of student experience may impose additional time, place, and manner restrictions regarding postings, including but not limited to size, acceptable materials, and the time/date and/or duration of posting.
- ~~(F) University residence halls, university courtyard apartments, and dining halls:~~
 - ~~(1) Postings at residence halls and dining halls are monitored and approved through the office of housing and residence life. Postings at the university's courtyard apartments are monitored and approved by the apartment manager.~~
 - ~~(2) Postings by departments, student organizations, and individuals in any area of these buildings are not allowed without prior approval.~~
- ~~(G)~~(F) Academic, administrative, and administrative buildings.
 - (1) Bulletin boards, message boards, display cases and other locations designated for the specific use of a division, department, office, program, or unit are available only for that specific use and shall be monitored by that division, department, office, program, or unit in accordance with applicable university policies and state and

federal law.

- (2) Each division, department, office, program, or unit may formulate additional procedures for posting material within its own confines.

~~(H)~~(G) ——— Prohibited postings. The placement of posters, flyers, signs, or other similar materials on any permanent university structures, including but not limited to buildings, walls, windows, doors, elevators, traffic signs, light poles, fences, emergency call boxes, trees, or brick, glass or painted surfaces or any other area not specifically designated by the university as appropriate for posting is prohibited.

~~(H)~~(H) ——— Disclaimer. Youngstown state university disclaims all responsibility for the contents of material postings at the university. Anyone posting on campus must be aware of current laws regarding libel, defamation, obscenity, and fair labor relations or other applicable laws. Postings promoting the sale or consumption of alcohol will not be permitted; however, postings promoting alcohol awareness and responsible decision making are permitted.

~~(H)~~(I) ——— Violations. Postings not meeting the standards of this policy will be removed. Violations of this policy or any specific building posting policy may result in the loss of posting privileges and/or facilities use privileges, disciplinary and/or educational sanctions appropriate to the circumstances. University employees violating this policy may be subject to disciplinary action by the university.

~~(K)~~(J) ——— Expressive activity. Individuals/groups wishing to engage in the free and orderly exchange of ideas on campus by utilizing generally accessible outdoor areas should consult ~~rule~~university policy 3356-4-21 ~~of the Administrative Code (corresponding university policy 3356-4-21 can be found on the "University Policies" webpage)~~Campus free speech.

~~(L)~~(K) ——— Commercial solicitation. Individuals/groups wishing to access the campus for purposes of commercial solicitation or advertising should consult ~~rule~~university policy 3356-7-19 ~~of the Administrative Code (corresponding university policy 3356-7-19 can be found on the "University Policies" webpage)~~Access to campus for purposes of commercial solicitation or advertising.

3356-4-17 Posting on campus.

Responsible Division/Office: Facilities Maintenance and Support Services and Student Affairs
Responsible Officer: VP for Finance and Business Operations
Revision History: September 2012; June 2017; June 2021
Board Committee: Finance and Facilities
Effective Date: June 3, 2021
Next Review: 2026

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 - (2) Each division, department, office, program, or unit may formulate additional procedures for posting material within its own confines.
- (G) Prohibited postings. The placement of posters, flyers, signs, or other similar materials on any permanent university structures, including but not limited to buildings, walls, windows, doors, elevators, traffic signs, light poles, fences, emergency call boxes, trees, or brick, glass or painted surfaces or any other area not specifically designated by the university as appropriate for posting is prohibited.
- (H) Disclaimer. Youngstown state university disclaims all responsibility for the contents of material postings at the university. Anyone posting on campus must be aware of current laws regarding libel, defamation, obscenity, and fair labor relations or other applicable laws. Postings promoting the sale or consumption of alcohol will not be permitted; however, postings promoting alcohol awareness and responsible decision

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- (K) Commercial solicitation. Individuals/groups wishing to access the campus for purposes of commercial solicitation or advertising should consult university policy 3356-7-19 Access to campus for purposes of commercial solicitation or advertising.



**RESOLUTION TO AUTHORIZE ACQUISITION OF REAL ESTATE
FOR CAMPUS IMPROVEMENT**

WHEREAS, Youngstown State University (the “University”) has identified an area surrounding the campus which it seeks to acquire property for the benefit of the University; and

WHEREAS, the University has communicated with owners of property located at 317 West Commerce Street (“Commerce Property”), 150 West Rayen Avenue (“Rayen Property”), and 234 Fifth Avenue (“Fifth Avenue Property”), which are identified on the property map attached hereto as Exhibit A; and

WHEREAS, the Commerce Property is an .214-acre surface parking lot that contains approximately 32 parking spaces; and

WHEREAS, the Commerce Property is located directly across West Commerce Street from the University’s Excellence Training Center (“ETC”); and

WHEREAS, the Commerce Property will be used to provide additional nearby parking for staff, visitors and guests of the ETC; and

WHEREAS, the Rayen Property is an approximately 9,661 square foot warehouse building that was constructed in 1957 and is situated on .4614 acres; and

WHEREAS, the Rayen Property is bordered to the east, west and north by property owned by the University; and

WHEREAS, acquisition of the Rayen Property increases the University’s land assemblage in the block of Lincoln Avenue, Elm Street, Rayen Avenue and Hazel Street; and

WHEREAS, the Rayen Property may be used for future University development; and

WHEREAS, the Fifth Avenue Property is an approximately 2,940 square foot building that is situated on .345 acres; and

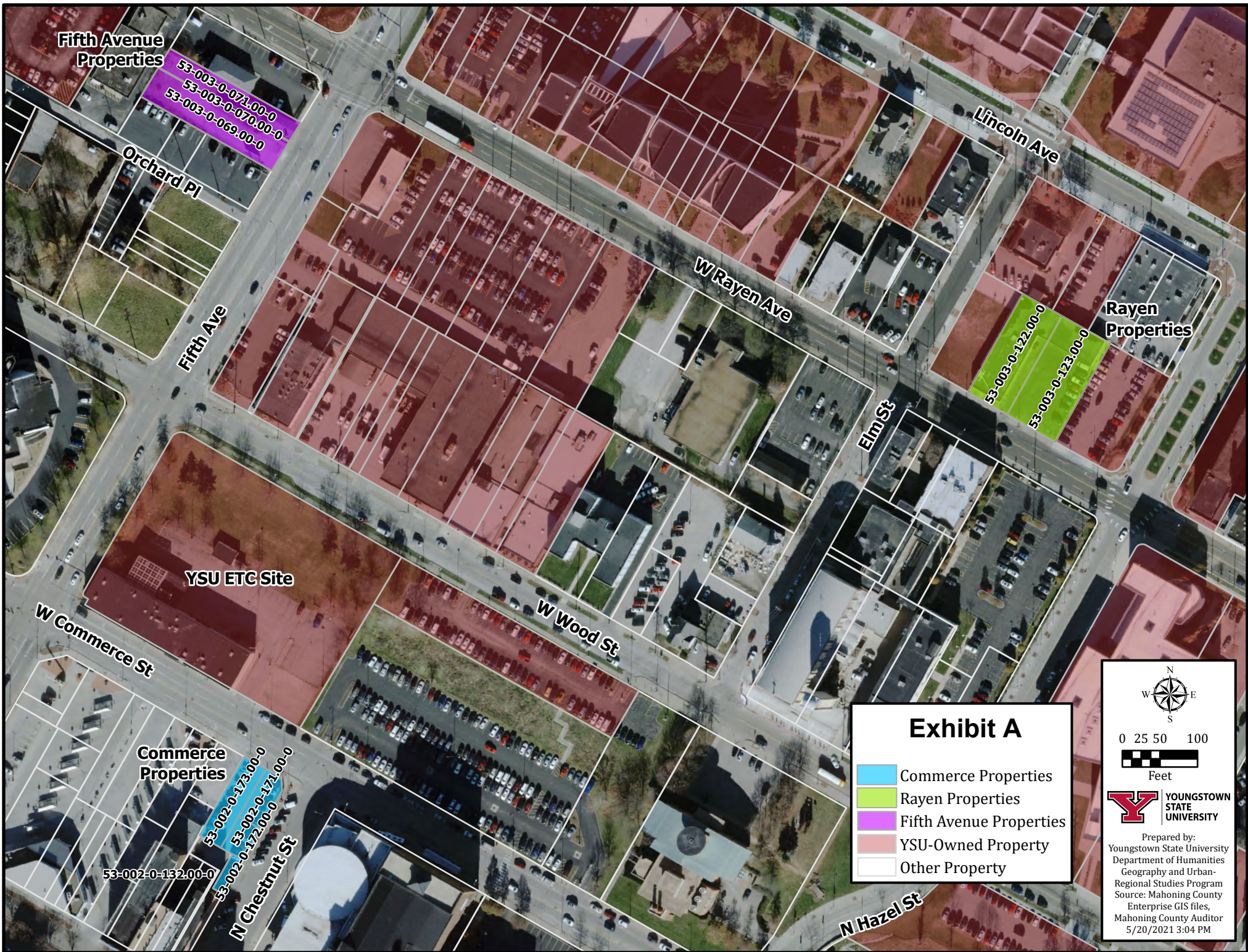
WHEREAS, the Fifth Avenue Property is located in close proximity to several other University properties; and

WHEREAS, the Fifth Avenue Property may be used for future University development; and

WHEREAS, it is in the best interest of the University to acquire the Commerce Property, the Rayen Property, and the Fifth Avenue Property.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby authorize the University to acquire the Commerce Property, Rayen Property, and Fifth Avenue Property at a purchase price not to exceed appraised value as determined by an appraisal obtained by the University, and subject to approval by the Controlling Board of the State of Ohio.

**Board of Trustees Meeting
June 3, 2021
YR 2021-**



Fifth Avenue Properties

53-003-0-071.00-0
53-003-0-070.00-0
53-003-0-069.00-0

Orchard Pl

Fifth Ave

Lincoln Ave

W Rayen Ave

Rayen Properties

53-003-0-122.00-0
53-003-0-123.00-0

Elm St

YSU ETC Site

W Wood St

W Commerce St

Commerce Properties

53-002-0-173.00-0
53-002-0-171.00-0
53-002-0-172.00-0

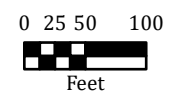
53-002-0-132.00-0

N Chestnut St

N Hazel St

Exhibit A

- Commerce Properties
- Rayen Properties
- Fifth Avenue Properties
- YSU-Owned Property
- Other Property



Prepared by:
Youngstown State University
Department of Humanities
Geography and Urban-
Regional Studies Program
Source: Mahoning County
Enterprise GIS files,
Mahoning County Auditor
5/20/2021 3:04 PM



**RESOLUTION TO EXCHANGE REAL ESTATE
FOR CAMPUS IMPROVEMENT**

WHEREAS, Youngstown State University (the “University”) has identified an area surrounding the campus which it seeks to acquire property needed for the benefit of the University; and

WHEREAS, the Butler Institute of American Art (the “Butler”) is situated adjacent to the University and has a long history of collaborating with the University on community projects, educational programs, research and teaching; and

WHEREAS, in 2000, the Butler constructed an approximately 19,000 square foot south wing addition known as the Beecher Center, which is a unique, state-of-the-art venue for teaching, researching, producing, distributing and exhibiting art through electronic and technology-oriented media; and

WHEREAS, the Beecher Center was constructed in collaboration with the University through a \$3.25 million dollar appropriation from the State of Ohio, and a 15-year Joint Use Agreement entered into between the Butler and the University which provided the University with access to the Beecher Center for classes, research, exhibitions, workshops, seminars, symposia, lecture series, continuing education programs and other related activities; and

WHEREAS, a portion of the Beecher Center was constructed on land owned by the University, and the Butler is planning to construct an additional expansion to the Beecher Center on land owned by the University (collectively the “University Property”), as identified on the property map attached hereto as Exhibit A; and

WHEREAS, the Butler is requesting that the University transfer the University Property to the Butler; and

WHEREAS, the University is interested in acquiring land owned by the Butler that consists of portions of parcel numbers 53-004-0-088.00-0, 53-004-0-089.01-0 and 53-004-0-091.01-0 (“Butler Property”), as identified on the attached property map; and

WHEREAS, the Butler Property includes 11 parking spaces that are frequently utilized by the University; and

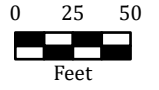
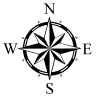
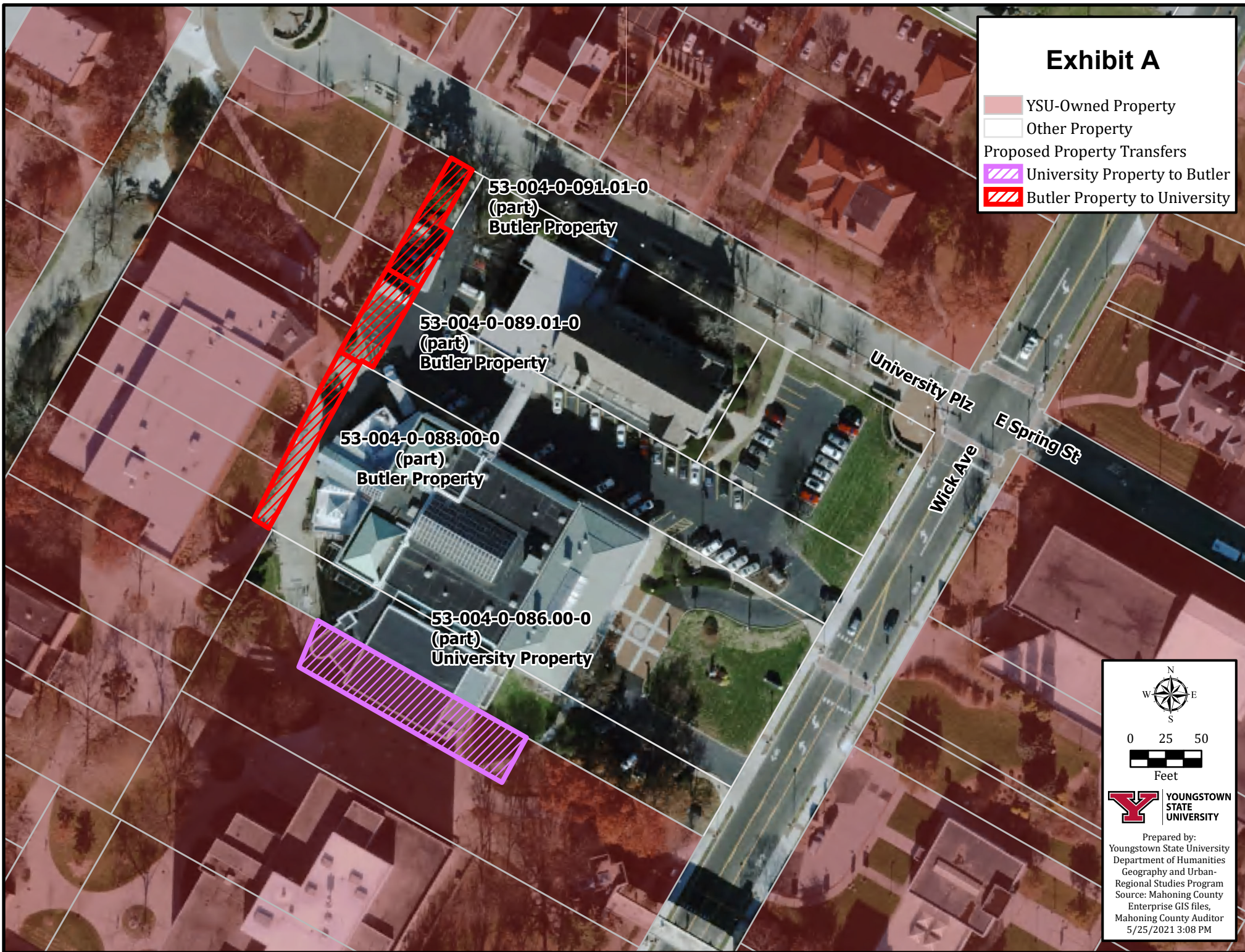
WHEREAS, the University Property and the Butler Property are similar in land size; and

WHEREAS, in the interest of being a good neighbor, the University seeks to exchange the University Property with the Butler for the Butler Property.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby authorize the University to exchange the University Property with the Butler for the Butler Property, subject to any necessary approvals of the State of Ohio.

Exhibit A

- YSU-Owned Property
- Other Property
- Proposed Property Transfers
 - University Property to Butler
 - Butler Property to University



Prepared by:
Youngstown State University
Department of Humanities
Geography and Urban-
Regional Studies Program
Source: Mahoning County
Enterprise GIS files,
Mahoning County Auditor
5/25/2021 3:08 PM

Refunding of Series 2010 and Series 2011 Bonds – Upfront Savings Tax-Exempt Refunding Analysis (All Callable Bonds)

| Summary of Refunding Analysis | |
|-----------------------------------|--------------|
| Dated/Delivery Date | 07/15/21 |
| Call Date | 06/15/31 |
| Final Maturity | 12/15/33 |
| Refunding Par (\$) | \$27,040,000 |
| Refunded Par (\$) | \$33,490,000 |
| NPV Savings (\$) - Aggregate | \$6,280,872 |
| Savings as % of Par - Aggregate | 18.75% |
| NPV Savings (\$) – Series 2010 | \$3,669,171 |
| Savings as % of Par – Series 2010 | 18.07% |
| NPV Savings (\$) – Series 2011 | \$2,611,702 |
| Savings as % of Par – Series 2011 | 19.81% |
| All-in-TIC (%) | 1.71% |
| Arbitrage Yield (%) | 1.42% |

| Summary of Aggregate Refunding Results | | | | |
|--|--|-------------------|------------------|---------------------|
| FYE | Combined Prior Debt Service ⁽¹⁾ | Refunding DS | Gross Savings | NPV Savings @ 1.28% |
| 6/30/2022 | 3,444,303 | 1,197,625 | 2,246,678 | 2,232,996 |
| 6/30/2023 | 3,437,432 | 1,306,500 | 2,130,932 | 2,088,360 |
| 6/30/2024 | 3,431,305 | 1,438,800 | 1,992,505 | 1,925,480 |
| 6/30/2025 | 3,424,917 | 3,422,800 | 2,117 | 2,198 |
| 6/30/2026 | 3,424,256 | 3,419,500 | 4,756 | 4,688 |
| 6/30/2027 | 3,426,692 | 3,425,500 | 1,192 | 1,303 |
| 6/30/2028 | 3,417,035 | 3,414,750 | 2,285 | 2,262 |
| 6/30/2029 | 3,417,151 | 3,413,125 | 4,026 | 3,775 |
| 6/30/2030 | 3,411,681 | 3,410,125 | 1,556 | 1,504 |
| 6/30/2031 | 3,410,389 | 3,405,500 | 4,889 | 4,373 |
| 6/30/2032 | 3,407,749 | 3,403,875 | 3,874 | 3,407 |
| 6/30/2033 | 3,408,393 | 3,404,750 | 3,643 | 3,132 |
| 6/30/2034 | 3,402,260 | 3,397,875 | 4,385 | 3,677 |
| Cash on Hand | - | - | - | 3,717 |
| Totals | 44,463,563 | 38,060,725 | 6,402,838 | 6,280,872 |

⁽¹⁾ Remaining debt service on the callable bonds only

| Interest Rate Sensitivity - Rising Interest Rates | | |
|---|------------------|-----------------|
| Rate Change | NPV Savings (\$) | NPV Savings (%) |
| 0.50% | 5,155,650 | 15.39% |
| 0.40% | 5,377,074 | 16.06% |
| 0.30% | 5,600,410 | 16.72% |
| 0.20% | 5,825,479 | 17.39% |
| 0.10% | 6,052,204 | 18.07% |
| Current | 6,280,872 | 18.75% |

| Interest Rate Sensitivity - Falling Interest Rates | | |
|--|------------------|-----------------|
| Rate Change | NPV Savings (\$) | NPV Savings (%) |
| Current | 6,280,872 | 18.75% |
| -0.10% | 6,510,995 | 19.44% |
| -0.20% | 6,742,263 | 20.13% |
| -0.30% | 6,975,506 | 20.83% |
| -0.40% | 7,210,432 | 21.53% |
| -0.50% | 7,447,286 | 22.24% |

Based on market conditions as of May 28, 2021



**RESOLUTION TO AUTHORIZE THE ISSUANCE AND
SALE OF GENERAL RECEIPTS BONDS OF
YOUNGSTOWN STATE UNIVERSITY, APPROVING A
SUPPLEMENTAL TRUST INDENTURE AND
AUTHORIZING RELATED MATTERS**

WHEREAS, on February 6, 2009, the Board of Trustees of Youngstown State University (the “Board”) adopted a resolution (the “General Bond Resolution”) providing for the adoption of an Amended and Restated Trust Indenture dated as of March 1, 2009, which has been supplemented and amended by the First Supplemental Trust Indenture dated as of February 1, 2010, the Second Supplemental Trust Indenture dated as of July 1, 2011 and the Third Supplemental Trust Indenture dated as of December 1, 2016 (collectively, the “Trust Indenture”), and which provides for the issuance from time to time of Obligations of Youngstown State University (the “University”) including its General Receipts Bonds, with each issuance to be authorized by a Series Resolution adopted by the Board; and

WHEREAS, the General Bond Resolution was adopted and the Trust Indenture was authorized by the Board pursuant to Sections 3345.11 and 3345.12 of the Ohio Revised Code, enacted by the General Assembly of Ohio under authority of the Constitution of Ohio, particularly Section 2i of Article VIII thereof, which authorizes the University to issue its obligations to fund and refund the costs of certain capital facilities, defined as “auxiliary facilities,” “education facilities” and “housing and dining facilities” in Section 3345.12 of the Revised Code and called “University Facilities” in this Resolution; and

WHEREAS, the University issued its \$25,335,000 General Receipts Bonds (Taxable Build America Bonds – Direct Payment), Series 2010 Bonds (the “Series 2010 Bonds”) to provide funds to (i) pay costs associated with facilities planning for the University’s College of Science, Technology, Engineering and Mathematics, (ii) convert the vacated college of business building for use as laboratory, office and classroom space, (iii) renovate and improve the Kilcawley Center, (iv) reconfigure and replace on-campus parking facilities, (v) begin construction on the Watson and Tressel Training Site Center, which houses a full suite of athletic training facilities, (vi) relocate certain existing outdoor athletic facilities and (vii) pay costs of issuance of the Series 2010 Bonds (the “Series 2010 Project”).

WHEREAS, the University issued its \$18,660,000 General Receipts Bonds, Series 2011 dated July 20, 2011 (the “Series 2011 Bonds”) to provide funding to (i) pay costs associated with acquiring the University Courtyard Apartments and related improvements thereto, and (ii) pay costs of issuance of the Series 2011 Bonds (the “Series 2011 Project” and, together with the Series 2010 Project, the “Prior Projects”).

WHEREAS, the University has determined that it is in its interest to refund all or a portion of the 2010 Bonds and the 2011 Bonds (collectively, the “Prior Bonds”), in a presently anticipated cost of not to exceed \$30,000,000 in aggregate principal amount of Obligations to be designated “General Receipts Bonds, Series 2021,” or such other designation as authorized hereby (the “Series

2021 Bonds”), which may be issued in multiple series, to pay the costs of refunding all or a portion of the Prior Bonds and the costs of issuance of the Series 2021 Bonds; and

WHEREAS, the Board determines that it is in the best interest of the University to provide for flexibility in structuring the Series 2021 Bonds, and therefore, has provided that certain terms of the Series 2021 Bonds shall be determined in the Certificate of Award authorized pursuant to Section 5 hereof; and

WHEREAS, the Board finds that all conditions precedent to the authorization and sale of the Series 2021 Bonds have been or will be met by the time the Series 2021 Bonds are issued.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF YOUNGSTOWN STATE UNIVERSITY, as follows:

Section 1. Definitions and Interpretations. Where used in this Resolution, in any supplemental indentures and in the Certificate of Award, and in addition to words and terms defined elsewhere in this Resolution (including its preambles), any supplemental indentures, the General Bond Resolution or the Trust Indenture, the following terms shall have the following meanings:

“Act” means Sections 3345.11 and 3345.12 of the Ohio Revised Code, as the same may be amended, modified, revised, supplemented, or superseded from time to time.

“Bond Purchase Agreement” means the Bond Purchase Agreement with respect to a Series 2021 Bond between the Original Purchaser and the University, to be dated as of its date of execution.

“Certificate of Award” means any Certificate of Award authorized by Section 5 hereof.

“Code” means the Internal Revenue Code of 1986, as amended, the regulations (whether proposed, temporary or final) under that Code or the statutory predecessor of that Code, and any amendments of, or successor provisions to, the foregoing and any official rulings, announcements, notices, procedures and judicial determinations regarding any of the foregoing, all as and to the extent applicable. Unless otherwise indicated, reference to a section of the Code includes that section and such applicable regulations, rulings, announcements, notices, procedures and determinations pertinent to that section.

“Computation Date” means:

(i) (A) the last day of each Bond Year while the Series 2021 Bonds are outstanding, and (B) the date on which the last Series 2021 Bonds are retired, or

(ii) such other date or dates elected by the University as may be permitted under the Code for computation of the Rebate Amount.

“Continuing Disclosure Agreement” means the continuing disclosure agreement, certificate or undertaking relating to a Series 2021 Bond executed by the University and the

Trustee, dated no later than the date of delivery of a Series 2021 Bond, as the same may be amended from time to time in accordance with the terms thereof.

“Excess Earnings” means, as of each Computation Date, an amount determined in accordance with Section 148(f) of the Code equal to the sum of (i) plus (ii) where:

(i) is the excess of:

(a) the aggregate amount earned from the Issuance Date on all Nonpurpose Investments in which Gross Proceeds are invested (other than investments attributable to an excess described in this clause (i)), taking into account any gain or loss on the disposition of Nonpurpose Investments, over

(b) the amount which would have been earned if the amount of the Gross Proceeds invested in those Nonpurpose Investments (other than investments attributable to an excess described in this clause (i)) had been invested at a rate equal to the Yield on the Series 2021 Bonds; and

(ii) is any income attributable to the excess described in clause (i), taking into account any gain or loss on the disposition of investments.

“Fiscal Officer” means the Vice President for Finance and Administration of the University or such other person designated by the Vice President for Finance and Administration to act as Fiscal Officer for purposes of this Resolution.

“Fourth Supplemental Trust Indenture” means the Fourth Supplemental Trust Indenture between the University and the Trustee, and any additional Supplemental Trust Indenture necessary with respect to the issuance of a Series 2021 Bond, authorized pursuant to Section 7.01 of the Trust Indenture and this Resolution.

“Gross Proceeds” means (i) Proceeds, (ii) Replacement Proceeds, and (iii) any other money, investments, securities, obligations or other assets that constitute “gross proceeds” for purposes of Section 148(f) of the Code as applied to the Series 2021 Bonds, all until spent.

“Insurer” means any issuer of a municipal bond insurance policy insuring the payment of all or a portion of the Debt Service Charges on the Series 2021 Bonds, as may be approved by the Fiscal Officer pursuant to Section 8 of this Resolution.

“Interest Payment Dates” means the fifteenth day of June and December in each year, commencing December 15, 2021, or such other dates as may be set forth in the Certificate of Award.

“Investment Proceeds” means any amounts actually or constructively received from investing Original Proceeds.

“Investment Property” means (i) “investment property” as defined in Section 148(b)(2) of the Code, including any security (within the meaning of Section 165(g)(2)(A) or (B)) of the Code, any obligation, any annuity contract, and any investment-type property. Investment Property does

not include a Tax-Exempt Bond, except a Tax-Exempt Bond which is a “specified private activity bond” as defined in Section 57(a)(5)(C) of the Code, the interest on which is an item of tax preference for purposes of the alternative minimum tax imposed on individuals and corporations, or (ii) qualified exempt investment, that is, a United States Treasury obligation - Demand Deposit State and Local Government Series.

“Issuance Date” means the date of physical delivery by the University of each Series 2021 Bond authorized hereunder in exchange for the purchase price of the Series 2021 Bonds.

“Issue Price” means the aggregate of the initial offering prices (including accrued interest and original issue discount and/or premium, if any) at which each maturity of a Series 2021 Bond was offered to the public (excluding bond houses, brokers and other intermediaries) and at which price or prices a substantial amount of each maturity of a Series 2021 Bond was sold to the public (other than to bond houses, brokers and other intermediaries).

“Nonpurpose Investments” shall have the meaning ascribed to such term in Section 148 of the Code and shall mean any investment other than a Purpose Investment (which is an investment acquired in order to carry out the governmental purpose of the Series 2021 Bonds).

“Original Proceeds” means Sales Proceeds and Investment Proceeds.

“Original Purchaser” means the purchaser or purchasers of a Series 2021 Bond named in the Bond Purchase Agreement and set forth in the Certificate of Award.

“Proceeds” means any Original Proceeds and any Transferred Proceeds of a Series 2021 Bond.

“Purpose Investment” means an investment acquired in order to carry out the governmental purpose of the Series 2021 Bonds, which is to provide funding for the acquisition of the Project, and any necessary related improvements thereto, and to pay a portion of the costs associated with such issuance.

“Regular Record Date” means the fifteenth day of the calendar month next preceding an Interest Payment Date.

“Rebate Amount” means the amount of Excess Earnings (excluding any amount earned on a Bona Fide Debt Service Fund) computed as of the most recent prior Computation Date in accordance with the requirements of Section 148(f) of the Code.

“Refunded Bonds” means those Prior Bonds designated as such in a Certificate of Award.

“Sales Proceeds” means the portion of the Issue Price received by the University upon the sale of a Series 2021 Bond (including any underwriter’s discount withheld from the Issue Price).

“Securities Depository” means initially The Depository Trust Company (a limited purpose trust company), New York, New York.

“Series 2021 Bonds” means the several series of General Receipts Bonds and any bond anticipation notes or other debt obligations of the University authorized by this Resolution and issued pursuant to this Resolution and the Certificate of Award.

“Series 2021 Resolution” or “this Resolution” means this Resolution authorizing the issuance and sale of the Series 2021 Bonds.

“Special Record Date” means the date established by the Trustee in connection with the payment of any overdue interest on any Bond pursuant to Section 4(e)(ii) of this Resolution.

“Tax-Exempt Bond” means any obligation, or issue of obligations, the interest on which is, or is intended to be, excluded from gross income for federal income tax purposes within the meaning of Section 150 of the Code, and includes any investment treated as a “tax-exempt bond” for the applicable purpose of Section 148 of the Code.

“Transferred Proceeds” means any proceeds of a prior issue that become Proceeds of a Series 2021 Bond within the meaning of Treasury Regulations 1.148-9.

“Trustee” means U.S. Bank, National Association, as successor trustee under the Trust Indenture, and its successors and assigns.

“Yield” has the meaning assigned to it for purposes of Section 148 of the Code, and means that discount rate that, when used in computing the present value of all payments of principal and interest to be paid on an obligation, computed on the basis of a 360 day year and semiannual compounding, produces an amount equal to (i) the Issue Price in the case of the Series 2021 Bonds, or (ii) the purchase price for Yield purposes in the case of Investment Property. The Yield on Investment Property in which Proceeds of the Series 2021 Bonds are invested is computed on a basis consistent with the computation of Yield on the Series 2021 Bonds.

The terms “state or local bonds, governmental unit,” “loan,” “private business use,” “net proceeds” and other terms relating to Code provisions used but not defined herein shall have the meanings given to them for purposes of Sections 103, 141, 148 and 150 of the Code unless the context indicates another meaning. References in this section to Sections are, unless otherwise indicated, references to Code sections.

Unless the context shall otherwise indicate, words importing the singular number shall include the plural number, and vice versa, and the terms “hereof,” “herein,” “hereby,” “hereto,” “hereunder,” and similar terms, mean this Resolution, the Fourth Supplemental Trust Indenture and any other indentures supplemental to the Trust Indenture as it now exists or as it may be amended. References to sections, unless otherwise stated, are to sections of this Resolution.

Section 2. Authority and Determinations. This Resolution is adopted pursuant to the General Bond Resolution, the Trust Indenture and the Act; the Prior Projects constitute “auxiliary facilities,” “education facilities” or “housing and dining facilities” as defined by the Act; and the issuance of the Series 2021 Bonds and the refunding of the Refunded Bonds are in the best interests of the University.

Section 3. Authorization, Designation and Purpose of the Series 2021 Bonds. It is hereby declared to be necessary to, and in the best interest of the University to, and the University shall, issue, sell and deliver, as provided and authorized by this Resolution, General Receipts Obligations of the University, in one or more series, which shall be designated “General Receipts Bonds, Series 2021” or such other designation as set forth in the Certificate of Award, in the maximum original aggregate principal amount of not to exceed \$30,000,000 (provided that the original principal amount of each Series 2021 Bond shall be as provided by the related Certificate of Award), for the purpose of paying the costs of refunding the Refunded Bonds and paying costs of issuance of the Series 2021 Bonds. For that purpose, the proceeds from the sale of the Series 2021 Bonds shall be allocated and deposited as provided in Section 6 of this Resolution. The principal amount of each Series 2021 Bond to be issued shall be determined by the Fiscal Officer and specified in a Certificate of Award, provided that the aggregate principal amount of all Bonds outstanding at any time shall not exceed \$30,000,000. The Series 2021 Bonds may be issued in one or more separate series of (i) Fixed Rate Bonds. Any series of the Series 2021 Bonds may be issued in separate series of Tax-Exempt Bonds or taxable Bonds as the Fiscal Officer may determine in a Certificate of Award.

Section 4. Terms and Provisions Applicable to the Series 2021 Bonds.

(a) Form and Numbering. The Series 2021 Bonds shall be issued, unless otherwise subsequently provided in any supplemental indentures entered into pursuant to the Trust Indenture, only in the form of fully registered Series 2021 Bonds, substantially in the form set forth in the Fourth Supplemental Trust Indenture, with such changes as may be necessary to reflect the terms of the Series 2021 Bonds set forth in the Certificate of Award. The Series 2021 Bonds shall be fully registered and numbered as determined by the Fiscal Officer in such manner as to distinguish each Series 2021 Bond from each other Series 2021 Bond, and if necessary, any series from any other series.

Unless otherwise specified in a Certificate of Award, the Series 2021 Bonds shall be initially issued only to a Securities Depository to be held in a book entry system and: (i) the Series 2021 Bonds shall be registered in the name of the Securities Depository or its nominee, as registered owner, and immobilized in the custody of the Securities Depository; and (ii) the Series 2021 Bonds as such shall be transferable or exchangeable in accordance with Section 2.06 of the Trust Indenture, provided, however that so long as a book entry system is used for the Series 2021 Bonds, they may only be transferred to another Securities Depository or to another nominee of a Securities Depository. Notwithstanding Section 2.06 of the Trust Indenture, the University may, and may require the Trustee to, transfer the Series 2021 Bonds from one Securities Depository to another Securities Depository or to a designated registered owner at any time.

(b) Terms.

(i) Denomination and Dates. The Series 2021 Bonds shall be issued in the denomination of not less than \$5,000 and any integral multiple of \$5,000 as set forth in the Fourth Supplemental Trust Indenture, and shall be dated as may be provided in the Certificate of Award. Each Series 2021 Bond shall have only one principal maturity date, except for interim certificates or receipts which may be issued pending preparation of definitive Series 2021 Bonds.

(ii) Interest. The Series 2021 Bonds shall bear interest on the unpaid principal amount thereof from the later of (i) their Issuance Date or (ii) the most recent date to which interest has been paid or provided for, payable on the Interest Payment Dates at the respective rates per annum set forth in the Certificate of Award. With respect to a series of Fixed Rate Bonds, such rate or rates shall in no event produce a net interest cost payable over the life of such Series 2021 Bonds in excess of 3.000%.

(iii) Maturities. The Series 2021 Bonds shall mature on the dates and in the principal amounts as provided in the Certificate of Award, but not later than December 15, 2033.

(iv) Prior Redemption.

(A) The Series 2021 Bonds may be subject to redemption at the option of the University prior to their stated maturities, under the conditions, in the denominations and at the price as provided in the Certificate of Award, provided that at no time shall the redemption price, exclusive of accrued interest, exceed 103%.

(B) The Series 2021 Bonds of one or more maturities may be subject to mandatory redemption pursuant to Mandatory Sinking Fund Requirements by the University at a redemption price equal to 100% of the principal amount redeemed, plus accrued interest to the date of redemption, in the years and in the principal amounts provided in the Certificate of Award.

(v) Additional Terms. The Series 2021 Bonds may be subject to tender, to a remarketing, to a purchase in lieu of redemption, or to such other terms as shall be set forth in the Fourth Supplemental Trust Indenture or Certificate of Award, and as shall be consistent with the General Bond Resolution, this Resolution, and the Trust Indenture, and as shall be not adverse to the best interest of the University, and a determination that such terms are not adverse shall be conclusively evidenced by the execution of such Fourth Supplemental Trust Indenture or Certificate of Award by an authorized official of the University.

(c) Debt Service Charges. Principal shall be payable in each year from the first maturity or mandatory sinking fund payment year to the final maturity year either at stated maturity or pursuant to Mandatory Sinking Fund Requirements as set forth in the Certificate of Award.

(d) Selection of Bonds to Be Redeemed.

(i) If fewer than all of the outstanding Series 2021 Bonds are called for optional or mandatory redemption at one time, the Series 2021 Bonds to be called shall be designated by the Fiscal Officer in his or her sole discretion and the maturities of the Series 2021 Bonds to be called for optional redemption shall be designated by the Fiscal Officer without regard to the order of their maturities. If fewer than all of the outstanding Bonds of one maturity are to be called for redemption, the selection of the Series 2021 Bonds, or portions of those Series 2021 Bonds (in integral multiples of \$5,000), of that maturity to be called for redemption shall be made by lot in the manner provided in the Trust Indenture.

If optional redemption of the Series 2021 Bonds at a redemption price above 100% of the principal amount to be redeemed is to take place on any applicable mandatory sinking fund redemption date, the Series 2021 Bonds to be optionally redeemed shall be selected prior to the selection of the Series 2021 Bonds to be redeemed by mandatory sinking fund redemption.

(ii) Notice of call for redemption of Series 2021 Bonds, setting forth the information provided for in Section 3(d) of the General Bond Resolution, shall be given by the Trustee on behalf of the University. Failure to receive notice by mailing, or any defect in that notice, as to any Series 2021 Bond shall not affect the validity of the proceedings for the redemption of any other Series 2021 Bond.

(e) Places and Manner of Payment and Paying Agents.

(i) The principal of and any redemption premium on Series 2021 Bonds shall be payable when due only to the registered owners, upon presentation and surrender of the Series 2021 Bonds at the designated corporate trust office of the Trustee.

(ii) Interest on any Series 2021 Bond due on each Interest Payment Date shall be payable by check or draft, which the Trustee shall cause to be mailed on the Interest Payment Date to the person who is the registered owner of the Series 2021 Bond (or one or more predecessor Series 2021 Bonds) at the close of business on the Regular Record Date applicable to that Interest Payment Date, at the address then appearing on the Register. If and to any extent, however, that the University shall make neither payment nor provision for payment of interest on any Series 2021 Bond on any Interest Payment Date, that interest shall cease to be payable to the person who was the registered owner of that Series 2021 Bond (or of one or more predecessor Series 2021 Bonds) as of the applicable Regular Record Date; when moneys become available for payment of that interest the Trustee shall, subject to Section 6.06(d) of the Trust Indenture, establish a Special Record Date for the payment of that interest which shall be not more than 15 or fewer than 10 days prior to the date of the proposed payment, and the Trustee shall cause notice of the proposed payment and of the Special Record Date to be mailed to the person who is the registered owner of that Series 2021 Bond on a date not fewer than 10 days prior to the Special Record Date, at the address as then appears on the Register, and thereafter that interest shall be payable to the person who is the registered owner of that Series 2021 Bond (or a predecessor Series 2021 Bond) at the close of business on the Special Record Date.

(iii) Notwithstanding any other provision of this Resolution or any provision of the General Bond Resolution, the Trust Indenture, the Fourth Supplemental Trust Indenture, any supplemental indentures or any Series 2021 Bond to the contrary, with the written approval of the University, the Trustee may enter into an agreement with a Securities Depository, or the nominee of a Securities Depository that is the registered owner of a Series 2021 Bond in the custody of that Securities Depository providing for making all payments to that registered owner of principal of and interest and any premium on that Series 2021 Bond or any portion of that Series 2021 Bond (other than any payment of its entire unpaid principal amount) at a place and in a manner (including wire transfer of federal funds) other than as provided above in this Resolution, without prior presentation

or surrender of the Series 2021 Bond, upon any conditions which shall be satisfactory to the Trustee and the University. That payment in any event shall be made to the person who is the registered owner of that Series 2021 Bond on the date that principal and premium is due, or, with respect to the payment of interest, as of the applicable Regular Record Date or Special Record Date or other date agreed upon, as the case may be. The Trustee will furnish a copy of each of those agreements, certified to be correct by an officer of the Trustee, to other authenticating agents and paying agents for Series 2021 Bonds, if any, and to the University. Any payment of principal, premium, or interest pursuant to such an agreement shall constitute payment thereof pursuant to, and for all purposes of, this Resolution and the Agreement.

(iv) Alternate Paying Agents may be designated in the Certificate of Award.

(f) Execution and Authentication. The Series 2021 Bonds shall be executed and authenticated in the manner provided in the Trust Indenture. Alternate Authenticating Agents may be designated by the Fiscal Officer in the Certificate of Award.

Section 5. Sale of the Series 2021 Bonds.

(a) General. Consistent with the provisions of this Resolution, the Fiscal Officer is authorized to determine and to set forth in a Certificate of Award for each series of Series 2021 Bonds issued pursuant to this Resolution:

- (i) that the Series 2021 Bonds shall be issued;
- (ii) the Principal Amount of Series 2021 Bonds to be issued, provided that such amount shall not exceed, in the aggregate, \$30,000,000;
- (iii) the interest rates on the Series 2021 Bonds;
- (iv) the amount of any original issue discount and/or premium on the Series 2021 Bonds;
- (v) the maturities of the Series 2021 Bonds;
- (vi) the optional and mandatory redemption dates, if any, and redemption prices for the Series 2021 Bonds; and
- (vii) the purchase price for the Series 2021 Bonds.

The Series 2021 Bonds shall be sold by the Fiscal Officer to the Original Purchaser on such terms not inconsistent with this Resolution as are provided in the Certificate of Award and the Bond Purchase Agreement.

The Fiscal Officer is authorized and directed to execute the Certificate of Award and the Bond Purchase Agreement, in order to provide for the definitive terms and terms of sale of the Series 2021 Bonds as provided in this Resolution, and to award and provide for sale of the Series 2021 Bonds to the Original Purchaser. The Bond Purchase Agreement shall have such terms as

shall be consistent with this Resolution and not materially adverse to the University, as shall be approved by the Fiscal Officer, and his or her execution of the Bond Purchase Agreement shall constitute conclusive approval of any such changes on behalf of the University and that such changes are not materially adverse to the University. The Certificate of Award shall be incorporated in and form a part of the Fourth Supplemental Trust Indenture and any supplemental indentures authorized under this Resolution.

(b) Official Statement. The Fiscal Officer is authorized and directed, on behalf of the University, and in his or her official capacity, to prepare or cause to be prepared, a preliminary official statement and any necessary supplement thereto relating to the original issuance of the Series 2021 Bonds; to determine, and to certify or otherwise represent, when such preliminary official statement is “deemed final” for purposes of Securities and Exchange Commission Rule 15c2-12(b)(1); and to use and distribute, or authorize the use and distribution of such preliminary official statements and any supplements in connection with the original issuance of each series of Series 2021 Bonds until an official statement is prepared. All actions previously taken by the Fiscal Officer in this regard relating to a preliminary official statement are hereby approved, ratified and confirmed.

The Fiscal Officer is further authorized and directed, on behalf of the University, and in his or her official capacity, to prepare or cause to be prepared an official statement, and any necessary supplements thereto, relating to the original issuance of each Series 2021 Bond; to determine, and to certify or otherwise represent, when such official statement is a final official statement for purposes of Securities and Exchange Commission Rule 15c2-12(b)(3) and (4); to use and distribute, or authorize the use and distribution of such official statement, and any supplements thereto, in connection with the sale of each Series 2021 Bond; and to sign and deliver the official statements.

The Fiscal Officer is further authorized and directed, on behalf of the University, and in his or her official capacity, to sign and deliver such certificates in connection with the accuracy of the preliminary official and the final official statements and any supplements thereto as may, in his or her judgment, be necessary or appropriate.

Section 6. Allocation of Proceeds of the Series 2021 Bonds.

(a) Allocation. All of the proceeds from the sale of the Series 2021 Bonds shall be received and receipted for by the Fiscal Officer or by his or her authorized representative for that purpose, and shall be allocated, deposited and credited as follows, as further set out in the Fourth Supplemental Trust Indenture or Certificate of Award, and such proceeds are hereby appropriated for the purposes of the respective funds and accounts into which such proceeds are deposited:

(i) To the Series 2021 Bonds Account in the Debt Service Fund, any portion of the proceeds representing accrued interest, capitalized interest and premium, if any;

(ii) To the Series 2010 Bond Account of the Debt Service Fund, such amount as set forth in the Fourth Supplemental Indenture or the Certificate of Award as is necessary to defease, redeem and refund the related Series 2010 Bonds that are Refunded Bonds; and

(iii) To the Series 2011 Bond Account of the Debt Service Fund, such amount as set forth in the Fourth Supplemental Indenture or the Certificate of Award as is necessary to defease, redeem and refund the related Series 2011 Bonds that are Refunded Bonds; and

(iv) To the Series 2021 Costs of Issuance Account of the Project Fund to be established by the Fourth Supplemental Indenture, such amount as set forth in the Fourth Supplemental Indenture or the Certificate of Award as is necessary to pay costs associated with the issuance of the Series 2021 Bonds and the defeasance, redemption and refunding of the Refunded Bonds.

(b) Debt Service Reserve. Unless otherwise provided in a Certificate of Award, no provision shall be made for a debt service reserve account with respect to the Series 2021 Bonds, and there shall be no required reserve for the Series 2021 Bonds.

(c) Additional Special Funds and Accounts. The Fiscal Officer is hereby authorized to create such additional Special Funds and Special Accounts in connection with the Series 2021 Bonds and the security therefor and the remarketing thereof as the Fiscal Officer deems necessary. Any such Special Funds and Accounts and the permitted investment thereof shall be described in a Certificate of Award or the Fourth Supplemental Trust Indenture.

Section 7. Tax Covenants; Rebate Fund.

(a) Covenants. The University hereby covenants that:

(i) It will restrict the use of the proceeds of the Series 2021 Bonds in such manner and to such extent, if any, as may be necessary so that the Series 2021 Bonds will not constitute arbitrage bonds under Section 148 of the Code. The Fiscal Officer, or any other officer of the University having responsibility for the issuance of the Series 2021 Bonds, alone or in conjunction with any other officer or employee of or any consultant to the University, shall give an appropriate certificate of the University, for inclusion in the transcript of proceedings for the Series 2021 Bonds, setting forth the reasonable expectations of the University regarding the amount and use of all the proceeds of the Series 2021 Bonds, the facts, circumstances and estimates on which they are based, and other facts and circumstances relevant to the tax treatment of the interest on the Series 2021 Bonds.

(ii) It (a) will take or cause to be taken such actions that may be required of it for the interest on the Series 2021 Bonds to be and remain excluded from gross income for federal income tax purposes, and (b) will not take or authorize to be taken any actions that would adversely affect that exclusion, and that it, or persons acting for it, will, among other acts of compliance, (1) apply the proceeds of the Series 2021 Bonds to the governmental purpose of the borrowing, (2) restrict the yield on investment property acquired with those proceeds, (3) make timely rebate payments to the federal government, (4) maintain books and records and make calculations and reports, and (5) refrain from certain uses of those proceeds, all in such manner and to the extent necessary to assure such exclusion of that interest under the Code. The Fiscal Officer and other appropriate officers are authorized and directed to take any and all actions, make calculations and rebate payments to the

federal government, and make or give reports and certifications, as may be appropriate to assure such exclusion of that interest.

(b) Rebate Fund. There is hereby created the Series 2021 Bonds Rebate Fund (the “Rebate Fund”), to be in the custody of the Trustee, which shall be continuously invested in Eligible Investments by the Trustee at the oral direction (confirmed in writing) of the Fiscal Officer. The Rebate Fund shall be held, administered and disposed of in accordance with the provisions of the Fourth Supplemental Trust Indenture and any other supplemental indentures relating to the Series 2021 Bonds. Amounts credited to the Rebate Fund are not General Receipts and shall be free and clear of any lien under the Fourth Supplemental Trust Indenture, any supplemental indentures or under the Trust Indenture.

Section 8. Insurance; Other Agreements and Certificates; Optional Redemption of Refunded Bonds. If he or she determines it in the best interest of the University in order to achieve maximum cost savings on the Series 2021 Bonds, the Fiscal Officer may make application for a policy of municipal insurance from the Insurer to insure all or any portion of the Series 2021 Bonds.

The Fiscal Officer is authorized to enter into such agreements and to make such changes to the Fourth Supplemental Trust Indenture and any other supplemental indentures relating to the Series 2021 Bonds and the Bond form as may be required by the Insurer in order to issue said policy.

The Fiscal Officer is further authorized to enter into such agreements, including one or more Refunding Bonds Escrow Agreements, Continuing Disclosure Agreements and Bond Purchase Agreements setting forth the purchase price and terms of sale of the Series 2021 Bonds, and to execute and deliver such certificates as may be required in connection with the issuance, sale and delivery of the Series 2021 Bonds.

The Fiscal Officer or Secretary of the Board shall furnish to the Original Purchaser a true and certified transcript of all proceedings taken with reference to the authorization and issuance of the Series 2021 Bonds along with other information as is necessary or proper with respect to the Series 2021 Bonds.

The Refunded Bonds shall be and hereby are ordered called for optional redemption according to their terms on the first optional redemption date following the delivery of the notice of such redemption at the redemption prices set forth therein. The Fiscal Officer and other appropriate officers and employees of the University are each hereby separately authorized to engage a firm of certified public accountants to verify the sufficiency of the moneys and investments in a Refunded Bonds Escrow Fund and to subscribe for and purchase, or to authorize bond counsel to the University or the Trustee to subscribe for and purchase, such United States Treasury obligations, including such obligations of the State and Local Government Series, as shall be required by such Refunded Bonds Escrow Agreement, and to pay for the services of such accountants and for such obligations with the proceeds of the related Bonds, and any such actions heretofore taken by such officers or the Original Purchaser of the related Bonds or bond counsel in connection with such subscription and purchase are hereby approved, ratified and confirmed.

Section 9. Fourth Supplemental Trust Indenture. The Chairperson of the Board or the President of the University, and the Fiscal Officer, or any one or more of them, are authorized and directed to execute and deliver to the Trustee, in the name of and on behalf of the University, and the Secretary to the Board is authorized and directed to attest, supplemental indentures pursuant to the Trust Indenture, including the Fourth Supplemental Trust Indenture, in connection with the issuance of the Series 2021 Bonds.

**Board of Trustees Meeting
June 3, 2021
YR 2021-**



**RESOLUTION TO APPROVE
CHANGES TO TUITION AND FEES FOR THE 2021-22
ACADEMIC AND FISCAL YEAR**

WHEREAS, Ohio law provides that Boards of Trustees of state-assisted institutions of higher education shall supplement state subsidies by income from charges to students, including an “instructional fee” for educational and associated operational support of the institution and a “general fee” for non-instructional services, and that these two fees shall encompass all charges for services assessed uniformly to all enrolled students and shall be identified as "tuition"; and

WHEREAS, Ohio law also provides that each Board may establish special purpose fees, service and housing charges, fines and penalties and that a tuition surcharge shall be paid by all students who are not residents of Ohio; and

WHEREAS, Ohio law provides that the University shall separately identify the Instructional Fee, the General Fee, the Tuition Charge, and the Tuition Surcharge; and

WHEREAS, Ohio law provides that fees charged for instruction shall not be considered to be a price for service but shall be considered to be an integral part of the state government financing program in support of higher education opportunity for students; and

NOW, THEREFORE, BE IT RESOLVED, that unless otherwise noted herein, this Resolution shall replace all previously adopted Resolutions pertaining to tuition, fees and/or other charges; and

BE IT ALSO RESOLVED, that the Board of Trustees of Youngstown State University does hereby declare the “tuition charge” shall be the sum of the Instructional Fee, General Fee, and the Information Services Fee, and does hereby establish the tuition charge and other fees as included in Exhibit ____, to become effective for the 2021-22 academic year and shall not exceed what is permitted by the final enacted version of the state of Ohio budget bill for the FY 2022 and FY 2023 biennium, and to remain in effect until changed by the Board of Trustees, except as may be specifically noted otherwise; and

BE IT FURTHER RESOLVED, that the President of Youngstown State University or his designee shall have the authority to approve:

1. Fees for continuing education and noncredit courses, institutes, and workshops offered or coordinated through the Colleges and Office of College Access and Transition;

2. Ticket prices for admission of the public to intercollegiate athletic games and to student music or dramatic productions;
3. Service charges for loans to students;
4. A special fee for programs under contract (e.g., a training program). It shall be understood that such special fees, if authorized, shall provide for all related costs of the program and that the budget for such a fund shall be subject to approval in the same manner as other University operating budgets; and
5. Fees for credit courses offered by the Office of College Access and Transition under contract to established groups as provided for in Resolution YR 2001-03.

In all cases, the revenue generated by such fees and charges shall be expended in conformity with appropriately approved budgets. It shall be understood that: (a) charges for unreturned or damaged equipment checked out to a student shall be established by the cognizant University staff person and the charge shall be sufficient to recover replacement costs and with a charge to cover processing costs; (b) for such charges as noted in (a) above, the approval of neither the President nor the Board of Trustees shall be required; and (c) the President or his designees shall have the authority to designate parking facilities by location or by time which may be utilized either without charge or for a reduced charge.

Fines which are authorized in this resolution may be assessed against nonstudents who are authorized to use University services as well as against students; and the rates detailed in this resolution shall replace the rates in any other resolution in conflict, and it shall continue to be the policy of this Board to review and adopt all fees, service charges, and fines annually in order that students and others are informed as to rates for the coming year and budgets may be finalized. It is understood that charges, fines, penalties, and assessments to students and non-students will not be waived except as specifically authorized by proper authority. Fee waivers authorized by the Chancellor, in accordance with section 381.170 of Am. Sub. H.B. 166 of the 133rd General Assembly, are identified in Exhibit __ and made part herein.

If a student is permitted to withdraw from the University or if a student reduces his or her academic load, a refund of the tuition charge and the nonresident tuition surcharge, where applicable, shall be made in conformity with the following schedule. If the withdrawal is after the prescribed time limits, all tuition and other applicable fees and charges are forfeited. All applicable fees, fines, and penalties due must be paid before the refund is paid. Refund policies for University Housing and Courtyard Apartments shall be set by Student Affairs in accordance with best business practices.

Refund Schedule

| <u>Length of Course</u> | <u>100% refund</u> | <u>No refund</u> |
|-------------------------|--------------------------------------|--|
| More than 8 weeks: | through 14th day of term. | 15th day of term and later. |
| 8 weeks or less: | through 7 th day of term. | 8 th day of term and later. |

YOUNGSTOWN STATE UNIVERSITY
Summary of Full-Time Bulk-Rate Tuition¹
(See Schedules 2, 3 and 4 for detail)

Schedule 1

| | FY 2021 Actual | Proposed | FY 2022 \$ Change | % Change |
|---|---------------------------|-----------------|------------------------------|-----------------|
| UNDERGRADUATE | | | | |
| Continuing students, per semester | | | | |
| Resident | \$4,206.96 | \$4,291.20 | \$84.24 | 2.00% |
| Non-resident: | | | | |
| Affordable Tuition Advantage ² | \$4,386.96 | \$4,471.20 | \$84.24 | 1.92% |
| Penguin Promise cohort 4, per semester | | | | |
| Resident | N/A | \$4,976.40 | New | New |
| Non-resident: | | | | |
| Affordable Tuition Advantage ² | N/A | \$5,156.40 | New | New |
| GRADUATE³ | | | | |
| Masters-Level, per semester | | | | |
| Resident | \$6,195.12 | \$6,452.88 | \$257.76 | 4.16% |
| Non-resident: | | | | |
| Affordable Tuition Advantage ² | \$6,375.12 | \$6,632.88 | \$257.76 | 4.04% |
| Doctoral-Level, per semester | | | | |
| Resident | \$6,569.04 | \$6,826.80 | \$257.76 | 3.92% |
| Non-resident: | | | | |
| Affordable Tuition Advantage ² | \$6,749.04 | \$7,006.80 | \$257.76 | 3.82% |

1. Rates for specialized programs not included in this presentation.

2. Prior to the 2021-22 academic year, the Affordable Tuition Advantage (ATA) rate was offered to non-resident students from certain nearby/border counties in, Pennsylvania, New York State and West Virginia. Effective fall 2021, the University will assess the ATA surcharge on all non-resident students.

3. Although the graduate bulk-rate band is from 12-18 hours, graduate students are considered full-time for academic purposes at 6 credit hours and above.

YOUNGSTOWN STATE UNIVERSITY
Resident Undergraduate Tuition & Fees
(for non-Penguin Promise students enrolled spring 2018 or earlier)

| <u>Fee Description</u> | FY 2021 | FY 2022 | | |
|---|-------------------|-------------------|------------------|-----------------|
| | Actual | Proposed | \$ Change | % Change |
| BULK-RATE TUITION & MANDATORY FEES | | | | |
| Instructional Fee (per semester, 12-18 credit hours) | \$3,370.92 | \$3,438.36 | \$67.44 | 2.00% |
| General Fee (per semester, 12-18 credit hours) | \$711.24 | \$725.52 | \$14.28 | 2.01% |
| Information Services Fee (per semester, 12-18 credit hours) | \$124.80 | \$127.32 | \$2.52 | 2.02% |
| Full-time tuition & mandatory fees | \$4,206.96 | \$4,291.20 | \$84.24 | 2.00% |
| TUITION & MANDATORY FEES (outside bulk-rate) | | | | |
| Instructional Fee (per credit hour) | \$280.91 | \$286.53 | \$5.62 | 2.00% |
| General Fee (per credit hour) | \$59.27 | \$60.46 | \$1.19 | 2.01% |
| Information Services Fee (per credit hour) | \$10.40 | \$10.61 | \$0.21 | 2.02% |

YOUNGSTOWN STATE UNIVERSITY
Resident Undergraduate Tuition & Fees
Penguin Promise Tuition Guarantee

| BULK-RATE TUITION & MANDATORY FEES | Cohort 4* | Change from Prior Cohort | |
|---|-------------------|---------------------------------|-----------------|
| | FY 2022 | % | \$ |
| Instructional Fee (per semester, 12-18 credit hours) | \$3,841.08 | 3.80% | \$140.64 |
| General Fee | \$1,135.32 | 3.80% | \$41.52 |
| Full-time Penguin Promise tuition | \$4,976.40 | 3.80% | \$182.16 |
| TUITION & MANDATORY FEES (outside bulk-rate) | | | |
| Instructional Fee (per credit hour) | \$320.09 | 3.80% | \$11.72 |
| General Fee (per credit hour) | \$94.61 | 3.80% | \$3.46 |
| Penguin Promise tuition per credit hour | \$414.70 | 3.80% | \$15.18 |

| BULK-RATE TUITION & MANDATORY FEES | Cohort 3 | Change from Prior Cohort | |
|---|-------------------|---------------------------------|-----------------|
| | FY 2021 | % | \$ |
| Instructional Fee (per semester, 12-18 credit hours) | \$3,700.44 | 4.10% | \$145.80 |
| General Fee | \$1,093.80 | 4.10% | \$43.08 |
| Full-time Penguin Promise tuition | \$4,794.24 | 4.10% | \$188.88 |
| TUITION & MANDATORY FEES (outside bulk-rate) | | | |
| Instructional Fee (per credit hour) | \$308.37 | 4.10% | \$12.15 |
| General Fee (per credit hour) | \$91.15 | 4.10% | \$3.59 |
| Penguin Promise tuition per credit hour | \$399.52 | 4.10% | \$15.74 |

| BULK-RATE TUITION & MANDATORY FEES | Cohort 2 | Change from Prior Cohort | |
|---|-------------------|---------------------------------|-----------------|
| | FY 2020 | % | \$ |
| Instructional Fee (per semester, 12-18 credit hours) | \$3,554.64 | 3.50% | \$120.24 |
| General Fee | \$1,050.72 | 3.50% | \$35.53 |
| Full-time Penguin Promise tuition | \$4,605.36 | 3.50% | \$155.77 |
| TUITION & MANDATORY FEES (outside bulk-rate) | | | |
| Instructional Fee (per credit hour) | \$296.22 | 3.50% | \$10.02 |
| General Fee (per credit hour) | \$87.56 | 3.50% | \$2.96 |
| Penguin Promise tuition per credit hour | \$383.78 | 3.50% | \$12.98 |

| BULK-RATE TUITION & MANDATORY FEES | Cohort 1 | Change from Prior Cohort | |
|---|-------------------|-----------------------------------|-----------|
| | FY 2019 | % | \$ |
| Instructional Fee (per semester, 12-18 credit hours) | \$3,434.40 | N/A (FY19 is first cohort) | |
| General Fee | \$1,015.19 | N/A (FY19 is first cohort) | |
| Full-time Penguin Promise tuition | \$4,449.59 | N/A (FY19 is first cohort) | |
| TUITION & MANDATORY FEES (outside bulk-rate) | | | |
| Instructional Fee (per credit hour) | \$286.20 | N/A (FY19 is first cohort) | |
| General Fee (per credit hour) | \$84.60 | N/A (FY19 is first cohort) | |
| Penguin Promise tuition per credit hour | \$370.80 | N/A (FY19 is first cohort) | |

* Cohort 4 rate set in accordance with Exec. Budget Bill which allows for a 2% adjustment, in addition to an adjustment that is based on the average inflation of the Consumer Price Index (all urban consumers, all items) for the 36-month period ending December 31st pursuant to ORC §3345.48. The CPI inflation for cohort 4 is 1.8%.

YOUNGSTOWN STATE UNIVERSITY
Undergraduate College Fees

| Fee Description | FY 2021 Actual | FY 2022 | | |
|---|-------------------|----------|-----------|----------|
| | | Proposed | \$ Change | % Change |
| COLLEGE FEES | | | | |
| Beeghly College of Liberal Arts, Social Sciences & Education | | | | |
| Undergrad with Junior Standing and Above (per credit hour) | \$8.00 | \$8.00 | \$0.00 | 0.00% |
| Undergrad with Junior Standing and Above (bulk rate, 12-18 hours) | \$96.00 | \$96.00 | \$0.00 | 0.00% |
| Bitonte College of Health & Human Services | | | | |
| Undergrad with Junior Standing and Above (per credit hour) | \$12.50 | \$12.50 | \$0.00 | 0.00% |
| Undergrad with Junior Standing and Above (bulk rate, 12-18 hours) | \$150.00 | \$150.00 | \$0.00 | 0.00% |
| College of Science, Technology, Engineering & Mathematics | | | | |
| Undergrad with Junior Standing and Above (per credit hour) | \$25.00 | \$25.00 | \$0.00 | 0.00% |
| Undergrad with Junior Standing and Above (bulk rate, 12-18 hours) | \$300.00 | \$300.00 | \$0.00 | 0.00% |
| College of Creative Arts & Communications | | | | |
| Undergraduates (per credit hour) | \$9.00 | \$9.00 | \$0.00 | 0.00% |
| Undergraduates, (bulk rate, 12-18 hours) | \$108.00 | \$108.00 | \$0.00 | 0.00% |
| Williamson College of Business Administration | | | | |
| Undergraduates (per credit hour) | \$20.00 | \$20.00 | \$0.00 | 0.00% |
| Undergraduates, (bulk rate, 12-18 hours) | \$240.00 | \$240.00 | \$0.00 | 0.00% |

YOUNGSTOWN STATE UNIVERSITY
Masters-Level Graduate Tuition & Fees

| Fee Description | FY 2021 Actual | FY 2022 | | |
|---|-------------------|-------------------|-----------------|--------------|
| | | Proposed | \$ Change | % Change |
| BULK-RATE TUITION & MANDATORY FEES | | | | |
| Instructional Fee (per semester, 12-18 credit hours) | \$5,359.08 | \$5,359.08 | \$0.00 | 0.00% |
| General Fee (per semester, 12-18 credit hours) | \$711.24 | \$1,093.80 | \$382.56 | 53.79% |
| Information Services Fee (per semester, 12-18 credit hours) | \$124.80 | \$0.00 | (\$124.80) | -100.00% |
| Full-time tuition & mandatory fees | \$6,195.12 | \$6,452.88 | \$257.76 | 4.16% |
| TUITION & MANDATORY FEES (outside bulk-rate) | | | | |
| Instructional Fee (per credit hour) | \$446.59 | \$446.59 | \$0.00 | 0.00% |
| General Fee (per credit hour) | \$59.27 | \$91.15 | \$31.88 | 53.79% |
| Information Services Fee (per credit hour) | \$10.40 | \$0.00 | (\$10.40) | -100.00% |
| ADDITIONAL GRADUATE FEES | | | | |
| Master of Public Health¹ (per credit hour) | \$610.00 | \$621.00 | \$11.00 | 1.80% |
| Master of Fine Arts¹ (per credit hour) | \$570.00 | \$570.00 | \$0.00 | 0.00% |
| Nurse Anesthetist Program Fee² (per semester) | \$3,011.14 | \$3,011.14 | \$0.00 | 0.00% |
| Graduate Workshops (per credit hour) | | | | |
| Resident | \$161.42 | \$168.13 | \$6.72 | 4.16% |
| Non-Resident | \$172.14 | \$179.31 | \$7.16 | 4.16% |

1. The MPH and MFA fees are set by consortia of several Ohio public universities of which YSU is a member. MPH rates apply to related certificate programs.

2. Nurse Anesthetist fee is set by the St. Elizabeth Health Center School for Nurse Anesthetists.

**YOUNGSTOWN STATE UNIVERSITY
Doctoral-Level Graduate Tuition & Fees**

| Fee Description | FY 2021 | FY 2022 | | |
|--|-------------------|-------------------|-----------------|--------------|
| | Actual | Proposed | \$ Change | % Change |
| BULK-RATE TUITION & MANDATORY FEES | | | | |
| Instructional Fee (per semester, 12-18 credit hours) | \$5,733.00 | \$5,733.00 | \$0.00 | 0.00% |
| General Fee (per semester, 12-18 credit hours) | \$711.24 | \$1,093.80 | \$382.56 | 53.79% |
| Information Services Fee (per semester, 12-18 credit hours) | \$124.80 | \$0.00 | (\$124.80) | -100.00% |
| Full-time tuition & mandatory fees | \$6,569.04 | \$6,826.80 | \$257.76 | 3.92% |
| TUITION & MANDATORY FEES (outside bulk-rate) | | | | |
| Instructional Fee (per credit hour) | \$477.75 | \$477.75 | \$0.00 | 0.00% |
| General Fee (per credit hour) | \$59.27 | \$91.15 | \$31.88 | 53.79% |
| Information Services Fee (per credit hour) | \$10.40 | \$0.00 | (\$10.40) | -100.00% |
| ADDITIONAL DOCTORAL FEES | | | | |
| Nurse Anesthetists Program Fee¹ (per semester) | N/A | \$1,746.19 | New | New |

1. Nurse Anesthetist fee is set by the St. Elizabeth Health Center School for Nurse Anesthetists.

YOUNGSTOWN STATE UNIVERSITY
Accelerated Online Programs¹

Schedule 3b

| Fee Description | AY 2021 Actual | AY 2022 | | |
|--|-------------------|-------------|------------|----------|
| | | Proposed | \$ Change | % Change |
| Master of Business Administration | | | | |
| In-state | \$13,500.00 | \$13,500.00 | \$0.00 | 0.0% |
| Non-resident | \$13,650.00 | \$13,650.00 | \$0.00 | 0.0% |
| Master of Science in Education | | | | |
| In-state | \$12,450.00 | \$12,450.00 | \$0.00 | 0.0% |
| Non-resident | \$12,600.00 | \$12,600.00 | \$0.00 | 0.0% |
| Master of Science in Education, Educational Administration with Principal Licensure | | | | |
| In-state | \$14,940.00 | \$14,940.00 | \$0.00 | 0.0% |
| Non-resident | \$15,120.00 | \$15,120.00 | \$0.00 | 0.0% |
| Doctor of Education, Education Leadership | | | | |
| In-state | N/A | \$24,900.00 | | New |
| Non-resident | N/A | \$25,200.00 | | New |
| Registered Nurse to Bachelor of Science in Nursing² | | | | |
| In-state | \$9,800.00 | \$8,820.00 | (\$980.00) | -10.0% |
| Non-resident | \$9,940.00 | \$8,960.00 | (\$980.00) | -9.9% |
| Master of Family Nurse Practitioner | | | | |
| In-state | \$24,242.00 | \$24,242.00 | \$0.00 | 0.0% |
| Non-resident | \$24,472.00 | \$24,472.00 | \$0.00 | 0.0% |
| Master of Adult Gerontology Acute Care | | | | |
| In-state | \$23,715.00 | \$23,715.00 | \$0.00 | 0.0% |
| Non-resident | \$23,940.00 | \$23,940.00 | \$0.00 | 0.0% |
| Adult Gerontology Acute Care Post Masters Certificate | | | | |
| In-state | \$19,499.00 | \$19,499.00 | \$0.00 | 0.0% |
| Non-resident | \$19,684.00 | \$19,684.00 | \$0.00 | 0.0% |
| Family Nurse Practitioner Post Masters Certificate | | | | |
| In-state | \$19,499.00 | \$19,499.00 | \$0.00 | 0.0% |
| Non-resident | \$19,684.00 | \$19,684.00 | \$0.00 | 0.0% |
| Advanced placement FNP Certificate | | | | |
| In-state (per credit) | \$527.00 | \$527.00 | \$0.00 | 0.0% |
| Non-resident (per credit) | \$532.00 | \$532.00 | \$0.00 | 0.0% |
| Advanced placement AGAC Certificate | | | | |
| In-state (per credit) | \$527.00 | \$527.00 | \$0.00 | 0.0% |
| Non-resident (per credit) | \$532.00 | \$532.00 | \$0.00 | 0.0% |
| Educational Leadership Certificate | | | | |
| In-state (per credit) | N/A | \$415.00 | | New |
| Non-resident (per credit) | N/A | \$420.00 | | New |
| Preceptor Technology Fee, per credit hour³ | | | | |
| | N/A | \$4.00 | | New |

1. Accelerated Online Programs are offered through YSU's agreement with Academic Partnerships. Rates are based on academic year, which begins summer or fall semester, depending on program curriculum. Unless otherwise noted, these amounts represent total program charges to enrolled students. The number of required credit hours varies by program.

2. Up to 19 additional general education credits may be required at \$350 per credit hour.

3. Fee applicable to programs that require specialized preceptor software, including Nurse Practitioner and Adult Gerontology programs.

**YOUNGSTOWN STATE UNIVERSITY
Non-Resident Tuition Surcharge**

Schedule 4

| | FY 2021 Actual | FY 2022 | | |
|---|-------------------|----------|-----------|---------|
| | | Proposed | \$ Change | %Change |
| UNDERGRADUATE | | | | |
| Affordable Tuition Advantage¹ | | | | |
| Part-time (per credit, 1-11 credits) | \$15.00 | \$15.00 | \$0.00 | 0.00% |
| Full-time (per semester, within bulk) | \$180.00 | \$180.00 | \$0.00 | 0.00% |
| Credits in excess of bulk (per credit) | \$15.00 | \$15.00 | \$0.00 | 0.00% |
| Non-Regional | | | | |
| Part-time (per credit, 1-11 credits) | \$250.00 | N/A | N/A | N/A |
| Full-time (per semester, within bulk) | \$3,000.00 | N/A | N/A | N/A |
| Credits in excess of bulk (per credit) | \$250.00 | N/A | N/A | N/A |
| GRADUATE² | | | | |
| Affordable Tuition Advantage¹ | | | | |
| Below bulk-rate (per credit, 1-11 credits) | \$15.00 | \$15.00 | \$0.00 | 0.00% |
| Within bulk-rate (per semester) | \$180.00 | \$180.00 | \$0.00 | 0.00% |
| Credits in excess of bulk (per credit) | \$15.00 | \$15.00 | \$0.00 | 0.00% |
| Non-Regional | | | | |
| Below bulk-rate (per credit, 1-11 credits) | \$250.00 | N/A | N/A | N/A |
| Within bulk-rate (per semester) | \$3,000.00 | N/A | N/A | N/A |
| Credits in excess of bulk (per credit) | \$250.00 | N/A | N/A | N/A |
| If undergraduate degree conferred by an Ohio institution | | | | |
| Below bulk-rate (per credit, 1-11 credits) | \$5.00 | \$5.00 | \$0.00 | 0.00% |
| Within bulk-rate (per semester) | \$60.00 | \$60.00 | \$0.00 | 0.00% |
| Credits in excess of bulk (per credit) | \$5.00 | \$5.00 | \$0.00 | 0.00% |
| Special Programs | | | | |
| Master of Public Health | | | | |
| Below bulk-rate (per credit, 1-11 credits) | \$5.00 | \$5.00 | \$0.00 | 0.00% |
| Within bulk-rate (per semester) | \$60.00 | \$60.00 | \$0.00 | 0.00% |
| Credits in excess of bulk (per credit) | \$5.00 | \$5.00 | \$0.00 | 0.00% |
| Master of Fine Arts | | | | |
| Below bulk-rate (per credit, 1-11 credits) | \$5.00 | \$5.00 | \$0.00 | 0.00% |
| Within bulk-rate (per semester) | \$60.00 | \$60.00 | \$0.00 | 0.00% |
| Credits in excess of bulk (per credit) | \$5.00 | \$5.00 | \$0.00 | 0.00% |
| Accelerated Online Programs | | | | |
| Undergraduate and Graduate | | | | |
| Below bulk-rate (per credit, 1-11 credits) | \$5.00 | \$5.00 | \$0.00 | 0.00% |
| Within bulk-rate (per semester) | \$60.00 | \$60.00 | \$0.00 | 0.00% |
| Credits in excess of bulk (per credit) | \$5.00 | \$5.00 | \$0.00 | 0.00% |

1. Prior to the 2021-22 academic year, the Affordable Tuition Advantage (ATA) rate was offered to non-resident students from certain nearby/border counties in, Pennsylvania, New York State and West Virginia. Effective fall 2021, the University will assess the ATA surcharge on all non-resident students.

2. Although the graduate bulk-rate band is 12-18 hours, graduate students are full-time for academic purposes at 6 credit hours and above.

YOUNGSTOWN STATE UNIVERSITY
Distance Education Program Fees

| Fee Description | FY 2021 | FY 2022 | | |
|--|-------------------|-------------------|-----------------|--------------|
| | Actual | Proposed | \$ Change | % Change |
| UNDERGRADUATE, continuing students, non-Penguin Promise | | | | |
| BULK-RATE TUITION & MANDATORY FEES | | | | |
| Instructional Fee (per semester, 12-18 credit hours) | \$3,304.80 | \$3,438.36 | \$133.56 | 4.04% |
| Information Services Fee (per semester, 12-18 credit hours) | \$122.40 | \$127.32 | \$4.92 | 4.02% |
| Full-time tuition & mandatory fees | \$3,427.20 | \$3,565.68 | \$138.48 | 4.04% |
| TUITION & MANDATORY FEES (outside bulk-rate) | | | | |
| Instructional Fee (per credit hour, 1-11 hours) | \$275.40 | \$286.53 | \$11.13 | 4.04% |
| Information Services Fee (per credit hour) | \$10.20 | \$10.61 | \$0.41 | 4.02% |
| GRADUATE | | | | |
| BULK-RATE TUITION & MANDATORY FEES | | | | |
| Instructional Fee (per semester, 12-18 credit hours) | \$5,359.08 | \$5,359.08 | \$0.00 | 0.00% |
| Information Services Fee (per semester, 12-18 credit hours) | \$122.40 | \$127.32 | \$4.92 | 4.02% |
| Full-time tuition & mandatory fees | \$5,481.48 | \$5,486.40 | \$4.92 | 0.09% |
| TUITION & MANDATORY FEES (outside bulk-rate) | | | | |
| Instructional Fee (per credit hour, 1-11 hours) | \$446.59 | \$446.59 | \$0.00 | 0.00% |
| Information Services Fee (per credit hour) | \$10.20 | \$10.61 | \$0.41 | 4.02% |
| WEB-BASED PROGRAM | | | | |
| Per Web-Based Course | \$100.00 | \$100.00 | \$0.00 | 0.00% |

YOUNGSTOWN STATE UNIVERSITY
Housing Charges FY2022

| Fee Description | FY2021 Actual | FY 2022 | | |
|---|------------------|------------|------------|----------|
| | | Proposed | \$ Change | % Change |
| Room & Board (per academic year) fall 2021 cohort | N/A | \$9,775.00 | New | New |
| <i>Room</i> | N/A | \$5,730.00 | New | New |
| <i>Board (12 meals plan)</i> | N/A | \$4,045.00 | New | New |
| Room & Board (per academic year) fall 2019 & 2020 cohort | \$9,700.00 | \$9,700.00 | \$0.00 | 0.00% |
| <i>Room</i> | \$5,772.00 | \$5,655.00 | (\$117.00) | -2.03% |
| <i>Board (12 meals plan)</i> | \$3,928.00 | \$4,045.00 | \$117.00 | 2.98% |
| Room & Board (per academic year) fall 2018 Cohort & Continuing Students | \$9,400.00 | \$9,400.00 | \$0.00 | 0.00% |
| <i>Room</i> | \$5,472.00 | \$5,355.00 | (\$117.00) | -2.14% |
| <i>Board (12 or 8 meal plans)</i> | \$3,928.00 | \$4,045.00 | \$117.00 | 2.98% |
| Residence Hall Application Fee (academic year and/or summer) | \$35.00 | \$35.00 | \$0.00 | 0.00% |
| Residence Hall Pre-Payment | \$250.00 | \$250.00 | \$0.00 | 0.00% |
| Single Room Upcharge (per semester) | \$1,440.00 | \$1,440.00 | \$0.00 | 0.00% |
| *Reduced COVID Rate | \$500.00 | \$500.00 | \$0.00 | 0.00% |
| Weller House small one-bedroom apartment (per month, room only) | \$600.00 | \$600.00 | \$0.00 | 0.00% |
| Weller House large one-bedroom apartment (per month, room only) | \$650.00 | \$650.00 | \$0.00 | 0.00% |
| Weller House small two-bedroom apartment (per month, room only) | \$750.00 | \$750.00 | \$0.00 | 0.00% |
| Weller House large two-bedroom apartment (per month, room only) | \$800.00 | \$800.00 | \$0.00 | 0.00% |
| Weller House three-bedroom apartment (per month, room only) | \$900.00 | \$900.00 | \$0.00 | 0.00% |
| Expanded Housing Rate (over-occupied rooms) | \$4,100.00 | \$4,100.00 | \$0.00 | 0.00% |
| Student Housing During Academic Break | | | | |
| Nightly room rate (no meals) | \$27.00 | \$27.00 | \$0.00 | 0.00% |
| Flat fee room rate for winter break (no meals) | \$250.00 | \$250.00 | \$0.00 | 0.00% |
| Cancellation Fee | | | | |
| After April 1 and before June 15 (academic year) | \$250.00 | \$250.00 | \$0.00 | 0.00% |
| After June 15 and before August 1 (academic year) or after December 15 and before move-in day (spring only) | \$300.00 | \$300.00 | \$0.00 | 0.00% |
| After August 1 and before move-in day (academic year/fall only) | \$350.00 | \$350.00 | \$0.00 | 0.00% |
| Summer | | | | |
| Room and Board (per week, meals included) | \$340.00 | \$340.00 | \$0.00 | 0.00% |
| Summer Event Housing Rates | | | | |
| Rooms with community bathrooms (per night) | \$40.00 | \$40.00 | \$0.00 | 0.00% |
| Rooms with private or semi-private bathrooms (per night) | \$60.00 | \$60.00 | \$0.00 | 0.00% |
| Apartment-style housing (weekly rates only) | | | | |
| One-bedroom apartment | \$150.00 | \$150.00 | \$0.00 | 0.00% |
| Two-bedroom apartment | \$200.00 | \$200.00 | \$0.00 | 0.00% |
| Three-bedroom apartment | \$225.00 | \$225.00 | \$0.00 | 0.00% |
| Linens (for rent, per set) | \$25.00 | \$25.00 | \$0.00 | 0.00% |
| Bed adjustment fee (per bed) | \$10.00 | \$10.00 | \$0.00 | 0.00% |
| Additional staffing (per night, all groups with minors, or as requested by others) | \$120.00 | \$120.00 | \$0.00 | 0.00% |
| Late check-in or check-out fee (per hour) | \$50.00 | \$50.00 | \$0.00 | 0.00% |

**YOUNGSTOWN STATE UNIVERSITY
University Courtyard Apartments**

| Fee Description | FY 2021 Actual | FY 2022 | | |
|------------------------------------|-------------------|-------------|-----------|----------|
| | | Proposed | \$ Change | % Change |
| Monthly Rates | | | | |
| 1 bed / 1 bath room | \$835.00 | \$835.00 | \$0.00 | 0.00% |
| 2 bed / 2 bath room | \$710.00 | \$710.00 | \$0.00 | 0.00% |
| 4 bed / 2 bath room | \$620.00 | \$620.00 | \$0.00 | 0.00% |
| Annual 12-Month Lease Rates | | | | |
| 1 bed / 1 bath room | \$10,020.00 | \$10,020.00 | \$0.00 | 0.00% |
| 2 bed / 2 bath room | \$8,520.00 | \$8,520.00 | \$0.00 | 0.00% |
| 4 bed / 2 bath room | \$7,440.00 | \$7,440.00 | \$0.00 | 0.00% |

*Expanded room rates apply to rooms that have been converted to additional beds to allow for increased occupancy (when demand exceeds supply).

YOUNGSTOWN STATE UNIVERSITY
Other Fees, Charges and Fines

Schedule 7

| Fee Description | FY 2021 Actual | FY 2022 Proposed | Change |
|---|---------------------------|-----------------------------|---------------|
| ACT Test Fee | \$55.00 | \$55.00 | \$0.00 |
| Career Services Fee, for continuing non-Penguin Promise Students | | | |
| Level 1 - Mandatory, Freshman and Sophomores (per credit hour) | \$1.75 | \$1.75 | \$0.00 |
| Level 2 - Mandatory, Junior and Senior (per credit hour) | \$2.75 | \$2.75 | \$0.00 |
| Check Replacement Fee | \$25.00 | \$25.00 | \$0.00 |
| Child Preschool Lab Fee (per semester) | \$150.00 | \$150.00 | \$0.00 |
| College Level Examination Program Test Fee (CLEP) | \$25.00 | \$25.00 | \$0.00 |
| College Credit Plus per credit (<i>rates set by State of Ohio and subject to change</i>): | | | |
| In high school instruction by high school teacher | \$41.64 | \$41.64 | \$0.00 |
| Online instruction by YSU faculty | \$83.28 | \$83.28 | \$0.00 |
| On-campus instruction by YSU faculty | \$166.55 | \$166.55 | \$0.00 |
| College Over Sixty Registration Fee | \$5.00 | \$5.00 | \$0.00 |
| Computer-based Placement Re-Test Fee (per test) | \$20.00 | \$20.00 | \$0.00 |
| Course Book, e-Book, and instructional materials | Variable | Variable | |
| Course Fees (per course) (name change in FY20, formerly Lab & Materials fees) | | | |
| Course Fee Level 1 | \$35.00 | \$35.00 | \$0.00 |
| Course Fee Level 2 | \$50.00 | \$50.00 | \$0.00 |
| Course Fee Level 3 | \$65.00 | \$65.00 | \$0.00 |
| Course Fee Level 4 (gross anatomy) | \$300.00 | \$300.00 | \$0.00 |
| Course Fee Level 7 | \$20.00 | \$20.00 | \$0.00 |
| Course Fee Level 8 | \$85.00 | \$85.00 | \$0.00 |
| Course Fee Level 9 | \$25.00 | \$25.00 | \$0.00 |
| Course Fee Level 10 (nursing clinical) | \$200.00 | \$200.00 | \$0.00 |
| Course Fee Level 11 (Co-Op) | \$350.00 | \$350.00 | \$0.00 |
| Course Fee Level 12 | \$300.00 | \$300.00 | \$0.00 |
| Course Fee Level 13 | \$100.00 | \$100.00 | \$0.00 |
| Student Success (name change in FY 2021, formerly First Year Experience) | \$35.00 | \$35.00 | \$0.00 |
| Credit by Examination (per credit) | \$20.00 | \$20.00 | \$0.00 |
| Credit Card Convenience Fee (student accounts only) | 2.85% | 2.85% | \$0.00 |
| Deferred Payment Fee (for employers) | \$50.00 | \$50.00 | \$0.00 |
| Duplicate Diploma Fee | \$40.00 | \$40.00 | \$0.00 |
| Equipment, Materials & Damage Replacement Fee | <i>Replacement value</i> | | |
| Federal Background Check | \$28.00 | \$28.00 | \$0.00 |
| Fingerprinting Web Check Fee (per occurrence) | \$37.00 | \$37.00 | \$0.00 |
| Graduate Accelerated Program Fee | \$50.00 | \$50.00 | \$0.00 |
| Graduate Student Application Fee | \$45.00 | \$45.00 | \$0.00 |
| Graduation Fee | \$65.00 | \$65.00 | \$0.00 |
| Health Center fee (pass-through to Mercy Health), mandatory flat fee | \$34.00 | \$34.00 | \$0.00 |
| Honors College Fee (per semester) | \$25.00 | \$25.00 | \$0.00 |
| Installment Plan Fee (maximum) | \$50.00 | \$50.00 | \$0.00 |
| International Fees: | | | |
| International Student Program Fee (per semester, non-AP, non-online) | \$75.00 | \$75.00 | \$0.00 |
| International Student Credential Evaluation Fee-Graduate | \$45.00 | \$45.00 | \$0.00 |
| International Student Health Insurance (pass-through, set by insurance carrier) | Variable | Variable | \$0.00 |
| International Student Transportation Fee | \$40.00 | \$40.00 | \$0.00 |
| International Student Storage Fee | \$5.00 | \$5.00 | \$0.00 |
| International Student Activities Fee | Variable | Variable | N/A |
| Placement & Supervision for Overseas Student Teaching | Variable | Variable | N/A |
| Internal Revenue Service / 1098T Fee (IRS penalty for incorrect name/SSN match) | \$100.00 | \$100.00 | \$0.00 |

YOUNGSTOWN STATE UNIVERSITY
Other Fees, Charges and Fines

Schedule 7

| Fee Description | FY 2021 Actual | FY 2022 Proposed | Change |
|---|---------------------------|-----------------------------|---------------|
| Jump Start (rates apply only to initial summer semester and select courses): | | | |
| One 1-credit lab | \$200.00 | N/A program suspended | |
| One 3-credit course | \$500.00 | N/A program suspended | |
| One 4-credit course | \$650.00 | N/A program suspended | |
| One 5-credit course | \$850.00 | N/A program suspended | |
| Late Graduation Application Fee (after 3rd week) | \$38.50 | \$38.50 | \$0.00 |
| Late Payment Fee | \$50.00 | \$50.00 | \$0.00 |
| Library Fines: | | | |
| Replacement Processing Fee | \$10.00 | \$10.00 | \$0.00 |
| Overdue InterLibrary Loan Material (per day) | \$0.05 | \$0.05 | \$0.00 |
| Overdue Maag/Depository Material (per day) | \$0.10 | \$0.10 | \$0.00 |
| Overdue OhioLINK Material (per day) | \$0.50 | \$0.50 | \$0.00 |
| Overdue Closed Reserve Material Daily Rental (per day) | \$0.55 | \$0.55 | \$0.00 |
| Overdue Closed Reserve Material Hourly Rental (per hour) | \$0.55 | \$0.55 | \$0.00 |
| Library Material Replacement Fee | Market Value | Market Value | \$0.00 |
| Library Study Carrel Rental | \$25.00 | \$25.00 | \$0.00 |
| OhioLINK Material Replacement Fee | \$110.00 | \$110.00 | \$0.00 |
| SearchOhio (OhioLINK partner) Overdue fine (per day) | \$0.50 | \$0.50 | \$0.00 |
| SearchOhio (OhioLINK partner) Material Replacement Fee | \$25.00 | \$25.00 | \$0.00 |
| MAT Test Fee | \$90.00 | \$90.00 | \$0.00 |
| NCAA Permissible Expenses | Variable | Variable | N/A |
| Ohio Attorney General Payment / Collections Fee | Variable | Variable | \$0.00 |
| Parking & Transportation Fees | | | |
| Transportation Fees, Non-Penguin Promise Undergrad. Students, per semester: | | | |
| Fall & Spring terms, mandatory for students enrolled in 6 or more credits | \$115.00 | \$115.00 | \$0.00 |
| Fall & Spring terms, optional permit for students enrolled in less than 6 credits | \$115.00 | \$115.00 | \$0.00 |
| Summer term, mandatory for students enrolled in 6 or more credits | \$58.00 | \$58.00 | \$0.00 |
| Summer term, optional permit for students enrolled in less than 6 credits | \$58.00 | \$58.00 | \$0.00 |
| Parking Permit Fees, Penguin Promise/Graduate/Doctoral Students: | | | |
| Optional commuter permit, per semester | \$45.00 | \$45.00 | \$0.00 |
| Optional overnight permit, per semester | \$90.00 | \$90.00 | \$0.00 |
| Parking Permit Fees, Other Miscellaneous: | | | |
| Employees, per semester | \$85.00 | \$85.00 | \$0.00 |
| Contract employees, per semester, Fall & Spring | \$160.00 | \$160.00 | \$0.00 |
| Contract employees, Summer term | \$103.00 | \$103.00 | \$0.00 |
| Control Card Replacement | \$5.00 | \$5.00 | \$0.00 |
| Visitors, Daily/Special Event (per day) | \$5.00 | \$5.00 | \$0.00 |
| Visitors, Weekly/Special Event (per week) | \$18.00 | \$18.00 | \$0.00 |
| Parking Violations: | | | |
| Class I (minor violation, 1st offense) | \$25.00 | \$25.00 | \$0.00 |
| Class I (minor violation, 2nd offense) | \$30.00 | \$30.00 | \$0.00 |
| Class I (minor violation, 3rd offense) | \$35.00 | \$35.00 | \$0.00 |
| Class II (major violations) | \$100.00 | \$100.00 | \$0.00 |
| Class III (legal violations) | \$250.00 | \$250.00 | \$0.00 |
| PC Data Recovery Service Fee | \$100.00 | \$100.00 | \$0.00 |
| PC Remediation Service Fee | \$75.00 | \$75.00 | \$0.00 |
| Peace Officers Training Academy | \$300.00 | \$300.00 | \$0.00 |
| Photo I.D. Replacement Charge | \$25.00 | \$25.00 | \$0.00 |
| Physical Therapy Doctoral Acceptance Deposit | \$500.00 | \$500.00 | \$0.00 |
| Proficiency Examination (per course) | \$45.00 | \$45.00 | \$0.00 |
| Program Fees: | | | |
| Bachelor of Arts in Telecommunications Studies (per course) | \$35.00 | \$35.00 | \$0.00 |
| Bachelor of Fine Arts - Studio Art Program (per credit course) | \$29.00 | \$29.00 | \$0.00 |

YOUNGSTOWN STATE UNIVERSITY
Other Fees, Charges and Fines

Schedule 7

| Fee Description | FY 2021 Actual | FY 2022 Proposed | Change |
|--|---------------------------|-----------------------------|---------------|
| Bachelor of Science in Engineering (per student-per semester) | \$50.00 | \$50.00 | \$0.00 |
| Master of Business Administration (per credit hour) | \$50.00 | \$50.00 | \$0.00 |
| Master of Accountancy (per credit hour) | N/A | \$50.00 | New |
| Applied / Performance Music (per credit hour course) | \$75.00 | \$75.00 | \$0.00 |
| Reading Tutoring Fee | \$38.00 | \$38.00 | \$0.00 |
| Returned Check or Credit Card Fee | \$30.00 | \$30.00 | \$0.00 |
| Rich Autism Center Pre-School Program (per week) | \$125.00 | \$125.00 | \$0.00 |
| Student Code of Conduct Fines for Violations: | | | |
| Failure to attend conduct hearing | \$25.00 | \$25.00 | \$0.00 |
| Failure to complete disciplinary sanction | \$25.00 | \$25.00 | \$0.00 |
| Restitution for lost/stolen/damaged property | \$50.00 | \$50.00 | \$0.00 |
| Alcohol abuse violation - 1st offense | \$75.00 | \$75.00 | \$0.00 |
| Alcohol abuse violation - 2nd offense | \$125.00 | \$125.00 | \$0.00 |
| Alcohol abuse violation - 3rd+ offense | \$175.00 | \$175.00 | \$0.00 |
| Drug/controlled substance abuse violation - 1st offense | \$100.00 | \$100.00 | \$0.00 |
| Drug/controlled substance abuse violation - 2nd offense | \$150.00 | \$150.00 | \$0.00 |
| Drug/controlled substance abuse violation - 3rd+ offense | \$250.00 | \$250.00 | \$0.00 |
| Violation for violent or threatening behavior | \$150.00 | \$150.00 | \$0.00 |
| Violation for theft | \$150.00 | \$150.00 | \$0.00 |
| Violation for weapons | \$150.00 | \$150.00 | \$0.00 |
| Violation for drugs sales or distribution | \$250.00 | \$250.00 | \$0.00 |
| Other violations | up to \$250 | up to \$250 | \$0.00 |
| Student Locker Rental (per year) | \$25.00 | \$25.00 | \$0.00 |
| Study Abroad Fees: | | | |
| Individual Study Abroad | \$75.00 | \$75.00 | \$0.00 |
| Faculty-led Study Abroad (various, based on actual travel costs) | Variable | Variable | N/A |
| Technology Equipment Loaner Fee | \$50.00 | \$50.00 | \$0.00 |
| Thesis Binding Fee | \$25.00 | \$25.00 | \$0.00 |
| Transcript Fee | \$6.00 | \$6.00 | \$0.00 |
| Transcript Rush Fee (same-day processing) | \$12.00 | \$12.00 | \$0.00 |
| Transcript Rush Fee (overnight express) | \$35.00 | \$35.00 | \$0.00 |
| Undergraduate Application Fee (first time applicant) | \$45.00 | \$45.00 | \$0.00 |
| Web-based course fee (for students not in a web-based program) | \$100.00 | \$100.00 | \$0.00 |
| Youngstown Early College (per credit hour) | \$114.21 | \$118.55 | \$4.34 |

YOUNGSTOWN STATE UNIVERSITY
Fee Waivers

Section 381.170 of Am. Sub. House Bill 166 of the 133rd GA, states in part:

“The board of trustees of a state institution of higher education shall not authorize a waiver or nonpayment of instructional fees or general fees for any particular student or any class of students other than waivers specifically authorized by law or approved by the Chancellor [of the Ohio Department of Higher Education].”

Each waiver is intended to achieve certain strategic goals, namely growth and stability vis-

| Waiver | Fee Waived | Amount Waived per credit hour | Adjusted Rate with Waiver |
|--|------------------------------------|--------------------------------------|----------------------------------|
| Reduced Non-Resident Surcharge for graduate students who earned an undergrad degree at an Ohio university. | Non-Resident Surcharge | \$10.00 | \$5.00 |
| Distance Education | General Fee | \$60.46 | \$0.00 |
| Youngstown Early College | Blended to create special YEC fate | \$239.05 | \$118.55 |
| Reduced Non-Resident Surcharge for specialized programs: *Masters of Fine Arts *Masters of Public Health *Accelerated Online Programs | Non-resident Surcharge | \$10.00 | \$5.00 |



**YOUNGSTOWN
STATE
UNIVERSITY**

**RESOLUTION TO APPROVE
THE ANNUAL OPERATING BUDGET FOR FY 2022**

WHEREAS, the proposed Fiscal Year 2022 Annual Budget has been reviewed by the Finance and Facilities Committee of the Board;

NOW, THEREFORE, BE IT RESOLVED, that the Annual Operating Budget for Youngstown State University's general and auxiliary funds for Fiscal Year 2022, shown on Exhibit ____, and as presented to the Finance and Facilities Committee of the Board of Trustees, is hereby approved for the period of July 1, 2021 through June 30, 2022.

**Board of Trustees Meeting
June 3, 2021
YR 2021-**



Fiscal Year 2022 Operating Budget



University Mission

An Institution of Opportunity: YSU inspires individuals, enhances futures, and enriches lives. As a student-centered university, Youngstown State University's mission is to provide innovative lifelong learning opportunities that will inspire individuals, enhance futures and enrich lives. YSU inspires individuals by cultivating a curiosity for life-long learning; enhances the futures of our students by empowering them to discover, disseminate and apply their knowledge; and enriches the region by fostering collaboration and the advancement of civic, scientific, and technological development. YSU's culture of enrichment flourishes in our diverse, accessible and quality education.

Vision

Youngstown State University is where students thrive in their educational and career pursuits, where scholarship creates innovative solutions, and where community engagement is a cornerstone of collaboration that collectively contribute to the sustainable prosperity of the region and beyond.

Values

We—the faculty, staff, administrators, and students of Youngstown State University—hold the following values essential to achieving the mission and realizing the vision.

Centrality of Students – We put students first, fostering their holistic and lifelong success.

Excellence and Innovation – We bring academic excellence and innovation to learning and life for all stakeholders.

Integrity and Human Dignity – We root all behaviors, decisions and actions in the achievement of integrity, mutual respect, collegiality, equity and inclusion.

Collaboration and Public Engagement – We embrace collaboration and create innovative partnerships to foster sustainability and enrich our university, our culture, and our region.

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Introduction

This document represents Youngstown State University's financial operating plan for the fiscal year commencing July 1, 2021. The operating budget plan supports the University's [*Plan for Strategic Actions to Take Charge of Our Future*](#), adopted by the Board of Trustees in June 2020. The budget herein includes a forecast of revenues that is based on an analysis of future economic conditions and demographic trends. As one of the University's most important administrative tools, this budget serves to support actions for achieving goals associated with the *Plan to Take Charge of Our Future*.

This FY 2022 budget plan is also aligned with [Resolutions](#) adopted by the Board of Trustees that guided and shaped the Plan:

- March 7, 2019 - [Resolution to approve "Taking Charge of Our Future" related to strategic planning](#)
- June 6, 2019 - [Resolution to assure the strategic planning process culminates with an effectiveness framework to implement the plan and thereby to "Take Charge of Our Future"](#)
- September 5, 2019 - [Resolution to "Take Charge of Our Future" for sustainability](#)
- March 4, 2020 - [Resolution related to the strategic allocation, and reallocation and distribution of resources](#)
- April 9, 2020 - [Resolution responding to demographic shifts, a pandemic, and other disruptions to sustain a vibrant future for Youngstown State University: an anchor institution essential to the prosperity of the region](#)

While these Resolutions provided guidance for developing the Plan, they also provide guidance for distributing resources for its successful implementation. In addition, the 2020 Resolutions specifically addressed the sustainability of the future-state of YSU.

The University's budget is presented in a format consistent with standardized definitions and classifications used for the federal Integrated Post-Secondary Data System. With the exception of the Rich Center for Autism and federal COVID relief funds depicted in this document, this budget plan consists exclusively of unrestricted general and auxiliary funds. The unrestricted nature of all revenues used to support the University's general fund and auxiliary budgets allows broad discretion for the strategic allocation and use of resources in accordance with University policies and governmental accounting standards.

Pursuant to Ohio Administrative Code 3356-3-11, this operating budget is hereby submitted to the Board of Trustees for approval, and will thereafter serve as the University's financial governing document for FY 2022. The budget is based on certain assumptions and variables unknown at this time, such as student enrollment and state funding levels. Therefore, the budget may be modified or otherwise adjusted to reflect new information that becomes available during the course of the fiscal year. For this reason, it is important to reiterate that this budget is a financial *plan*.

Executive Budget Summary

Youngstown State University's proposed operating budget for FY 2022 is summarized in the table below, along with comparative information from the prior year's budget.

| General Fund | FY 2021 Modified Budget | FY 2022 Proposed Budget | Percent Change | Dollar Change |
|--------------------------------|--|--|---------------------------|---------------------------|
| Revenue: | | | | |
| Tuition & Fees | \$107,100,866 | \$101,783,084 | -5.0% | (\$5,317,782) |
| State Appropriations | 40,643,835 | 44,571,389 | 9.7% | 3,927,554 |
| Other Sources | 4,855,299 | 6,645,527 | 36.9% | 1,790,228 |
| | <u>\$152,600,000</u> | <u>\$153,000,000</u> | <u>0.3%</u> | <u>\$400,000</u> |
| Expenses: | | | | |
| Personnel | \$94,248,097 | \$98,145,389 | 4.1% | \$3,897,292 |
| Operations & Transfers | 63,989,443 | 65,455,313 | 2.3% | 1,465,870 |
| Fed. COVID Relief & other adj. | (5,637,540) | (10,600,702) | 88.0% | (4,963,162) |
| | <u>\$152,600,000</u> | <u>\$153,000,000</u> | <u>0.3%</u> | <u>\$400,000</u> |
| Auxiliary Funds | | | | |
| Net of Gen. Fund support | \$18,860,698 | \$19,612,881 | 4.0% | \$752,183 |
| Total Operating Budget | <u>\$171,460,698</u> | <u>\$172,612,881</u> | <u>0.7%</u> | <u>\$1,152,183</u> |

Major Revenue Assumptions:

1. A 5% decline in full-time equivalent (FTE) student enrollments. This projected decline is largely attributable to declining regional demographics, as well as lingering uncertainty related to the COVID-19 pandemic.
2. A 2% increase in undergraduate tuition rates for continuing students, and a 3.8% increase in undergraduate tuition for incoming students as part of the *Penguin Promise* tuition guarantee program. For Penguin Promise students, this 3.8% adjustment equates to annualized increase of just 0.9% per year over the next four academic years, which is well below the rate of inflation.
3. A reduction in revenue from non-resident surcharges resulting from a planned consolidation of the non-regional surcharge with the regional Affordable Tuition Advantage surcharge.
4. A 9.7% or \$3.9 million increase in State Share of Instruction funding appropriations, based on preliminary estimates provided by the Ohio Department of Higher Education in May 2021.
5. A 37% or \$1.8 million increase in other revenue sources, largely due to the University's ability to capture indirect costs related to the administration of federal COVID relief funds.

Major Expense Assumptions:

1. A 4% increase in personnel costs attributable to the following factors:
 - A 2% salary increase for full-service faculty pursuant to the collective bargaining agreement with the Ohio Education Association;
 - A 1.25% wage increase for civil service hourly staff pursuant to the collective bargaining agreement with the Association of Classified Employees.
 - The cessation of prior year austerity measures that included furloughs for union staff and salary reductions for administrators.
 - A 7% or \$1.8 million increase in employee fringe benefits, driven largely by anticipated increases in costs for employee healthcare insurance.
2. A \$500,000 reserve for strategic investments to pursue University priorities, particularly those focused on student success.
3. A \$1 million transfer from the University's Budget Stabilization Reserve to help balance and stabilize the FY 2022 general fund budget.
4. The ability to utilize one-time federal COVID relief funding to mitigate what would otherwise be a deficit in the general fund budget. This will be accomplished by:
 - Shifting certain eligible expenses from the general fund budget to the federal COVID relief funds; and
 - Recovering revenues lost due to the pandemic, including revenue losses from declining student enrollment.

Major Takeaways:

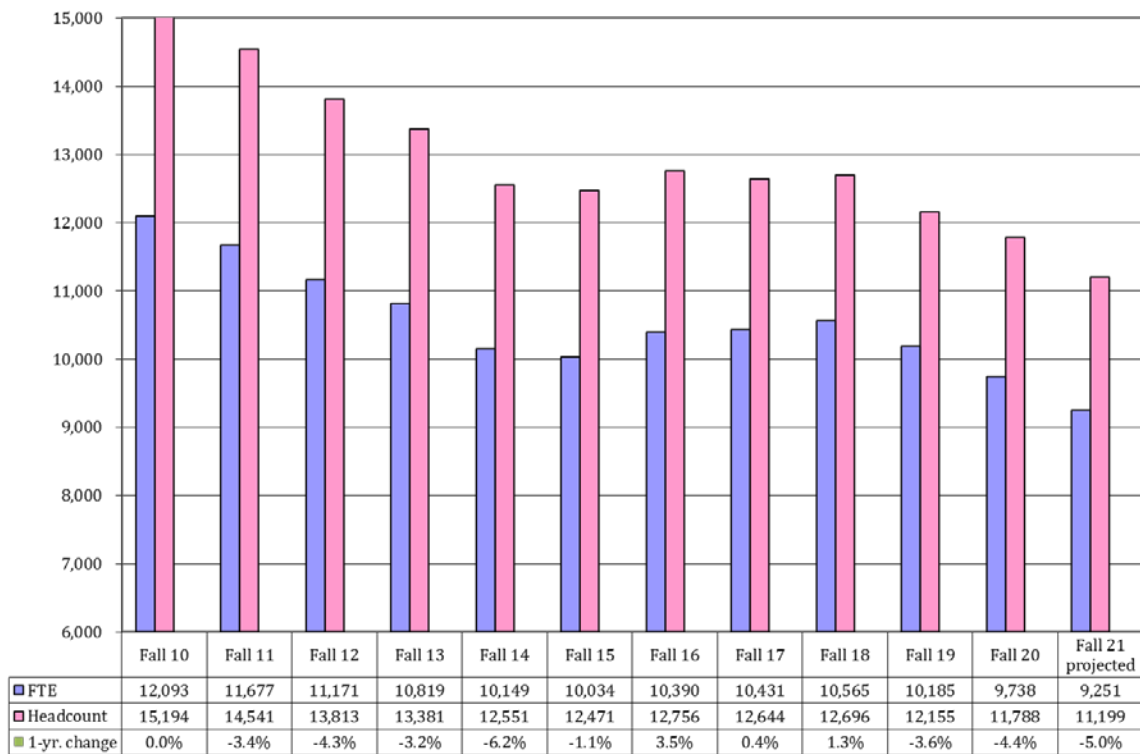
1. The FY 2022 budget is heavily reliant on temporary, one-time funding in the form of federal COVID relief funding that, pursuant to U.S. Department of Education guidelines, will be available only until May 2022.
2. Despite the fact that FY 2022 budget is balanced, a structural operating deficit remains, ranging between \$5 million and \$10 million, and which may be larger depending on actual fall 2021 student enrollment levels.
3. The *Plan to Take Charge of Our Future* will guide the FY 2022 budget plan, including adjustments necessary to maintain a balanced budget, sustain University operations and cover ongoing commitments, including contractual salary increases and rising employee healthcare insurance.

Student Enrollment Levels

For purposes of budget planning, student enrollment is the single most important variable because enrollment drives the University’s two largest income streams: tuition revenue and State Share of Instruction funding.

Over the past several years, the University’s enrollment levels have fluctuated from as high as 15,194 students in fall 2010 to as low as 11,788 last fall 2020. Enrollment levels next fall are again projected to decline, in part due to lingering uncertainty related to the COVID-19 pandemic but largely due to unfavorable regional demographics characterized by a declining number of high school graduates in northeast Ohio and western Pennsylvania.

To arrive at the FY 2022 enrollment projection, variables analyzed include the total number of students who have applied and been admitted; the number of scholarships awarded; the number of resident and non-resident students admitted; and the number of transfer students who have applied and been admitted.



General Fund Revenues

As depicted in the table below, FY 2022 budgeted general fund revenues total \$153 million, an increase of just 0.3% relative to the prior year's budget. Tuition and fee income is expected to decline by \$5.3 million in FY 2022, largely due to a projected 5% decline in student enrollments.

In addition, tuition and fee revenue is projected to decline in FY 2022 in part due to a planned reduction in the non-regional nonresident surcharge. Prior to the 2021-22 academic year, the lower Affordable Tuition Advantage (ATA) surcharge rate was assessed to non-resident students from certain nearby/border counties in, Pennsylvania, New York State and West Virginia. Effective fall 2021, the University will assess the ATA surcharge on *all* non-resident students. This will negatively impact gross revenue by roughly \$3 million but will reduce costs associated with graduate assistantships and scholarships, especially athletic scholarships. Moreover, this change is expected to eventually lead to enrollment growth by enhancing the University's ability to gain market share, especially in central and eastern Pennsylvania.

Other revenue sources are budgeted to increase by nearly 37% or \$1.8 million, mainly due to the University's ability to recover indirect costs related to the administration of federal COVID relief funding. (Indirect cost recoveries are recorded as revenue on the general ledger.)

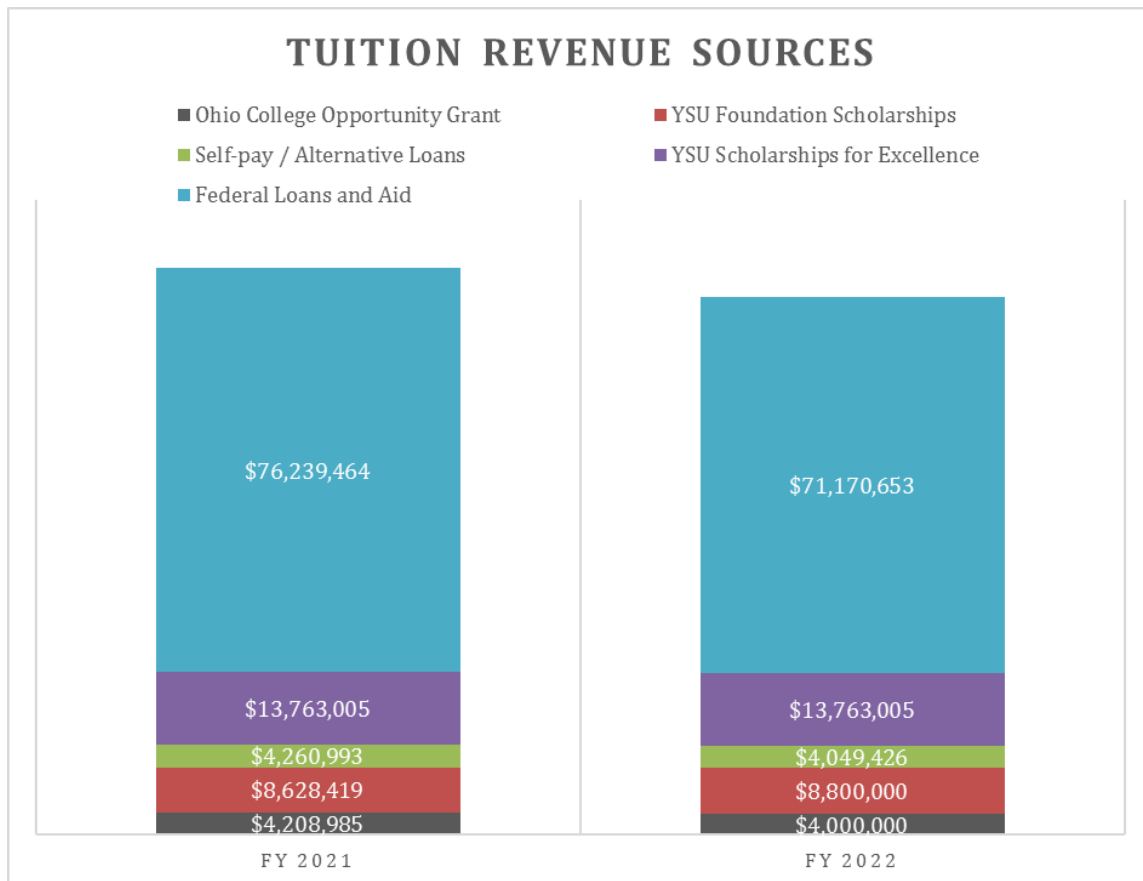
General fund revenues are summarized in the table below. See Appendix A for greater detail.

| Source | FY 2021 | FY 2022 | Percent Change | Dollar Change |
|--|----------------------|----------------------|----------------|----------------------|
| | Modified Budget | Proposed Budget | | |
| <i>Tuition, Fees & Other Student Charges</i> | | | | |
| Instructional & Mandatory Fees | \$92,745,716 | \$91,521,002 | -1.3% | (\$1,224,714) |
| Other Tuition, Fees & Charges | 14,355,150 | 10,262,082 | -28.5% | (4,093,068) |
| Total Tuition & Fees | <u>\$107,100,866</u> | <u>\$101,783,084</u> | -5.0% | <u>(\$5,317,782)</u> |
| <i>State Share of Instruction</i> | | | | |
| Total State Funding | \$40,643,835 | \$44,571,389 | 9.7% | \$3,927,554 |
| <i>Other Sources</i> | | | | |
| | \$4,855,299 | \$6,645,527 | 36.9% | \$1,790,228 |
| Total General Fund Revenue | <u>\$152,600,000</u> | <u>\$153,000,000</u> | 0.3% | <u>\$400,000</u> |

Tuition & Fee Revenues

Tuition and fees account for 67% of annual operating income, by far the University's largest source of revenue. Totalling approximately \$101 million in annual general fund income, tuition and fees are ostensibly paid by students. However, there are a number of resources available to students to support the cost of attendance, including federal and state aid programs, as well as scholarships provided by both the University and the YSU Foundation.

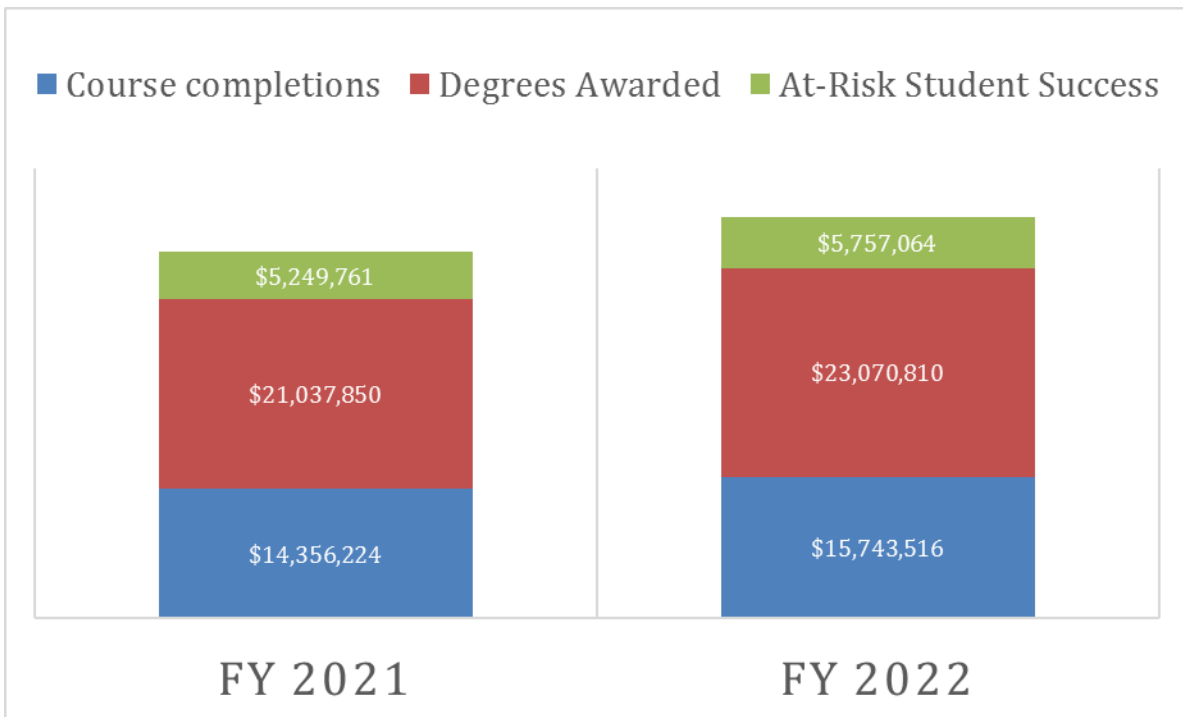
The graph below depicts the estimated sources of tuition and fee revenues for FY 2021 and FY 2022.



At more than \$70 million per year, federal funds represent the largest single resource available to students to help cover the cost of tuition and fees. Federal funds consist primarily of Direct Student Loans and Pell Grants but also include Perkins Loans, Federal Work Study and Supplemental Educational Opportunity Grants. The University's reliance on these federal funds underscores the importance of compliance with federal student aid regulations, as well as the need to maintain strong relationships with congressional leaders and policymakers in Washington D.C., Columbus and elsewhere. It is also essential to continue to articulate the value of a degree from Youngstown State University, with an emphasis on job-placement and career advancement for YSU graduates.

State Operating Appropriations

The Ohio Department of Higher Education distributes State Share of Instruction (SSI) dollars through a complex formula that is designed to financially reward campuses on the basis of student success. As depicted in the graph below, SSI funding is allocated on the basis of (1) the number of courses successfully completed by students; (2) the number of degrees awarded to students; and (3) success among students who are identified as being at-risk, both academically and socioeconomically. When aggregate SSI levels remain unchanged, YSU's allocation may diminish if student success rates do not keep pace with or improve relative to other Ohio state universities. Typically, SSI funding only increases when the aggregate statewide SSI appropriation is increased through state budget legislation, as will be the case in FY 2022.



As the University's second-largest source of revenue, State Share of Instruction funding is essential to the University's financial wellbeing. Student success not only represents a vital component to YSU's mission, it also serves as the catalyst for millions of dollars in annual state funding. Therefore, it is imperative that student success remains at the forefront of the University's priorities, and that the value of a YSU degree continue to be broadly communicated.

General Fund Expenses

General fund expenses are summarized by functional expense category in the table below. Overall, budgeted expenses in FY 2022 are generally flat at just 0.3% higher than in the prior fiscal year.

| | <u>FY 2021</u> | <u>FY 2022</u> | <u>1-Year Flux</u> | |
|--|-----------------------------|-----------------------------|-------------------------------------|------------------|
| Academic Excellence & Support | \$82,722,564 | \$81,048,966 | -2.0% | (\$1,673,597) |
| Student Success & Student Experience | 29,046,675 | 30,925,912 | 6.5% | 1,879,237 |
| Institutional Support | 16,888,346 | 19,447,629 | 15.2% | 2,559,283 |
| Plant Operation & Maintenance | 16,802,019 | 17,418,224 | 3.7% | 616,205 |
| Intercollegiate Athletics | 12,950,654 | 13,835,654 | 6.8% | 885,000 |
| Federal COVID Relief & other adjustments | <i>(5,810,257)</i> | <i>(9,676,384)</i> | <i>Estimated, subject to change</i> | |
| Total General Fund Allocation | <u>\$152,600,000</u> | <u>\$153,000,000</u> | 0.3% | \$400,000 |

Academic Excellence & Support includes expenses directly associated with classroom instruction, academic administration, curriculum development, and instructional information technology. The 2% reduction in this category is mainly enrollment-driven; the anticipated decline in enrollments will drive down revenue from academic fees (course fees, lab fees, college and program fees), which provide direct funding support for academic colleges and departments.

Student Success & Experience includes expenses that support student admissions, financial aid and scholarships, student services administration, counseling and career guidance, and social and cultural development programming for students. The 6.5% increase in this category is largely the result of the University having invested in new staff positions dedicated to student success, including the addition of 5.0 FTE Student Success Coordinators, and 1.0 FTE mental health counselor.

Institutional Support includes fiscal operations, general administration, executive management, administrative information technology, and public relations. The 15% increase here is the result increased costs for and reliance on information technology, as well as an essential strategic expansion in the University's marketing strategy that includes a \$1.3 million budget augmentation in FY 2022.

Plant Operation & Maintenance (POM) includes building repairs, custodial services, grounds-keeping, and utilities, i.e., electricity, water, and natural gas. The 3.7% increase in FY 2022 is due to inflationary growth in costs for maintenance service agreements and custodial services, as well as new POM costs associated with the new 52,000 square-foot Excellence Training Center.

The amount shown here for Intercollegiate Athletics represents general fund support for the University's athletic programs and does not reflect other revenue earned by the Athletic Department (see Appendix B for detail). The 6.8% increase in FY 2022 is due to rising scholarship costs resulting from the phase-in of three new sports programs (Women's Lacrosse, Men's Swimming, Women's Bowling) and the expansion of Cross Country, which have driven an increase in the number of student athletes from 400 in 2019 to 533 today.

One-time Federal COVID-19 Emergency Relief Funding

As shown in the table on the preceding page, the University anticipates utilizing federal COVID relief funding to mitigate its budget challenges. However, it is important to note that these federal dollars represent interim one-time funding that will expire in May 2022. Moreover, federal guidelines restrict the University's ability to use COVID relief funding and established minimum thresholds that must be disbursed directly to students in the form of financial aid.

To date, the University has been awarded \$64.6 million in special federal funding, primarily in the form of Higher Education Emergency Relief Funds (HEERF) appropriated by Congress through the Coronavirus Aid, Relief, and Economic Security Act (CARES), the Coronavirus Relief & Recovery Supplemental Appropriations Act (CRRSAA) of 2020, and the American Rescue Plan Act (ARP) of 2021.

The following table summarizes the University's federal COVID relief funding. With approximately \$20 million in institutional HEERF funding still available, management is confident that the University will be able to maintain a balanced FY 2022 budget, in part by recovering lost revenues with institutional HEERF dollars, and by shifting eligible expenses from the general fund budget to the restricted HEERF funds. Additionally, updated federal guidelines stipulate that a portion of HEERF funds must be used to "implement evidence-based practices to monitor and suppress coronavirus in accordance with public health guidelines."

| Legislation | Program Award | Total Award | FY 2020 Expensed | FY 2021 Expensed* | Cumulative Total Spend* | Available Award Balance |
|--------------------|-----------------------------|---------------------|-------------------------|--------------------------|--------------------------------|--------------------------------|
| CARES Act | HEERF 1 - Student Aid | \$5,188,231 | \$3,200,000 | \$1,988,231 | \$5,188,231 | \$0 |
| CRRSA Act | HEERF 2 - Student Aid | 5,188,231 | 0 | 5,097,000 | 5,097,000 | 91,231 |
| ARP Act | HEERF 3 - Student Aid | 15,342,446 | 0 | 0 | 0 | 15,342,446 |
| CARES Act | HEERF 1 - Institutional Aid | 5,188,231 | 2,845,135 | 2,322,722 | 5,167,857 | 20,374 |
| CRRSA Act | HEERF 2 - Institutional Aid | 12,164,951 | 0 | 7,419,245 | 7,419,245 | 4,745,706 |
| ARP Act | HEERF 3 - Institutional Aid | 15,124,854 | 0 | 0 | 0 | 15,124,854 |
| CARES Act | Coronavirus Relief Fund | 3,924,395 | 1,079,230 | 2,572,047 | 3,651,278 | 273,118 |
| CARES Act | Coronavirus Relief Fund | 1,962,223 | 0 | 1,962,223 | 1,962,223 | 0 |
| CARES Act | Mental Health - CRF | 124,202 | 0 | 124,202 | 124,202 | 0 |
| CARES Act | Mental Health GEER | 211,140 | 0 | 71,477 | 71,477 | 139,663 |
| CARES Act | PBS Emergency Stabilization | 75,000 | 18,457 | 3,379 | 21,836 | 53,164 |
| ARP Act | PBS Stabilization Grant | 148,564 | 0 | 0 | 0 | 148,564 |
| | | \$64,642,468 | \$7,142,822 | \$21,560,526 | \$28,703,348 | \$35,939,120 |

*FY 2021 expensed amounts include expenses and encumbrances.

General Fund Expenses by Functional Category

The following table provides additional detail showing the functional activities included in the various expense categories budgeted for FY 2022. Taken together, Academic Excellence/Support and Student Success/Experience comprise 73% of total budgeted expenses in FY 2022, totaling nearly \$112 million.

| | <u>FY 2022</u> | <u>% of Total</u> | |
|---|-----------------------------|----------------------|---|
| Academic Excellence & Support | | | |
| General Academic Instruction | \$58,537,405 | 38.3% | 73% of resources are allocated for Academic Excellence and Student Success |
| Community Education | 7,676 | 0.0% | |
| Preparatory Remedial Instruction | 48,669 | 0.0% | |
| Instructional Information Tech | 1,124,237 | 0.7% | |
| Institutes and Research Centers | 107,100 | 0.1% | |
| Individual and Project Research | 399,961 | 0.3% | |
| Community Service | 8,569 | 0.0% | |
| Public Broadcasting Services | 370,619 | 0.2% | |
| Library | 2,810,952 | 1.8% | |
| Museums and Galleries | 232,903 | 0.2% | |
| Educational Media Services | 5,323,041 | 3.5% | |
| Academic Support Information Tech | 177,269 | 0.1% | |
| Ancillary Support | 1,278,368 | 0.8% | |
| Academic Administration | 10,287,548 | 6.7% | |
| Academic Personnel Development | 153,350 | 0.1% | |
| Course and Curriculum Development | 181,300 | 0.1% | |
| | <u>\$81,048,966</u> | <u>53.0%</u> | |
| Student Success & Student Experience | | | |
| Scholarships | \$14,007,536 | 9.2% | |
| Auxiliary Enterprises Student | 4,447,664 | 2.9% | |
| Social and Cultural Development | 2,748,255 | 1.8% | |
| Counseling and Career Guidance | 2,287,464 | 1.5% | |
| Student Service & Financial Aid Administration | 1,446,301 | 0.9% | |
| Student Admissions | 3,028,594 | 2.0% | |
| Student Records | 2,574,998 | 1.7% | |
| Student Health Services | 385,100 | 0.3% | |
| | <u>\$30,925,912</u> | <u>20.2%</u> | |
| Institutional Support | | | |
| Fiscal Operations | \$1,695,155 | 1.1% | |
| General Administration & Exec. Management | 8,253,498 | 5.4% | |
| Administrative Information Tech | 4,684,885 | 3.1% | |
| Public Relations & Advertising | 4,814,091 | 3.1% | |
| | <u>\$19,447,629</u> | <u>12.7%</u> | |
| Plant Operation & Maintenance | | | |
| Building Maintenance | \$5,554,427 | 3.6% | |
| Custodial Services | 2,595,825 | 1.7% | |
| Utilities | 4,905,977 | 3.2% | |
| Landscape and Grounds Maintenance | 914,684 | 0.6% | |
| Security and Safety | 3,447,310 | 2.3% | |
| | <u>\$17,418,224</u> | <u>11.4%</u> | |
| Intercollegiate Athletics | \$13,835,654 | 9.0% | |
| Institution-wide, non-divisional | | | |
| Fed. COVID Relief & other one-time adjustments | (\$9,676,384) | | |
| Grand Total General Fund | <u><u>\$153,000,000</u></u> | <u><u>100.0%</u></u> | |

General Fund Expenses by Natural Classification

The following table depicts general fund expenses arranged by natural classification. The reduction in faculty personnel expenses is the result of natural attrition and does not include the effects of the Voluntary Separation Incentive Program for which the University is accepting applications through June 15, 2021. The increase in staff expenses is mainly due to the cessation of prior year austerity measures that included staff layoffs, and temporary furloughs for union staff and salary reductions for administrators.

| | FY 2021 | FY 2022 | 1-Year Flux | |
|---|----------------------|----------------------|-------------|-------------------------------------|
| | Modified | Proposed | % | \$ |
| Personnel | | | | |
| Full-service faculty | \$29,098,299 | \$28,552,324 | -1.9% | (\$545,975) |
| Part-time faculty | 6,393,935 | 6,716,158 | 5.0% | 322,223 |
| Dept. Chairperson Stipends | 396,140 | 404,063 | 2.0% | 7,923 |
| Faculty vacancy reserve | 1,698,777 | 1,487,764 | -12.4% | (211,013) |
| Subtotal - Faculty | \$37,587,151 | \$37,160,310 | -1.1% | (\$426,841) |
| Staff | \$28,103,252 | \$29,536,145 | 5.1% | \$1,432,893 |
| Furloughs for union staff* | (676,584) | 0 | | 676,584 |
| Tiered salary reductions for excluded staff* | (281,453) | 0 | | 281,453 |
| Reductions in Force* | Reflected above | 0 | | |
| Subtotal - Net Staff | \$27,145,215 | \$29,536,145 | 8.8% | \$2,390,930 |
| Temporary Staff and Student Wages | 4,469,122 | 4,621,270 | 3.4% | 152,148 |
| Fringe Benefits | 25,046,609 | 26,827,664 | 7.1% | 1,781,055 |
| Total Personnel | \$94,248,097 | \$98,145,389 | 4.1% | \$3,897,292 |
| Operating Expenses | | | | |
| Supplies | \$1,572,411 | \$1,635,147 | 4.0% | \$62,736 |
| Business-Related Expenses and Travel | 1,155,161 | 1,242,187 | 7.5% | 87,026 |
| Dues and Memberships | 280,670 | 292,979 | 4.4% | 12,309 |
| Public Relations & Communications | 923,774 | 2,330,905 | 152.3% | 1,407,131 |
| Repairs and Maintenance | 3,015,363 | 3,552,356 | 17.8% | 536,993 |
| Utilities | 4,575,782 | 4,710,241 | 2.9% | 134,459 |
| Library Acquisitions | 1,092,445 | 1,092,445 | 0.0% | 0 |
| Equipment | 348,041 | 344,661 | -1.0% | (3,380) |
| Contracted Fees & Services | 4,241,391 | 6,998,670 | 65.0% | 2,757,279 |
| Chargebacks Campus Security | (39,089) | (39,089) | 0.0% | 0 |
| Revenue Sharing | 489,042 | 489,042 | 0.0% | 0 |
| Miscellaneous | 341,610 | 341,064 | -0.2% | (546) |
| Bad Debt | 400,000 | 400,000 | 0.0% | 0 |
| Rentals Non Facilities | 272,770 | 64,817 | -76.2% | (207,953) |
| Scholarships & Awards | 13,763,005 | 13,763,005 | 0.0% | 0 |
| Plan for Strategic Actions | 423,536 | 500,000 | 18.1% | 76,464 |
| Match Funds & Reserve Accounts | 2,341,572 | 1,939,409 | -17.2% | (402,163) |
| | \$35,197,484 | \$39,657,839 | 12.7% | \$4,460,355 |
| Transfers | | | | |
| Transfers to Academic Colleges for operations | \$6,255,526 | \$4,928,321 | -21.2% | (\$1,327,205) |
| Transfers to Auxiliaries for operations | 16,757,263 | 18,283,318 | 9.1% | \$1,526,055 |
| Transfers to other funds | 4,326,850 | 2,585,835 | -40.2% | (1,741,015) |
| | \$27,339,639 | \$25,797,474 | -5.6% | (\$1,542,165) |
| One-time Adjustments | | | | |
| Transfer from Budget Stabilization Reserve | \$0 | (\$1,004,898) | | |
| Transfer from FY 2021 Operating Carry-Forward | \$0 | (\$4,295,804) | | <i>Estimated, subject to change</i> |
| Federal COVID Relief - recovery of lost revenue | (2,301,871) | (3,500,000) | | <i>Estimated, subject to change</i> |
| Federal COVID Relief - recovery of elig. expenses | (1,883,349) | (1,800,000) | | <i>Estimated, subject to change</i> |
| | (\$4,185,219) | (\$10,600,702) | | |
| Total General Fund | \$152,600,000 | \$153,000,000 | 0.3% | \$400,000 |

Auxiliary Services

Auxiliaries provide a variety of services that enhance campus life for YSU students, faculty, staff, alumni and visitors. Auxiliaries also generate revenue through sales and services, which helps support their operations. As shown in the table below, the combined FY 2022 budgets for the University's auxiliaries total \$35.8 million, which includes \$16.2 million in general fund support and \$19.6 million in income generated by each auxiliary.

| Auxiliary Services: | FY 2022 Budget | 1-Year Flux | |
|--|---------------------|--------------|--------------------|
| | | % | \$ |
| Intercollegiate Athletics | \$17,790,127 | 10.22% | \$1,649,593 |
| Housing Services | 11,084,834 | 3.87% | 412,702 |
| Parking Services | 3,701,100 | 19.64% | 607,507 |
| Kilcawley Center | 1,935,696 | 12.95% | 221,936 |
| Andrews Recreation and Wellness Center | 1,334,442 | 3.27% | 42,193 |
| Total Auxiliary Budgets | \$35,846,199 | 8.91% | \$2,933,931 |
| Less: Support from General Fund | (16,233,318) | 15.53% | (2,181,748) |
| Total Earned Income | \$19,612,881 | 3.99% | \$752,183 |

The \$17.7 million Athletics budget is indicative of the long-standing institutional decision to support an NCAA-compliant Division I intercollegiate athletic program. The 10.2% increase in FY 2022 is fueled in part by a \$1.4 million increase in athletic income that, due to the COVID-19 pandemic, had been disrupted during the prior fiscal year.

The budget for Housing Services is based on a planned occupancy rate of 95% in the University's inventory of residence halls and apartments, which total 1,254 beds. The projected growth in FY 2022 is partially due to planned increases to room and board, as well a return to near-normal occupancy levels that, due to the COVID-19 pandemic, had been intentionally de-densified during the prior year.

The 19.6% increase in Parking Services' budget is inflated due to the fact that the prior year's budget was based on an overly-conservative enrollment estimate, combined with the fact that Parking's FY 2021 budget was not modified to reflect actual enrollment levels that fell last year by 4.4% (instead of the 15% decline budgeted).

The budgets for Kilcawley Student Center and the Andrews Recreation & Wellness Center are projected to increase, in part due to the ability to capture sales and services revenue that had been disrupted by the COVID-19 pandemic during the prior year.

Rich Center for Autism

Established in 1995, The Paula and Anthony Rich Center for the Study and Treatment of Autism is an externally funded unit of Youngstown State University.

Pursuant to the 2010 agreement between the Rich Center and YSU, the Rich Center's budget is included here for approval by the YSU Board of Trustees. The Rich Center will remain fully funded by external sources and will not receive direct funding support from the University. The University will, however, continue to provide approximately 15,500 square feet of space in Fedor Hall to house the Rich Center's classrooms, labs and administrative offices.

The Rich Center's proposed budget for FY 2022 is based on a 6.2% increase in revenue, and includes a 2% salary increase for Rich Center employees.

| <u>Rich Center for Autism</u> | FY 2021 | FY 2022 | 1-Year Flux | |
|--------------------------------------|---------------------------|--------------------|--------------------|------------------|
| | ACTUAL[^] | Budget | % | \$ |
| Revenues | | | | |
| Noncredit Tuition | \$1,394,218 | \$1,610,151 | 15.5% | \$215,934 |
| Cash Gifts | 393,377 | 154,042 | -60.8% | (239,335) |
| Misc. Income | 66,286 | 205,000 | 209.3% | 138,714 |
| Total Revenues | \$1,853,880 | \$1,969,193 | 6.2% | \$115,313 |
| Expenses | | | | |
| <i>Personnel</i> | | | | |
| Full- and Part-time Staff | \$1,195,411 | \$1,217,800 | 1.9% | \$22,389 |
| Temporary Staff | 18,864 | 25,000 | 32.5% | 6,136 |
| Fringe Benefits | 447,320 | 467,743 | 4.6% | 20,423 |
| Total Personnel | \$1,661,594 | \$1,710,543 | 2.9% | \$48,949 |
| <i>Operating Expenses</i> | | | | |
| Supplies | \$18,819 | \$38,800 | 106.2% | \$19,981 |
| Travel and Related Expenses | 0 | 2,250 | 100.0% | 2,250 |
| Information & Communication | 13,981 | 20,500 | 46.6% | 6,519 |
| Facility Maintenance/Repairs | 0 | 500 | 100.0% | 500 |
| Fees & Services | 148,676 | 168,500 | 13.3% | 19,824 |
| Volunteer Services | 0 | 14,000 | 100.0% | 14,000 |
| Events & Promotions | 948 | 3,600 | 279.7% | 2,652 |
| Miscellaneous / Reserve | 9,862 | 10,500 | 6.5% | 638 |
| Total Operating Expenses | \$192,286 | \$258,650 | 34.5% | \$66,364 |
| Total Rich Center Expenses | \$1,853,880 | \$1,969,193 | 6.2% | \$115,313 |

[^]Projection, based on year-to-date experience through 3rd quarter at March 31, 2021.

APPENDIX A – Revenue Detail, General Fund Budget

| | FY 2021 | FY 2022 | Annual change | |
|---|----------------------|----------------------|---------------|----------------------|
| | | | % | \$ |
| STUDENT TUITION & FEES | | | | |
| Instructional Fee | \$71,968,308 | \$69,252,002 | -3.9% | (\$2,716,306) |
| General Fee | 18,166,737 | 18,000,000 | -1.1% | (166,737) |
| Info. Services Tech. Fee | 802,003 | 369,000 | -75.6% | (433,003) |
| Accelerated Online Tuition | 1,808,668 | 3,900,000 | | 2,091,332 |
| Subtotal - Tuition & Fees | \$92,745,716 | \$91,521,002 | -1.4% | (\$1,224,714) |
| OTHER STUDENT FEES | | | | |
| Non-resident Tuition Surcharge | \$4,582,621 | \$627,500 | -89.2% | (\$3,955,121) |
| Academic Fees | 7,322,891 | 7,216,532 | -1.5% | (106,359) |
| Career Services Fee | 159,638 | 155,000 | -2.7% | (4,638) |
| Non-credit Instructional Fees | 21,750 | 14,850 | -28.4% | (6,900) |
| Miscellaneous Fees | 156,335 | 155,400 | -0.5% | (935) |
| Application Fees | 253,349 | 221,000 | -14.5% | (32,349) |
| College Credit Plus/Jump Start | 1,076,881 | 1,023,000 | -4.8% | (53,881) |
| Subtotal - Other Tuition & Fees | \$13,573,465 | \$9,413,282 | -31.3% | (\$4,160,183) |
| STUDENT CHARGES | | | | |
| Fines & Penalty Assessments | \$243,750 | \$281,300 | 6.0% | \$37,550 |
| Service Charges | 537,935 | 567,500 | 5.6% | 29,565 |
| Subtotal - Student Charges | \$781,685 | \$848,800 | 5.8% | \$67,115 |
| Total - Tuition, Fees & Other Chrgs. | \$107,100,866 | \$101,783,084 | -5.3% | (\$5,317,782) |
| STATE SHARE OF INSTRUCTION | | | | |
| Subtotal - State Appropriations | \$40,643,835 | \$44,571,389 | 11.3% | \$3,927,554 |
| OTHER SOURCES | | | | |
| Investment Income for Operations | \$2,000,000 | \$2,555,414 | 27.8% | \$555,414 |
| Administrative Charge - Auxiliaries | 1,266,413 | 1,266,413 | 0.0% | 0 |
| Alumni Relations | 10,000 | 12,000 | 12.5% | 2,000 |
| Sales & Services of Educational Activities | 850 | 3,000 | 39.8% | 2,150 |
| Private Gifts, Unrestricted | 90,000 | 90,000 | 0.0% | 0 |
| Facility Rental, Athletics and University | 470,666 | 445,000 | -5.3% | (25,666) |
| Indirect Cost Recoveries - Grants | 615,000 | 680,000 | 11.4% | 65,000 |
| Indirect Cost Recoveries - Fed. COVID Relief | 0 | 1,000,000 | | 1,000,000 |
| Other-Miscellaneous | 402,370 | 593,700 | 59.2% | 191,330 |
| Subtotal - Other Sources | \$4,855,299 | \$6,645,527 | 37.6% | \$1,790,228 |
| TOTAL GENERAL FUND REVENUE | \$152,600,000 | \$153,000,000 | 0.3% | \$400,000 |

APPENDIX B – Auxiliary Budgets

| <u>INTERCOLLEGIATE ATHLETICS</u> | | | | |
|--|---------------------------------|----------------------------|----------------------|---------------------------|
| | FY 2021 | FY 2022 | PERCENT | |
| | <u>Budget (modified)</u> | <u>Budget</u> | <u>CHANGE</u> | <u>CHANGE</u> |
| REVENUE RECORDED IN THE GENERAL FUND* | | | | |
| Tuition & Fees from Student Athletes | \$8,658,658 | \$8,745,244 | 1.0% | \$86,587 |
| State Share of Instruction Funding | 1,312,014 | 2,112,604 | 61.0% | 800,591 |
| Total Athletic Revenue in Gen. Fund* | \$9,970,671 | \$10,857,848 | 8.9% | \$887,177 |
| REVENUE | | | | |
| Football Tickets | \$42,500 | \$375,000 | 782.4% | \$332,500 |
| Basketball Tickets | 42,500 | 145,000 | 241.2% | 102,500 |
| Guarantees | 0 | 840,000 | N/A | 840,000 |
| Program Sales | 3,000 | 4,500 | 50.0% | 1,500 |
| Medical Services Commissions | 50,000 | 45,000 | -10.0% | (5,000) |
| Concession Commissions | 45,000 | 45,000 | 0.0% | 0 |
| Royalty Commissions | 50,000 | 60,000 | 20.0% | 10,000 |
| NCAA Revenue Sharing | 1,150,000 | 1,050,000 | -8.7% | (100,000) |
| Program Ad. Sales/Recognition | 175,000 | 275,000 | 57.1% | 100,000 |
| Radio/Television Income | 100,000 | 10,000 | -90.0% | (90,000) |
| Pouring Rights & Miscellaneous | 135,000 | 155,000 | 14.8% | 20,000 |
| Football Tailgate | 60,000 | 90,000 | 50.0% | 30,000 |
| Scoreboard Advertising: | | | | |
| Football | 120,000 | 235,000 | 95.8% | 115,000 |
| Basketball | 40,000 | 105,000 | 162.5% | 65,000 |
| Stadium Loge Rentals | 519,973 | 519,973 | 0.0% | 0 |
| Total Revenue | \$2,532,973 | \$3,954,473 | 56.1% | \$1,421,500 |
| TOTAL REVENUE | <u>\$12,503,644</u> | <u>\$14,812,321</u> | <u>18.5%</u> | <u>\$2,308,677</u> |
| GENERAL FUND ALLOCATION | | | | |
| Total General Fund Support** | \$2,979,983 | \$2,977,806 | -0.1% | (\$2,177) |
| TOTAL RESOURCES | <u>\$15,483,627</u> | <u>\$17,790,127</u> | <u>14.9%</u> | <u>\$2,306,500</u> |
| EXPENSES | | | | |
| Permanent Staff | \$3,704,583 | \$4,616,175 | 24.6% | \$911,592 |
| Temporary Staff | 436,902 | 482,210 | 10.4% | 45,308 |
| Fringe Benefits | 1,607,229 | 2,046,550 | 27.3% | 439,321 |
| Scholarships | 5,611,012 | 5,868,461 | 4.6% | 257,449 |
| Operating | 4,093,901 | 4,746,731 | 15.9% | 652,830 |
| Transfer, Inst. Work Study | 30,000 | 30,000 | 0.0% | 0 |
| TOTAL EXPENSES | <u>\$15,483,627</u> | <u>\$17,790,127</u> | <u>14.9%</u> | <u>\$2,306,500</u> |
| *Tuition and state funding are recorded in the general fund but are presented here to illustrate the estimated revenue attributable to YSU student athletes. | | | | |
| ** General fund support for Athletics has been adjusted to illustrate the estimated impact of tuition and state funding revenue that is attributable to YSU student athletes. The FY 2022 general fund allocation for Athletics is \$13,835,654. | | | | |

APPENDIX B – Auxiliary Budgets

| <u>KILCAWLEY CENTER</u> | | | | |
|-----------------------------------|---|----------------------------------|----------------------------------|-------------------------|
| | <u>FY 2021 Modified Budget</u> | <u>FY 2022 Budget</u> | <u>PERCENT CHANGE</u> | <u>CHANGE</u> |
| REVENUES | | | | |
| Food Services Commissions | \$97,250 | \$355,000 | 265.0% | \$257,750 |
| Bookstore Commissions | 442,000 | 328,974 | -25.6% | (113,026) |
| Pete's Treats Candy Counter | 64,000 | 68,000 | 6.3% | 4,000 |
| Duplicating Services | 2,400 | 0 | -100.0% | (2,400) |
| Graphic Center | 24,750 | 35,000 | 41.4% | 10,250 |
| Recreation Room | 0 | 3,000 | | 3,000 |
| Room Rental | 0 | 2,000 | | 2,000 |
| Vending and Misc. Sales & Service | 31,500 | 24,500 | -22.2% | (7,000) |
| Total Revenue | <u>\$661,900</u> | <u>\$816,474</u> | <u>23.4%</u> | <u>\$154,574</u> |
| OTHER RESOURCES | | | | |
| General Fund Allocation | \$978,360 | \$1,119,222 | 14.4% | \$140,862 |
| TOTAL RESOURCES | <u>\$1,640,260</u> | <u>\$1,935,696</u> | <u>18.0%</u> | <u>\$295,436</u> |
| EXPENSES | | | | |
| Permanent Staff | \$450,025 | \$461,504 | 2.6% | \$11,479 |
| Temporary Staff | 150,000 | 305,000 | 103.3% | 155,000 |
| Fringe Benefits | 179,675 | 202,003 | 12.4% | 22,328 |
| Administrative Charge | 126,000 | 126,000 | 0.0% | 0 |
| Operating | 677,581 | 781,690 | 15.4% | 104,109 |
| Inst. Work Study transfer | 55,979 | 58,499 | 4.5% | 2,520 |
| Transfer for Capital Improvements | 1,000 | 1,000 | 0.0% | 0 |
| TOTAL EXPENSES | <u>\$1,640,260</u> | <u>\$1,935,696</u> | <u>18.0%</u> | <u>\$295,436</u> |

APPENDIX B – Auxiliary Budgets

| ANDREWS RECREATION AND WELLNESS CENTER | | | | |
|---|------------------------------------|---------------------------|---------------------------|-----------------|
| | Modified FY 2021 Budget | FY 2022 Budget | PERCENT CHANGE | CHANGE |
| REVENUES | | | | |
| Faculty & Staff Memberships | \$18,000 | \$20,000 | 11.11% | \$2,000 |
| Guest Passes/Locker Rentals | 1,000 | 6,000 | 500.00% | 5,000 |
| Program Fees | 5,000 | 15,000 | 200.00% | 10,000 |
| Sponsorship income | 10,000 | 15,000 | 50.00% | 5,000 |
| Total Revenues | \$34,000 | \$56,000 | 64.71% | 22,000 |
| OTHER RESOURCES | | | | |
| General Fund Allocation | \$1,203,249 | \$1,278,442 | 6.25% | \$75,193 |
| TOTAL RESOURCES | \$1,237,249 | \$1,334,442 | 7.86% | \$97,193 |
| EXPENSES | | | | |
| Permanent Staff | \$364,642 | \$361,663 | -0.82% | (\$2,979) |
| Temporary Staff | 205,758 | 312,302 | 51.78% | 106,544 |
| Fringe Benefits | 154,766 | 164,365 | 6.20% | 9,599 |
| Administrative Charge | 77,600 | 77,600 | 0.00% | 0 |
| Operating | 379,201 | 398,512 | 5.09% | 19,311 |
| Inst. Work Study Transfer | 20,000 | 20,000 | 0.00% | 0 |
| Transfer for Capital Improvements | 35,282 | 0 | -100.00% | (35,282) |
| Total Expenses | \$1,237,249 | \$1,334,442 | 7.86% | \$97,193 |

APPENDIX B – Auxiliary Budgets

| HOUSING SERVICES | | | | |
|-----------------------------------|------------------------------------|---------------------------|---------------------------|------------------|
| | FY 2021 Modified Budget | FY 2022 Budget | PERCENT CHANGE | CHANGE |
| REVENUES | | | | |
| Room Rentals | \$10,140,332 | \$10,418,834 | 2.7% | \$278,502 |
| Meal Plans | 488,750 | 575,000 | 17.6% | 86,250 |
| Food Commissions | 5,000 | 10,000 | 100.0% | 5,000 |
| Misc. Fees | 13,050 | 56,000 | 329.1% | 42,950 |
| Rentals-Guests and Special Groups | 25,000 | 25,000 | 0.0% | 0 |
| Total Revenue | \$10,672,132 | \$11,084,834 | 3.9% | \$412,702 |
| EXPENDITURES | | | | |
| Permanent Staff | \$764,373 | \$622,896 | -18.5% | (\$141,477) |
| Temporary Staff | 295,893 | 355,000 | 20.0% | 59,107 |
| Fringe Benefits | 341,261 | 310,359 | -9.1% | (30,902) |
| Administrative Charge | 912,813 | 912,813 | 0.0% | 0 |
| Operating | 6,487,366 | 7,098,879 | 9.4% | 611,512 |
| Scholarships | 387,000 | 300,000 | -22.5% | (87,000) |
| Inst. Work Study (transfer) | 30,000 | 30,000 | 0.0% | 0 |
| Debt Service transfer | 1,378,426 | 1,379,888 | 0.1% | 1,462 |
| Capital Improvements (transfer) | 75,000 | 75,000 | 0.0% | 0 |
| Total Expenses | \$10,672,132 | \$11,084,834 | 3.9% | \$412,702 |

APPENDIX B – Auxiliary Budgets

| <u>PARKING SERVICES</u> | | | | |
|-------------------------------------|------------------------------------|---------------------------|---------------------------|-------------------------|
| | FY 2021 Modified Budget | FY 2022 Budget | PERCENT CHANGE | CHANGE |
| REVENUES | | | | |
| Faculty & Staff Permits | \$530,000 | \$530,000 | 0.0% | \$0 |
| Student Transportation Fee/Permits | 666,493 | 825,000 | 23.8% | 158,507 |
| Penguin Promise Transportation Fee* | 1,625,000 | 2,050,000 | 26.2% | 425,000 |
| Parking Fines | 50,000 | 75,000 | 50.0% | 25,000 |
| Parking Fees-Special Events | 110,000 | 110,000 | 0.0% | 0 |
| Daily Parking Fees | 51,000 | 51,000 | 0.0% | 0 |
| Parking Meters | 6,000 | 5,000 | -16.7% | (1,000) |
| Parking Permits-Contracted Service | 40,000 | 40,000 | 0.0% | 0 |
| Control Card Replacement | 100 | 100 | 0.0% | 0 |
| Weekly Permits | 15,000 | 15,000 | 0.0% | 0 |
| Total Revenues | <u>\$3,093,593</u> | <u>\$3,701,100</u> | <u>19.6%</u> | <u>\$607,507</u> |
| EXPENDITURES | | | | |
| Permanent Staff | \$449,798 | \$424,359 | -5.7% | (\$25,439) |
| Temporary Staff | 417,000 | 417,000 | 0.0% | 0 |
| Fringe Benefits | 246,848 | 243,328 | -1.4% | (3,520) |
| Administrative Charge | 150,000 | 150,000 | 0.0% | 0 |
| Shuttle Service | 363,000 | 363,000 | 0.0% | 0 |
| Other Operating | 1,056,744 | 1,156,744 | 9.5% | 100,000 |
| Debt Service | 395,203 | 395,203 | 0.0% | 0 |
| Transfers Capital Improvements | 0 | 536,466 | N/A | 536,466 |
| Inst. Work Study Transfer | 15,000 | 15,000 | 0.0% | 0 |
| Total Expenses | <u>\$3,093,593</u> | <u>\$3,701,100</u> | <u>19.6%</u> | <u>\$607,507</u> |

**Because the transportation fee was folded into the Penguin Tuition Promise general fee in FY 2019, those revenues are recorded in the General Fund. Consequently, a portion of this fee income is transferred to Parking from the General Fund.*

APPENDIX C – Miscellaneous Salary Rates

| | |
|--|-------------------|
| <i>Part-Time Faculty (per semester hour workload)</i> | |
| With Baccalaureate (or equivalent qualifications) | \$650 |
| With Masters degree | \$800 |
| With Doctorate or Juris Doctor | \$1,050 |
| <i>Doctoral Fellowships</i> | \$10,000 |
| <i>Ph.D. Assistantships Stipends (sciences and engineering)</i> | \$23,500-\$30,000 |
| <i>Graduate Assistants</i> | |
| Stipend for students in STEM departments | \$10,000 |
| Stipend for students in all other academic departments | \$7,500 |
| <i>Graduate Teaching Assistants</i> | |
| Stipend for students in STEM departments | \$10,000 |
| Stipend for students in all other academic departments | \$8,750 |
| <i>Student Employee Hourly Wage Rates*</i> | |
| Student Assistants | \$8.80 |
| Student Exception Rates (<i>as approved by the Assoc. Provost for Student Success</i>) | \$8.80 - \$12.00 |
| <p>*Note: Student employee hourly wage rates are subject to revision, pending any applicable cost of living adjustments, as required by Ohio minimum wage law.</p> | |



**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 __.



YOUNGSTOWN STATE UNIVERSITY
Interfund Transfers Requiring Board Approval
Transfers Outside of the Operating Budget
Requested Transfers for Third & Fourth Quarter FY2021

| FROM | TO | AMOUNT | REASON |
|---|--|---------------|--|
| Third Quarter 2021 | | | |
| Coronavirus Relief Funds (CRF) 1 & 2 (Restricted Funds) | Stabilization Reserve Fund (Designated Fund) | \$1,004,898 | Transfers for reimbursement of FY2020 payroll expenses attributed to COVID-19. Amount is reflected as a resource in the FY2022 Operating Budget. |
| Higher Education Emergency Relief Fund (HEERF2) - Institutional Portion (Restricted Fund) | | | |
| Fourth Quarter 2021 | | | |
| General Fund Plant Reserve (Unrestricted Plant Fund) | Property Acquisition Fund (Unrestricted Plant Fund) | \$570,000 | Transfer to fund property acquisitions that are being presented for Board approval this quarter. |

Quarterly Update on FY 2021 Operating Budget

The fiscal year *Budget to Actual Report* presented on the following page is a summary analysis of year-to-date actuals compared to budgets in standard account categories. This report displays financial information for the University's general fund and is summarized in a "dashboard" format using color-coded business indicators.

The attached report is for the first three fiscal quarters of FY 2021 that encompasses the 9-month period of July 1, 2020, through March 31, 2021.

Revenue highlights:

- Year-to-date, revenues are tracking below the prior year but are generally on or above target, as denoted by the green business indicator assigned to all income categories.
- In accordance with the amended FY 2021 budget approved by the Board of Trustees in December 2020, the budgets for tuition and fees have been updated to reflect receipts based on actual fall semester student enrollment levels.
- Actual state appropriations are tracking above budget as a result of Governor DeWine's third quarter restoration of state funding to pre-COVID levels.
- Compared to the prior fiscal year, total actual revenues at March 31st were approximately \$4.1 million lower, which is mainly attributable to a decline in tuition and fee income resulting from the decline in student enrollments this academic year.
- The ability to use federal COVID relief funding to recover lost revenue from declining enrollment is expected to positively impact general fund revenues. These adjustments will be made in accordance with the U.S. Department of Education's guidelines and will occur during the fourth quarter of FY 2021 and/or during year-end closing.

Expenses highlights:

- Expenses are on or below target in all categories.
- Wages and benefits are tracking well below prior year spending by \$7 million and \$1.9 million, respectively. This is mainly attributable to:
 - Staff retrenchment implemented as part of the original FY 2021 budget plan; and
 - The reallocation of roughly \$1.9 million in safety personnel expenses from the general fund to the restricted federal COVID relief fund, as permitted by U.S. Department of Education guidelines.
- Spending on operations is below budget and below the prior year, partially due to reductions in spending on travel and business-related expenses resulting from COVID travel restrictions.
- Total expenses and transfers are nearly \$12.7 million lower than at this same time last year.

Key takeaway:

- Even without the adjustments related to federal COVID relief funding, the University is operating within a balanced budget.

YOUNGSTOWN STATE UNIVERSITY
Budget to Actual Comparison for the University General Fund
For the 9-month period of 7/1/20 - 3/31/21

| FY2021 Revenue 3rd Quarter, 3/31/21 | Fiscal Year 2021 | | Actual as a % of Budget | Business Indicator | Actual Compared to Prior Year |
|--|-----------------------|-----------------------|----------------------------|-----------------------|-------------------------------------|
| | Budget | Actual | | | |
| Tuition and mandatory fees | \$ 92,745,716 | \$ 87,696,618 | 94.6% | ● | ↓ |
| Other tuition and fees | 13,573,465 | 12,740,515 | 93.9% | ● | ↓ |
| Student charges | 781,185 | 988,468 | 126.5% | ● | ↓ |
| State appropriations | 40,643,835 | 31,883,643 | 78.4% | ● | ↓ |
| Recovery of indirect costs | 1,931,413 | 1,648,385 | 85.3% | ● | ↑ |
| Investment income | 2,000,000 | 1,430,486 | 71.5% | ● | ↓ |
| Other income | 924,386 | 694,073 | 75.1% | ● | ↓ |
| Total | \$ 152,600,000 | \$ 137,082,188 | 89.8% | ● | ↓ |

- On/Above target
- Caution
- Warning

| FY2021 Expenses 3rd Quarter, 3/31/21 | Fiscal Year 2021 | | Actual as a % of Budget | Business Indicator | Actual Compared to Prior Year |
|---|-----------------------|-----------------------|----------------------------|-----------------------|-------------------------------------|
| | Budget | Actual | | | |
| Wages | \$ 71,031,204 | \$ 50,515,114 | 71.1% | ● | ↓ |
| Benefits | 25,009,311 | 19,360,896 | 77.4% | ● | ↓ |
| Scholarships | 13,682,793 | 10,639,908 | 77.8% | ● | ↓ |
| Operations | 14,029,901 | 9,682,129 | 69.0% | ● | ↓ |
| Plant & maintenance | 7,523,746 | 4,993,179 | 66.4% | ● | ↓ |
| Fixed asset purchases | 300,353 | 69,224 | 23.0% | ● | ↓ |
| Transfers | 21,084,681 | 20,909,774 | 99.2% | ● | ↑ |
| Total | \$ 152,661,989 | \$ 116,170,224 | 76.1% | ● | ↓ |

- On/Below target
- Caution
- Warning

YSU Capital Projects Summary:

Board Projects Update 4/27/2021

Projects in Progress:

ETC - Innovation and Commercialization Center
YSU 1718-14

\$11.5M (Capital Funds C34554, Grants) SSOE Group, Brock Builders
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 Excellence Training Center. This project is proceeding well despite COVID, material and weather issues. Final project completion will be early May 2021.

Fedor Hall Renovations
YSU 1920-22

\$1M (Capital Funds) Olsavsky Jaminet, Murphy Contracting
This project will be the partial renovation of Fedor Hall. Sprinkler piping will be installed, new flooring will be installed and part of the roof will be replaced. Additionally, a grant received by the Rich Center will be used to upgrade and modernize the elevator. The main part of the project is complete but additional work requested by the Rich Center is still ongoing. We anticipate this work to be complete by June 2021.

Tod Hall Renovations

\$215k (Gift Funds) YSU Staff, Ryan Carpet, Masterpiece Painting
This project is the replacement of carpet on two floors along with the painting of the walls. We anticipate this work to be complete by May 2021.

Projects Currently At Controlling Board:

- Ward Beecher Science Hall Renovations 3 – *B&B Contractors*
- Cushwa Hall Physical Therapy Renovations 3 – *Murphy Contracting*
- Campus Development – *Daniel Terreri and Son*
- Edmund J. Salata Complex Renovations – *United Contractors*
- Elevator Safety Repairs and Replacements – *Domokur Architects, Design Services for 2022 project.*

RFQ's Posted to OFCC Website for Design Services:

- None at this time.
- Previous postings:
 - Building Envelope Renovations – *Perspectus Architects selected*
 - Utility Distribution Upgrades and Expansion – *GPD Group selected*
 - Elevator Safety Repairs and Replacements – *Domokur Architects selected*
 - General Pre-Qualifications – *On file*

Projects Currently Advertised for Bids:

- Kilcawley Center Restroom Upgrades - \$300k

Projects in Development for 2021:

Edmund J. Salata Complex Renovations

YSU 2021-1

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

The Salata Complex is home to Facilities, Grounds, Planning and Construction, Central Receiving and the Mail Room. This project will replace inefficient windows, renovate the restrooms, replace stairs, upgrade some finishes and also will include minor HVAC upgrades. This project was successfully bid and United Contractors was the low bidder. This project will start in May 2021.

Cushwa Hall Physical Therapy Renovations 3

YSU 2021-2

\$327k (Capital Funds) YSU Staff. Murphy Contracting

This project will use the remaining funds in the Cushwa Hall Physical Therapy capital line to continue work in restrooms, stairwells and other support areas. This project was successfully bid and Murphy Contracting is the low bidder. This project will start in May 2021.

Storm Water Upgrades

YSU 2021-3

\$250k (Capital Funds) YSU Staff.

This project will fix areas that are prone to flooding during heavy or prolonged rain events. Areas in Melnick Hall and the Physical Plant Motor Pool will be addressed. This project will bid in late Summer 2021 and will be complete late Fall 2021.

Parking Deck Renovations

YSU 2021-4

\$600k (Local Funds) Walker Consultants. Ram Construction

This project will be the maintenance and upgrades to the M30 and M60 parking decks. This project was successfully bid and Ram Construction was the low bidder. This project will begin May 2021 and will be complete for the start of Fall semester.

Ward Beecher Science Hall Renovations 3

YSU 2021-5

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

This project will use remaining capital funds to continue upgrades in Ward Beecher. Work on the entryways, stairwells and minor HVAC upgrades will be completed. This project was successfully bid and B&B Contractors had the low bid. This project will begin in May and be complete by the Fall semester.

Campus Development

YSU 2122-10

\$750k (Capital Funds) YSU Staff. Daniel Terreri and Son

This project will be the upgrade and/or replacement of concrete walks, brick walks, drive entrances, retaining walls, accessibility ramps and exterior stairs and railings across campus. This project was successfully bid and Daniel Terreri and Son are the low bidders. This project will start in May and will be complete before the start of Fall classes.

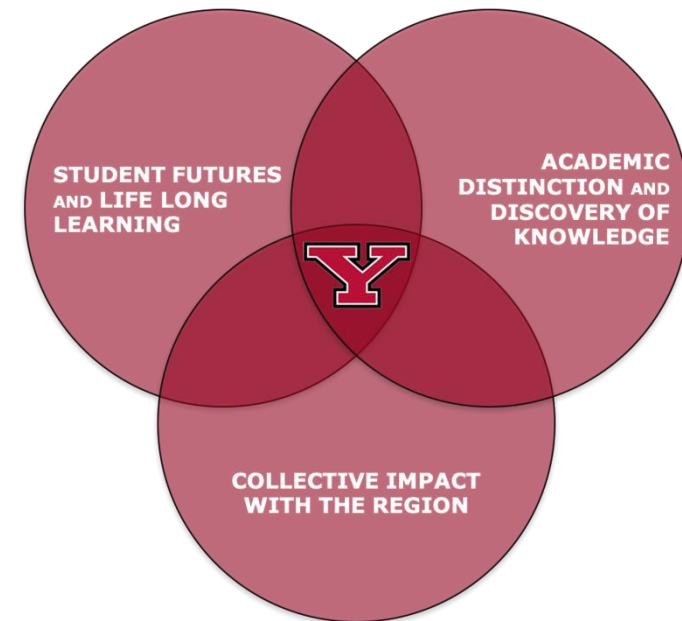
Projects in Development for 2021/2022:

| | |
|--|-------------|
| • Building Envelope Renovations | \$2,100,000 |
| • Utility Distribution Upgrades/Expansion | \$2,250,000 |
| • Moser Hall Renovations | \$2,500,000 |
| • Elevator Safety Repairs and Replacements | \$1,500,000 |
| • IT Infrastructure Upgrades | \$1,000,000 |
| • Lincoln Building Renovations | \$500,000 |
| • Stambaugh Stadium Classroom | \$500,000 |
| • Beeghly Center Physical Therapy | \$400,000 |
| • Air Quality Upgrades related to COVID-19 | TBD |

YSU IT Strategic Technology Plan

*Technological Innovation for
Strategic Transformation*

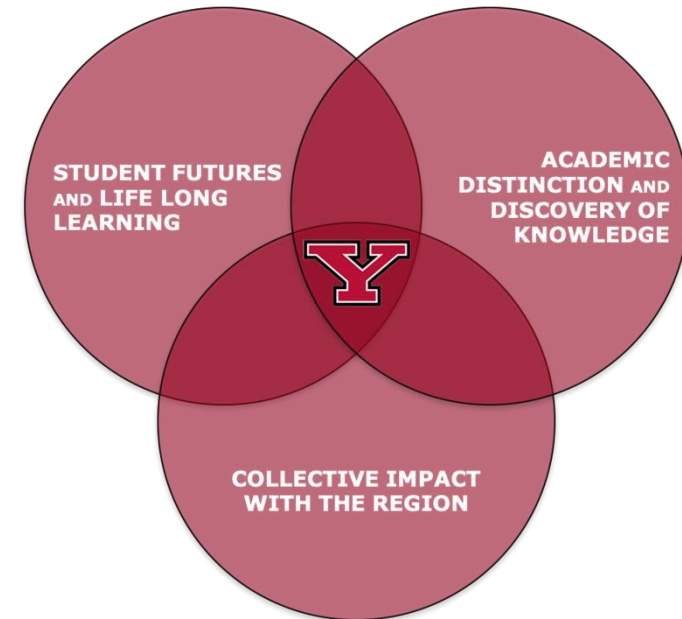
Board of Trustees Meeting
June 2021



Take Charge of Our Future Resolution

Technology-related statements:

- Attain a level of technological capacity and competency
- Integrated systems in order to achieve strategic objectives including:
 - Program optimization and prioritization
 - Student success strategies - including degree maps and auditing
 - Teaching and learning outcomes assessment
 - Student portfolios
 - Accreditation, and other quality and effectiveness enhancement technologies
- Use reliable data created through a governance structure to generate and analyze information to create insights for well-informed decision-making



IT Guiding Principles:

FY21-FY23

Student Success & Experience

- Improving student capabilities and experience by implementing and optimizing enabling technologies for academic achievement.

Optimization

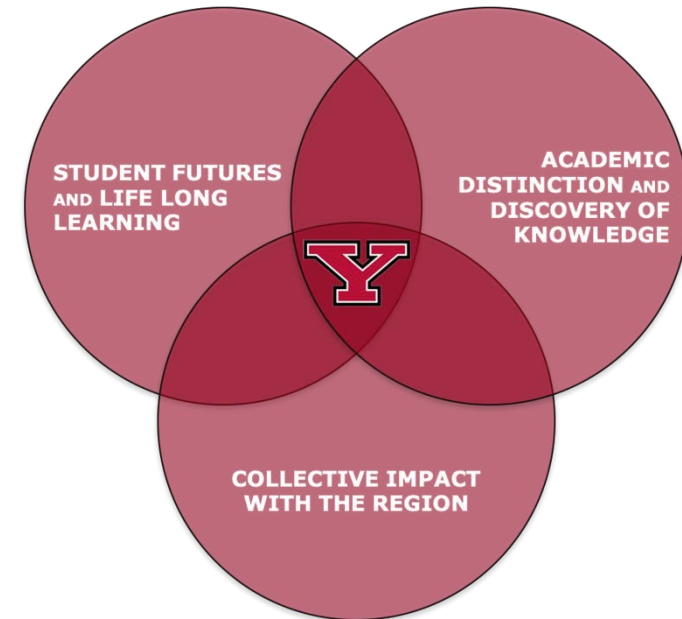
- Implementing new, or enhancing existing, technologies to generate a positive Return on Investment (ROI) and enable process transformation.

Engagement

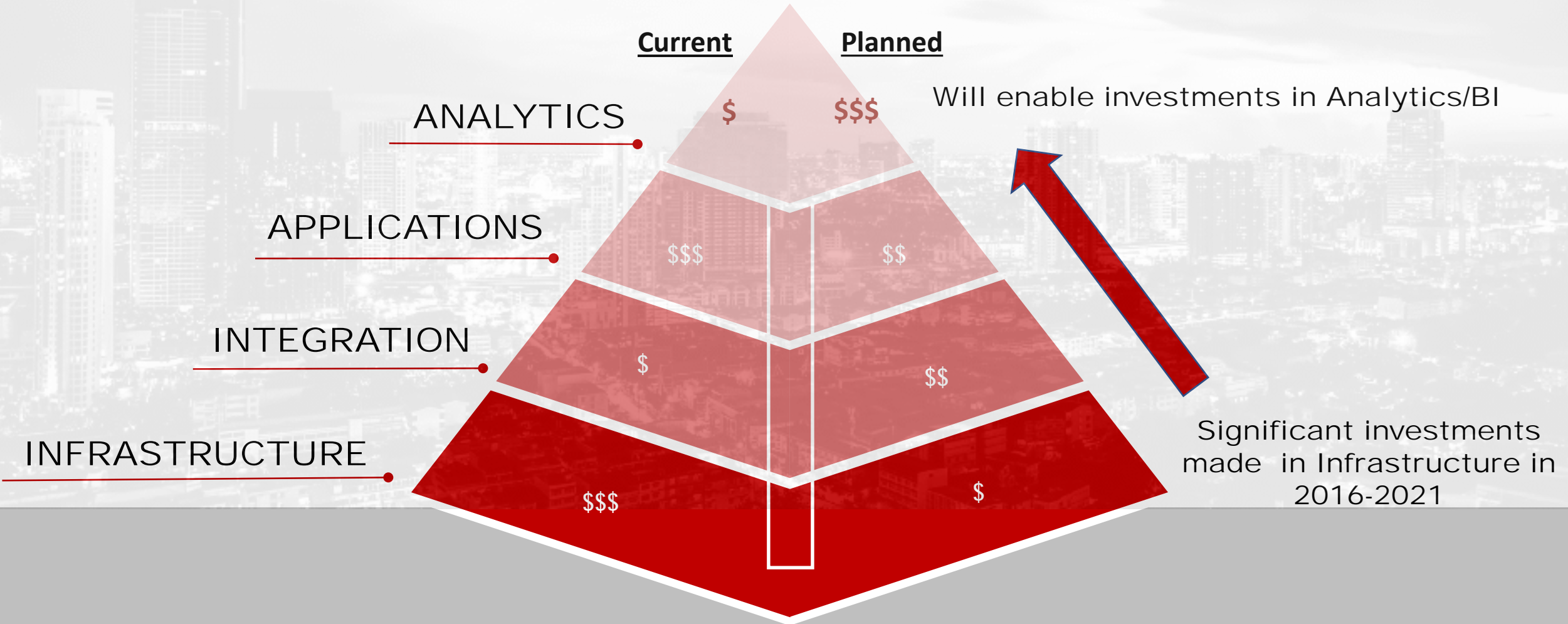
- Engage Internally & Regionally to promote standardization and consolidation of IT services.

Innovation

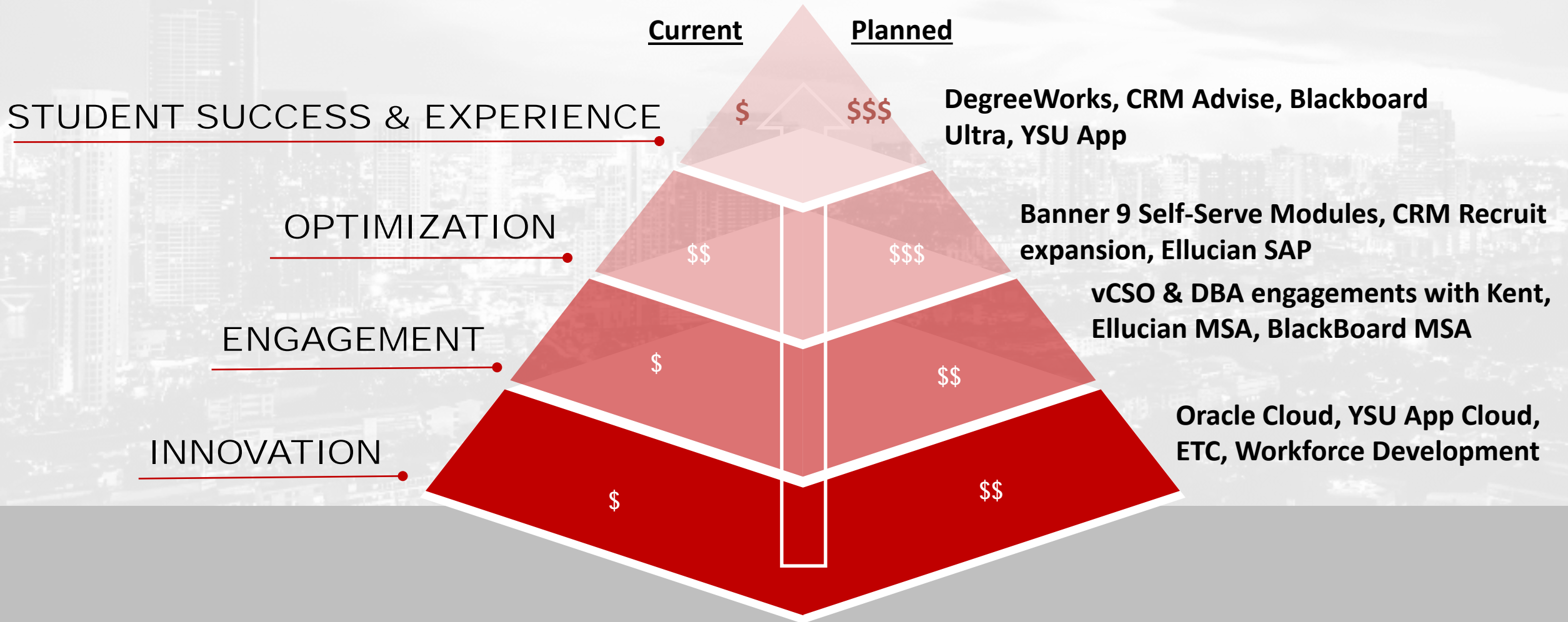
- Implement forward-looking technologies that address the educational and research needs of faculty, graduate students, undergraduates and research partners.



Traditional Technology Investment Pyramid



Technology Investment IT Guiding Principles

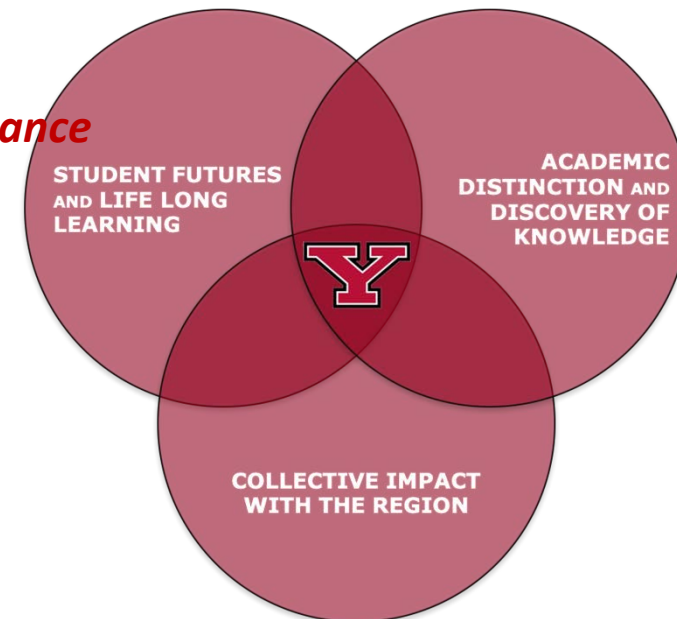


Higher Education Technology

Key Challenges

1. Data Security => *vCSO, Investment in IT Security resources and tools*
2. Student Success Support => *CRM Recruit/Advise/Advance & Banner 9 Self-serve*
3. IT Staffing => *ITS Career Ladder, Flexible Work Policy*
4. Data-enabled Culture Creation => *Take Charge of our Future Resolution*
5. Digital Integration => *Core “First” approach, Ellucian Ethos*
6. Data Governance => *Addressing Integrity through IT Governance*
7. Adapting to Change => *Leadership as “Change Agents”*

All of these “Key Challenges” are addressed in the IT Strategic Plan



Information Technology Services

Key Performance Indicators (KPI's)

- How has IT supported the academic mission of YSU?
- How has IT helped advance academic excellence?
- How has IT impacted the teaching-learning process?

How do we quantify these metrics?

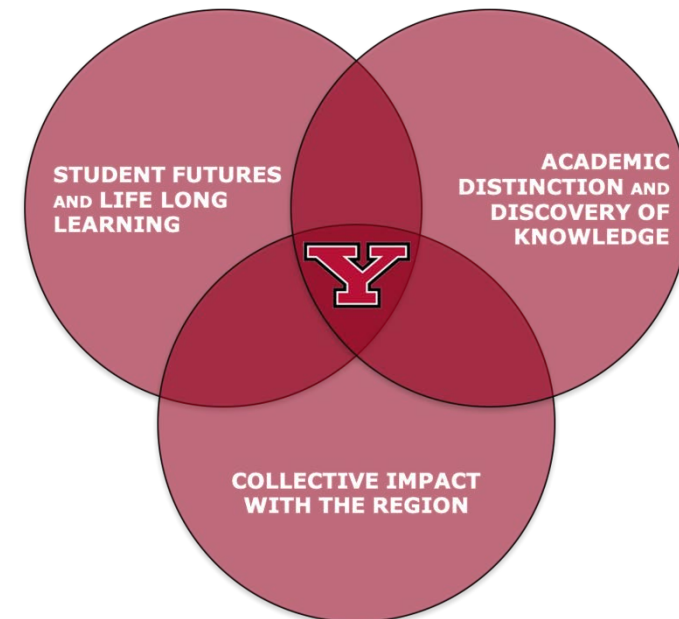
Total number of training programs offered and the total number of participants

% of IT investment by academic & business initiatives

% of IT efforts committed towards student experience and success initiatives

IT Customer Satisfaction Scores (CSAT) delineated by Faculty, Students & Staff

Availability of core systems

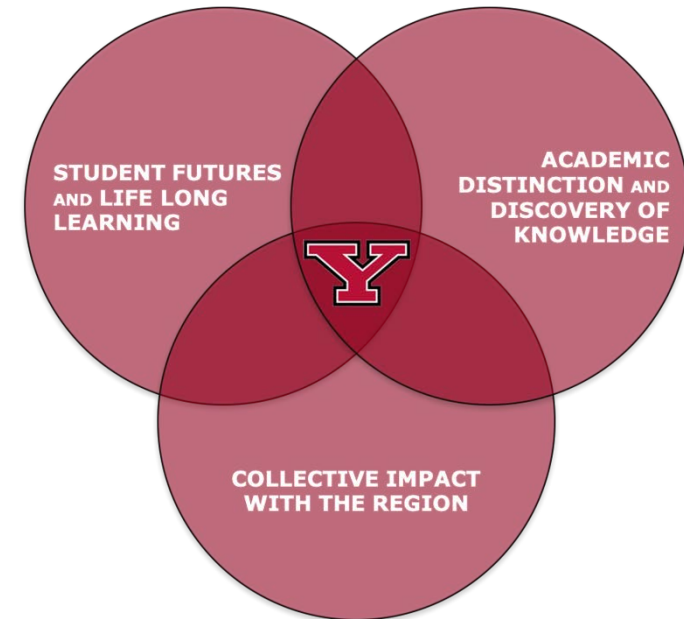


Appendix

- Mapping YSU ITS Tactics to Take Charge of Our Future Resolution
(not presented at Board of Trustees Meeting)



DRAFT DRAFT DRAFT



PENULTIMATE Plan for Strategic Actions to Take Charge of Our Future Resolution



GOAL: IMPLEMENT BEST PRACTICES THAT ADDRESS STUDENT NEEDS THROUGHOUT THE STUDENT LIFE CYCLE TO INCREASE PERSISTENCE, COMPLETION AND POSTGRADUATE SUCCESS

BUSINESS STRATEGIES:

Strategy: Ensure all students benefit from holistic, relational and developmental academic advising

Strategy: Develop and deploy comprehensive, integrated and proactive student intervention strategies

Strategy: Enhance student experiences through implementation of specific initiatives designed to actively engage them in co-curricular and extra-curricular

Strategy: Improve support and resources for students facing non-academic challenges

Strategy: Focus on post-graduation planning across the student life cycle to reinforce the value of completion

SUPPORTING IT TACTICS:

- **CRM Advise implementation (In-process)**
- **Banner Self-Service Advisement module (Planned)**
- **DegreeWorks implementation (In-process)**
- **Assess Blackboard Analytics capabilities (Planned)**
- **TeleHealth Counseling Solution (Complete)**
- **eSports Initiative Start-up (In-process)**
- **Develop IT student internships (Planned)**
- **Student Laptop Loaner Program (Complete)**
- **CRM Advance implementation (Planned)**
- **IT Support of Mercy Health Clinic (Complete)**

PENULTIMATE Plan for Strategic Actions to Take Charge of Our Future Resolution



GOAL: DEVELOP A RECRUITMENT AND ENROLLMENT STRATEGY THAT ALIGNS WITH A COMPLETION STRATEGY

BUSINESS STRATEGIES:

Strategy: Develop an integrated and comprehensive market and brand communication strategy to distinguish the value of the YSU degree.

Strategy: Develop an enrollment cultivation strategy linked to the value proposition of earning a YSU degree for each program of study

Strategy: Expand and enhance outreach and engagement with students prior to enrollment

Strategy: Develop innovative approaches to increase enrollment and completion of under-represented

Strategy: Develop and enhance partnerships and collaboration agreements with international Universities

SUPPORTING IT TACTICS:

- **CRM Recruit Implementation (In-process)**
- **ZeeMee System implementation (Complete)**

PENULTIMATE Plan for Strategic Actions to Take Charge of Our Future Resolution



GOAL: CREATE FRAMEWORKS TO OPTIMIZE STUDENT AND POSTGRADUATE SUCCESS

BUSINESS STRATEGIES:

Strategy: Institute specific initiatives to help guide student success objectives and strategies: create the working group to implement the strategy

Strategy: Establish consultation and timely reporting expectations to inform the campus community about institutional progress related to student

Strategy: Create timely reports and dashboards related to student

Strategy: Create a structure of feedback to assess the impact and influence of student success objectives and strategies

SUPPORTING IT TACTICS:

- **CRM Advise Reporting (In-process)**
- **Degreeworks Implementation (In-process)**
- **Banner HEI Reporting (Complete)**
- **Videoconferencing and Learning Management System tools provide student engagement metrics (Complete)**
- **Banner Faculty Load and Compensation for Program Costing (Planned)**
- **WebFOCUS Dashboarding (In-process)**

PENULTIMATE Plan for Strategic Actions to Take Charge of Our Future Resolution



GOAL: BRING INNOVATIVE, STUDENT-CENTERED TEACHING TO SCALE IN ORDER TO PROMOTE LIFE-LONG LEARNING AND INCREASE RETENTION

BUSINESS STRATEGIES:

Strategy: Define expectations and provide training opportunities for faculty to learn and apply best pedagogical practices

Strategy: Enhance the quality and capacity of technological support that promotes learning. Provide faculty and students with the support and infrastructure needed to excel in technology-based learning

Strategy: Coordinate with the Institute for Teaching and Learning to develop tools for the improvement, evaluation and assessment of teaching and

Strategy: Implement a faculty development and mentoring plan

SUPPORTING IT TACTICS:

- **Develop Technology for Teaching knowledge base (In-process)**
- **Develop short video based instructional material (In-process)**
- **Develop student resources knowledge base (In-process)**
- **Coordinate assessment of training programs with ACT (Planned)**
- **Redesign full-time and part-time faculty orientations (Planned)**
- **Develop Faculty Certification program (Planned)**

PENULTIMATE Plan for Strategic Actions to Take Charge of Our Future Resolution



GOAL: DEVELOP A CULTURE OF ASSESSMENT THAT ENSURES THE QUALITY OF ACADEMIC PROGRAM MAJORS, MINORS, AND OTHER CREDENTIALS

BUSINESS STRATEGIES:

Strategy: Complete program effectiveness and enhancement review including rubrics for recommendations regarding actionable outcomes

Strategy: Develop a mechanism to continually identify, assess, and implement new academic programs, badges, credentials, certifications or coursework integration

SUPPORTING IT TACTICS:

- **Annual WebFOCUS reporting for Student Success (Complete)**
- **SmartEvals automation and optimization (Complete)**
- **Genius SIS with Blackboard LMS integration to track Workforce Development Program participation (Planned)**
- **NeoEd Talent Management System implementation (Planned)**
- **Banner data provided for Gray Associates Program Assessment (Complete)**

PENULTIMATE Plan for Strategic Actions to Take Charge of Our Future Resolution



GOAL: ESTABLISH UNIVERSAL LEARNING OUTCOMES TO ENHANCE THE VALUE OF A YSU DEGREE

BUSINESS STRATEGIES:

Strategy: Develop a plan to integrate diversity, equity, and inclusion throughout the university, including in purchasing, hiring, and in the curriculum

Strategy: Revise General Education Requirements to reflect the learning outcomes approved by Academic Senate

SUPPORTING IT TACTICS:

- **Assess and remediate internal and public-facing documents for EIT compliance (In Process)**
- **ACT Program initiatives to address DEI in the classroom (Planned)**

PENULTIMATE Plan for Strategic Actions to Take Charge of Our Future Resolution



GOAL: CONDUCT AND SUPPORT RESEARCH THAT PROVIDES RELEVANT AND MEANINGFUL EDUCATIONAL EXPERIENCES FOR STUDENTS AND FACULTY THAT ADDS VALUE TO AREA CITIZENS AND REGIONAL PARTNERS.

BUSINESS STRATEGIES:

Strategy: Identify areas of research, service, and scholarship, in alignment with the Mahoning Valley Innovation and Commercialization Consortium, that focus on teaching and life-long learning and mutually beneficial community engagement

Strategy: Establish definitions and evaluation criteria for the designation and continuance of university centers and institutes. Inventory, document, and periodically evaluate all campus Centers, Institutes for outcomes, impact, and continued relevance

Strategy: Update University policies and guidelines, including promotion and tenure documents, to reflect the importance of the scholarship of teaching, life-long learning and community-based research

SUPPORTING IT TACTICS:

- **Facilitate installation of all technology components in the ETC (Complete)**
- **IT Services continued support of all academic research initiatives (Ongoing)**

PENULTIMATE Plan for Strategic Actions to Take Charge of Our Future Resolution



GOAL: YSU WILL BE RECOGNIZED AS A COMMUNITY-ENGAGED CAMPUS BY THE CARNEGIE FOUNDATION IN EDUCATION; HEALTH; PROSPERITY AND EQUITY; AND ARTS AND CULTURE.

BUSINESS STRATEGIES:

Strategy: Aggressively pursue and secure regional, state, national, and foundation funding in support of university and community priorities

Strategy: Inventory, communicate, and coordinate all community engagement activities

Strategy: Develop a framework to optimize, coordinate, and manage community engagement

Strategy: Establish community engagement and experiential learning as key components of the YSU educational experience through an enhanced new student experience, and enhanced coordination of community and business engagement initiatives

Strategy: Update University policies and guidelines for tenure, advancement, and promotion across departments and divisions to reflect the importance of community engagement initiatives and activities

Strategy: Broadly incorporate community engagement and experiential learning into curriculum

SUPPORTING IT TACTICS:

- **Established Guest WiFi campus-wide to enable community engagement for campus visitors (In process)**
- **Activate guest accounts for limited access to YSU computing resources (Ongoing)**
- **IT Engagement with Workforce Development Program (In-process)**
- **IT Engagement with Excellence Training Center (ETC) (In-process)**
- **IT Support of numerous community outreach initiatives (On-going)**