

Fiscal Year 2016 Operating Budget



Youngstown State University
Finance & Business Operations
June 2015

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Table of Contents

	<u>Page</u>
University Mission Statement.....	1
Board of Trustees and Executive Officers.....	2
Introduction and Budget Planning Process.....	3
Executive Budget Summary.....	4
Student Enrollment Data.....	5
General Fund Revenue Summary.....	6
Tuition and Fees.....	7-8
State Operating Appropriations.....	9-10
Other Income Sources.....	10
General Fund Expense Summary.....	11
Personnel Expenses - General Fund.....	12-13
Scholarships & Aid.....	13
Expenses by Division.....	14-15
Auxiliary Budget Summary.....	16
Rich Center for Autism.....	17
Appendices (detail):	
A. General Fund Revenue.....	18
B. General Fund Expenses by Natural Classification.....	19-20
C. General Fund Expenses by Division.....	21
D. Auxiliary Detail:	
Intercollegiate Athletics.....	22
Museum of Labor & Industry.....	23
Housing Services.....	23
Bookstore.....	24
Parking Services.....	24
Kilcawley Center.....	25
Andrews Recreation & Wellness Center.....	25
E. Scholarship Summary.....	26
F. Miscellaneous Salary Rates.....	27

Mission Statement:

Youngstown State University—an urban research university—emphasizes a creative, integrated approach to education, scholarship, and service. The University places students at its center; leads in the discovery, dissemination, and application of knowledge; advances civic, scientific, and technological development; and fosters collaboration to enrich the region and the world.

The University:

- Creates diverse educational experiences that develop ethical, intellectually curious students who are invested in their communities;
- Provides access to a broad range of undergraduate programs;
- Offers graduate programs in selected areas of excellence, including those that meet the needs of the region;
- Supports economic development through applied learning and research;
- Integrates teaching and learning, scholarship, and civic engagement;
- Fosters understanding of diversity, sustainability, and global perspectives;
- and
- Advances the intellectual and cultural life of the city, region, and world.

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Introduction

This document represents Youngstown State University's financial operating plan for the fiscal year commencing July 1, 2015. The operating budget is a spending plan that reflects University goals. The budget also includes a forecast of revenues that is based on a reading of future economic conditions. As one of the University's most important administrative tools, this budget serves as a plan of action for achieving objectives, and a standard for monitoring financial performance.

Pursuant to YSU Policy 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 2016. However, the budget is based on certain assumptions and variables unknown at this time, such as student enrollment and state funding levels, and may therefore be modified or otherwise adjusted to reflect new information that becomes available during the course of FY 2016.

Budget Planning Process

For the third consecutive year, the YSU Budget Development Council led the budget planning process. Consistent with the guiding principles of the Accountability & Sustainability cornerstone of the 2020 Strategic Plan, the Council focused on the need to contain costs and enhance revenue opportunities.

The allocation of budgeted funds, for both academic and administrative units, is based on a mix of marginal and strategic investments, whereby marginal changes reflect reallocations of budgeted funds within particular units, divisions or colleges, while more significant investments are strategically executed with certain goals in mind. Auxiliary units are expected to operate at a break-even or better margin. Some auxiliaries require general fund support, while others are fully self-supported.

Even though the development and execution of the annual budget ultimately resides with the University's executive management team, the Budget Development Council has created an environment that is consistent with the notion of shared governance. The Council format allows for broader participation in the budget process, and plays a key role in communicating budget decisions to the campus community.

Excerpt from YSU 2020 Strategic Plan:

The first Accountability and Sustainability cornerstone theme is fiscal health. The fiscal health section describes processes through which the YSU administration and board of trustees can align budget priorities with strategic initiatives. These processes will provide tools to make difficult budget decisions. As fiscal stewards, we must be efficient and strategic, focusing limited resources in ways that best advance the University's vision and goals. The ever-changing economic dynamics of the state, nation and community challenge us to manage fiscal resources prudently.

Executive Summary

As depicted in the table below, Youngstown State University continues to operate under the assumption that a structural deficit exists in the general fund budget. This deficit was created by revenue shortfalls resulting from a 17% decline in enrollment levels between 2011 and 2014, and a 15% reduction in state funding appropriations in FY 2012. However, the projected deficit for FY 2016 has been reduced significantly, as management continues to contain costs, reduce expenses, and raise revenues.

General Fund	FY 2015 Budget	FY 2016 Budget	Percent Change	Dollar Change
Revenue:				
Tuition & Fees	\$104,851,901 *	\$106,600,593	1.7%	\$1,748,692
State Appropriations	38,934,623 *	42,471,742	9.1%	3,537,119
Other Sources	3,957,125	4,427,665	11.9%	470,540
	<u>\$147,743,649</u>	<u>\$153,500,000</u>	<u>3.9%</u>	<u>\$5,756,351</u>
Expenses:				
Personnel	\$106,347,229	100,285,780	-5.9%	(\$6,061,449)
Operations	27,596,052	28,022,768	1.5%	426,716
Transfers	24,199,244	25,287,460	4.5%	1,088,216
Strategic Investments	0	3,000,000		3,000,000
	<u>\$158,142,525</u>	<u>\$156,596,008</u>	<u>-1.0%</u>	<u>(\$1,546,517)</u>
General Fund Deficit	(\$10,398,876)	(\$3,096,008)	-111.6%	\$7,302,868
Auxiliaries				
Net of Gen. Fund support	\$23,321,856	\$23,378,100	0.2%	\$56,244
Total Operating Budget	<u>\$171,065,505</u>	<u>\$176,878,100</u>	<u>3.4%</u>	<u>\$5,812,595</u>

* To enhance year-to-year comparison, certain FY 2015 figures have been restated using updated information.

FY 2016 Revenue Assumptions:

1. A 1.0% increase in full-time equivalent (FTE) student enrollments relative to prior year actual enrollment levels.
2. No change in undergraduate tuition rates and an increase in graduate tuition of 3.66%.
3. A 9% increase in state funding appropriations, based on preliminary estimates provided by the Ohio Board of Regents and by the Inter-University Council of Ohio.
4. An increase in investment earnings, based in part on current year performance.

FY 2016 Expense Assumptions:

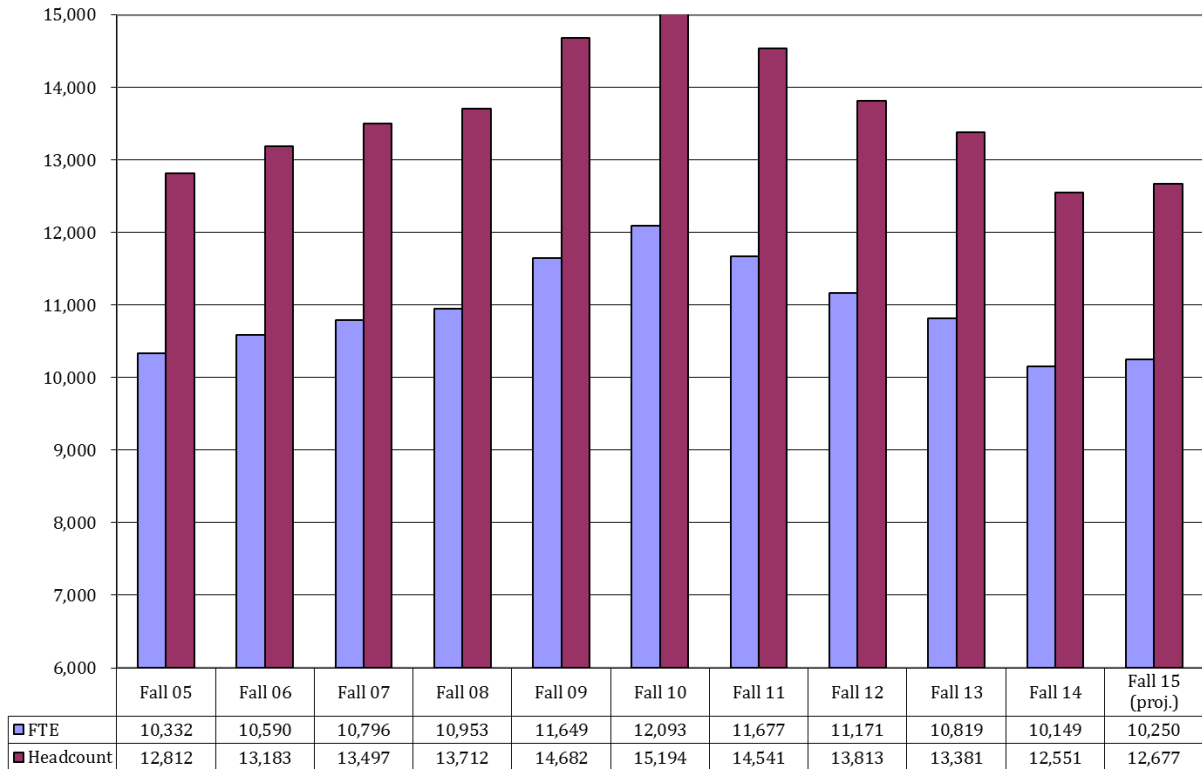
1. The implementation of the new OEA faculty agreement that includes a 1% base salary adjustment and rank-based bonus payments to continuing full-service faculty, and reduced costs for summer instruction and extending teaching service.
2. The continuation of changes made to the employer health care program, including a 15% premium share for covered employees.
3. The continuation of permanent expense reductions made during the prior fiscal year, primarily in the form of eliminated position vacancies.
4. The creation of a \$3.0 million strategic investment fund, enabling targeted funding in critical areas that will help the University continue to progress toward the goals outlined in the 2020 Strategic Plan.

Student Enrollment Levels

For the past four years, YSU's full-time equivalent (FTE) enrollment levels decreased by an average of 4.3% per year. For FY 2016, however, enrollments are expected to stabilize and, in fact, grow by approximately 1% or 126 students. This projected growth is the result of enhanced outreach efforts on the part of campus Admissions staff, augmented by the professional services of Royall & Company, a private firm specializing in student recruitment.

With the higher admission standards that were implemented in autumn 2013, the University has experienced improved student continuation and retention results. These results and their cumulative effect, combined with new enrollment initiatives, make for a more optimistic enrollment picture.

Fall Semester Student Enrollment Trends

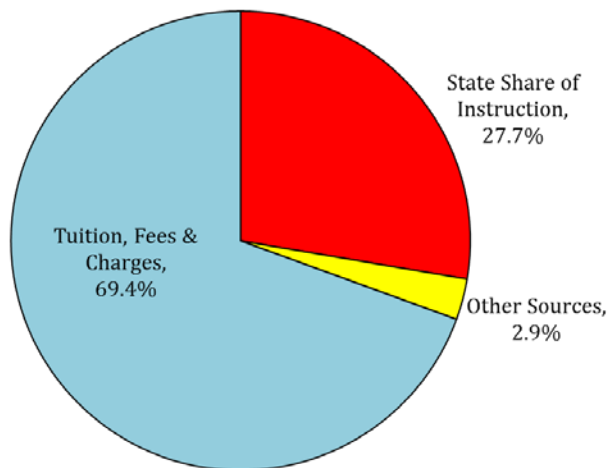


General Fund Revenues

As depicted in the table below, FY 2016 budgeted general fund revenues total \$153.5 million, an increase of \$5.7 million over the revised budget for the prior year. This projected increase in revenue is mainly attributable to three variables: (1) the expectation that overall enrollment levels will increase by 1.0% relative to the prior year's actual levels; (2) the expectation that the State Legislature will significantly increase operating appropriations for higher education in exchange for prohibiting universities from raising undergraduate tuition; and (3) a roughly 12% increase in other revenue sources, namely investment income, resulting from a favorable investment environment, combined with the University's incremental move into the alternative investment market.

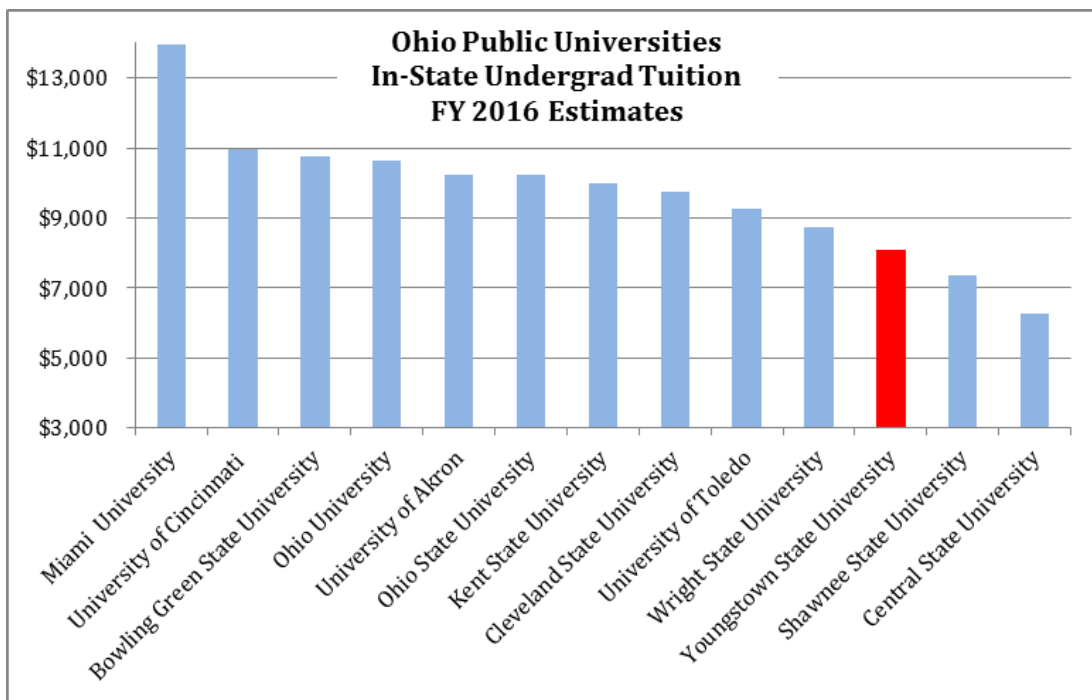
The table and chart below provide summaries of general fund revenue; Appendix A provides greater detail.

Source	FY 2015		FY 2016	Percent Change	Dollar Change
	Original Budget	Revised Budget	Proposed Budget		
<i>Tuition, Fees & Other Student Charges</i>					
Instructional & Mandatory Fees	\$97,506,214	\$94,756,214	\$95,098,715	0.4%	\$342,501
Other Tuition, Fees & Charges	10,116,567	10,116,567	11,501,878	13.7%	1,385,311
Total Tuition & Fees	\$107,622,781	\$104,872,781	\$106,600,593	1.6%	\$1,727,812
<i>State Appropriations</i>					
State Share of Instruction	\$38,220,094	\$38,934,623	\$40,971,742	5.2%	\$2,037,119
SSI or Tuition Increase Allowable	\$0	\$0	1,500,000		\$1,500,000
Total State Appropriations	\$38,220,094	\$38,934,623	\$42,471,742	9.1%	\$3,537,119
<i>Other Sources</i>					
	\$3,957,125	\$3,957,125	\$4,427,665	11.9%	\$470,540
Total General Fund Revenue	\$149,800,000	\$147,764,529	\$153,500,000	3.9%	\$5,735,471

FY 2016 General Fund Revenue by Source


Tuition and Fees

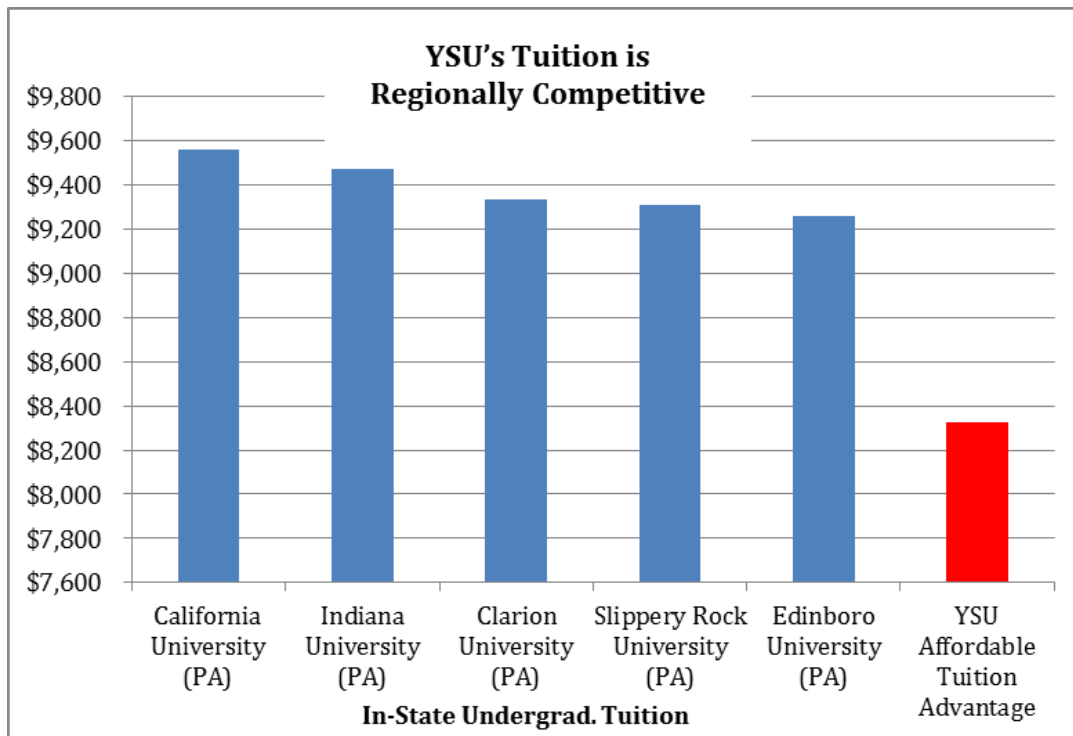
At the time this document was prepared, House Bill 64, the state budget legislation for the FY 2016-2017 biennium, was still being deliberated by the Ohio General Assembly. Based on legislative hearings and other reports, management anticipates that the final version of H.B. 64 will prohibit state-supported universities from increasing tuition for in-state undergraduate students. Regardless, YSU will retain its relative standing as one of the most affordable universities in the state. With a full-time undergraduate tuition rate of \$8,087 per year, YSU is expected to be \$1,620 below the statewide average. The only two Ohio universities with tuition lower than YSU—Central State and Shawnee State—both receive special state supplemental funding that is purposed to keep these institutions’ tuition rates comparatively low.



Tuition and Fees (continued)

To remain regionally competitive, YSU's *Affordable Tuition Advantage* surcharge will remain at \$10.00 per credit hour, resulting in a full-time nonresident tuition rate of \$8,327 per year for students from this defined region, which encompasses 18 counties in western Pennsylvania, 3 counties in West Virginia, and Chautauqua County in New York.

The table below illustrates YSU's favorable competitive position in the western Pennsylvania corridor. YSU's *Affordable Tuition Advantage* rate is lower than the in-state rate among the five Pennsylvania universities surveyed.

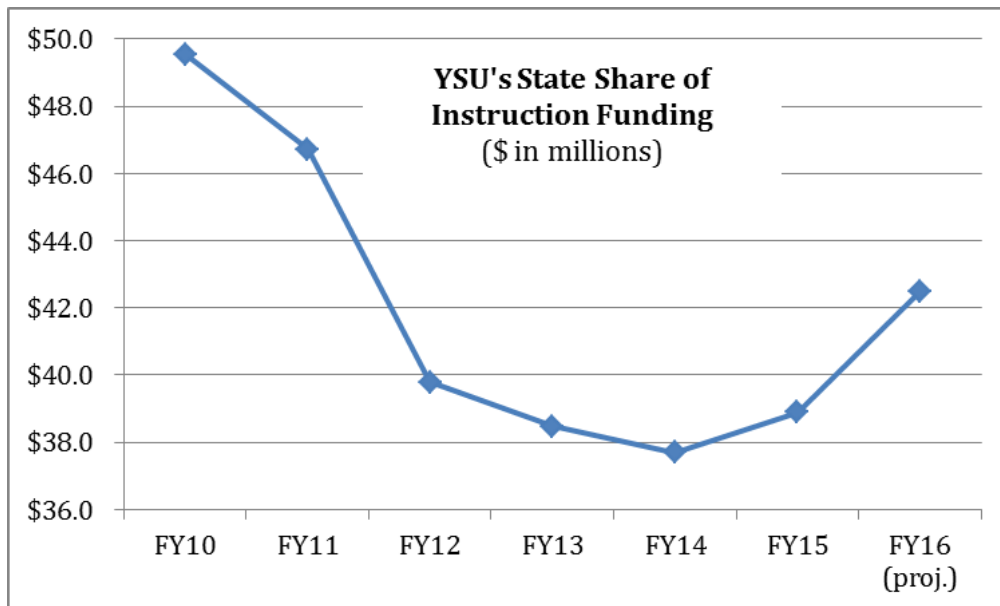


State Operating Appropriations

Based on the most recent estimate provided by the Ohio Board of Regents in May 2015, State Share of Instruction (SSI) funding for YSU is expected to rise by \$2.7 million. This increase is partially the result of a proposal by the Ohio House of Representatives to increase overall SSI funding levels by 5%. However, as the state budget bill—House Bill 64—makes its way through the legislature, it is expected that the Ohio Senate will increase overall SSI funding levels by an additional \$58 million, in exchange for prohibiting state universities from raising undergraduate tuition prices. Moreover, it has been reported that this additional \$58 million will be allocated in proportion to each state university’s estimated undergraduate tuition revenue, meaning that YSU stands to gain an additional \$1.5 million to \$2 million in SSI funding in FY 2016. Accordingly, YSU’s budget includes a \$3.5 million increase in SSI funding for FY 2016.

The possibility of this special allocation notwithstanding, degrees awarded and course completions will continue to be primary drivers of SSI funding. Datasets used in the formula are based on a three-year rolling average, and are weighted to take into account various at-risk student characteristics. The SSI formula continues to factor in discipline costs and enrollment levels.

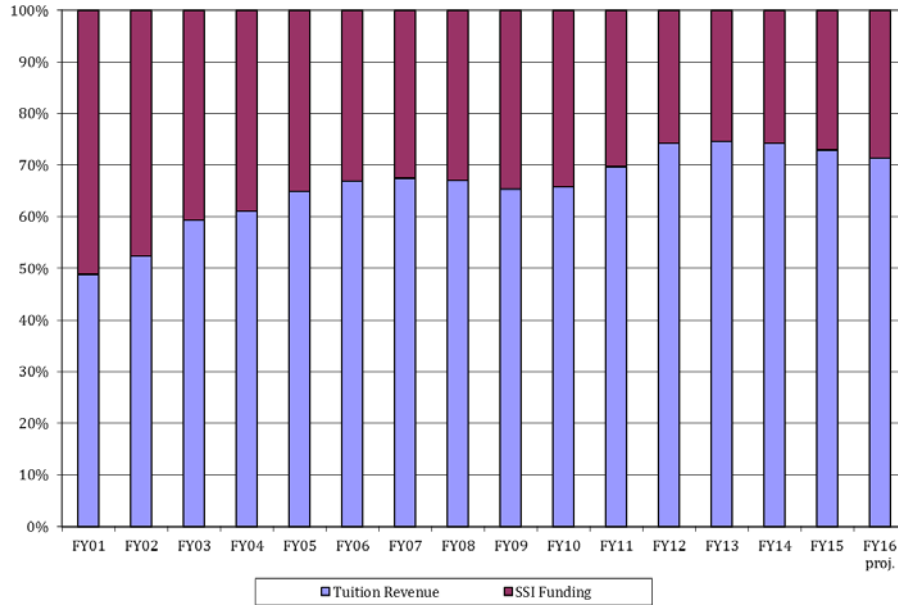
The table below depicts a recent history of YSU’s SSI funding levels, which since FY 2010 have ranged from nearly \$50 million to as a low as \$37 million in FY 2014. And while the overall trajectory is decidedly negative, there is evidence to suggest that SSI funding is beginning to trend upward.





State Operating Appropriations (continued)

As SSI funding has generally declined, the University has raised its reliance on tuition and fees as a principal source of revenue. The chart below illustrates this trend. In FY 2001, the relationship between tuition and SSI funding was 50%-50%. Today, however, SSI funding makes up one-quarter of University revenues, while tuition and fee income comprises over 70%.



Other Income Sources

Other sources of general fund revenue include unrestricted gifts, overhead fees charged to University auxiliaries, and realized investment income. Combined, these revenues are budgeted to increase by approximately \$470,000 or 11.9% in FY 2016. This increase is based mainly on investment earnings.

The non-endowment short-term investment pool earned +0.1% on a 1-year basis through March 31, 2015. These investments for FY 2016 are budgeted to return +0.25%, which is indicative of higher interest rates expected in 2016. The non-endowment long-term pool earned +4.9% on a 1-year basis through March 31, 2015. Low interest rates and relatively high equity market valuations create a challenging environment for meaningful investment return. However, the University recently shifted 10% of long-term assets to alternative investments, which will help improve investment returns. For FY 2016, these investments are budgeted to return between 4% and 5%.

General Fund Expenses

General fund expenses are summarized by expense category in the table below. Additional detail is provided in appendices B and C, and in the narrative that follows.

General Fund Expenses	FY 2015 Budget	FY 2016 Budget	Percent Change	Dollar Change
Personnel				
Faculty	\$43,323,017	\$39,636,930	-8.5%	(\$3,686,087)
Staff	33,205,154	31,367,624	-5.5%	(1,837,530)
Students	3,416,898	3,909,290	14.4%	492,392
Fringe Benefits	26,402,160	25,371,936	-3.9%	(1,030,224)
Total Personnel	\$106,347,229	\$100,285,780	-5.7%	(\$6,061,449)
Operating Expenses				
Supplies	\$1,770,782	\$1,854,004	4.7%	\$83,222
Travel and Related Expenses	1,099,806	1,082,386	-1.6%	(17,420)
Information & Communication	1,471,975	1,452,643	-1.3%	(19,332)
Maintenance/Repairs/Utilities	9,195,190	9,033,345	-1.8%	(161,845)
Scholarships, Aid & Awards	5,482,668	5,574,695	1.7%	92,027
Equip. & Library Acquisitions	1,346,321	1,346,321	0.0%	0
Miscellaneous	7,989,551	7,679,374	-3.9%	(310,177)
Total Operating Expenses	\$28,356,293	\$28,022,768	-1.2%	(\$333,525)
Other				
Transfers (see Appendix B)	\$24,199,244	\$25,287,460	4.5%	\$1,088,216
Strategic Investments	0	3,000,000		3,000,000
Structural Operating Deficit	(10,398,876) *	(3,096,008)	-70.2%	7,302,868
Total Other	\$13,800,368	\$25,191,452	82.5%	\$11,391,084
Total General Fund Expenses	\$149,800,000	\$153,500,000	2.5%	\$3,700,000

* FY 2015 structural deficit restated to reflect impact of enrollment decline during the 2014-2015 academic year.

General Fund Personnel Expenses

Because the University has experienced a decline in revenue, and because personnel expenses comprise nearly 70% of overall costs, serious efforts have been made to control and reduce personnel costs. This is evidenced by the \$6 million reduction in FY 2016 personnel expenses shown on the table above, and on the table below. This is in addition to the \$4.1 million in personnel cost reductions that were made during the preparation of the prior year's budget.

PERSONNEL	FY 2015	FY 2016		CHANGE	PERCENT CHANGE
	ORIGINAL BUDGET	PROPOSED BUDGET	PERCENT OF TOTAL		
Full Service Faculty					
Full-Time Faculty	\$30,710,870	\$29,620,154	19.3%	(\$1,090,716)	-3.6%
Faculty Rank Bonus	0	636,900	0.4%	636,900	
Faculty Retirement Incentive (transfer)	0	180,000	0.1%	180,000	
Faculty Vacancies (pooled)	2,726,543	234,165	0.2%	(2,492,378)	-91.4%
Subtotal - Full Service Faculty Salaries	\$33,437,413	\$30,671,219	20.0%	(\$2,766,194)	-8.3%
Temporary / Part-Time Faculty	\$9,885,604	\$8,965,711	5.8%	(\$919,893)	-9.3%
Total Faculty Salaries	\$43,323,017	\$39,636,930	25.8%	(\$3,686,087)	-8.5%
Permanent Staff					
Professional/Administrative	\$16,333,824	\$15,734,280	10.3%	(\$599,544)	-3.7%
Classified & Police	16,384,385	15,120,094	9.9%	(1,264,291)	-7.7%
Subtotal - Permanent Staff Salaries	\$32,718,209	\$30,854,374	20.1%	(\$1,863,835)	-5.7%
Temporary Staff	\$486,945	\$513,250	0.3%	\$26,305	5.4%
Total Staff Salaries	\$33,205,154	\$31,367,624	20.4%	(\$1,837,530)	-5.5%
Students	\$3,416,898	\$3,909,290	2.5%	\$492,392	14.4%
Total - Faculty, Staff & Student Salaries	\$79,945,069	\$74,913,844	48.8%	(\$5,031,225)	-6.3%
Fringe Benefits	\$26,402,160	\$25,371,936	16.5%	(\$1,030,224)	-3.9%
Total Personnel	\$106,347,229	\$100,285,780	65.3%	(\$6,061,449)	-5.7%

As shown in the table above, the items negotiated in the OEA faculty agreement have been fully budgeted for FY 2016. These adjustments include a 1% base salary adjustment and rank-based bonus payments to continuing full-service faculty, retirement incentive payments, and net salary savings resulting from those retirements. As also shown above, temporary / part-time faculty expenses have been reduced to reflect negotiated changes to summer instruction and extending teaching service. Funds budgeted for faculty vacancies have been reduced by \$2.5 million and reallocated to a strategic investment reserve discussed later in this document.

Salaries and wages for staff will remain generally flat in FY 2016, though net expenses will be nearly \$1.9 million lower than the previous year's budget. This reduction reflects the elimination of approximately 40 FTE staff vacancies during the prior fiscal year 2015.

General Fund Personnel Expenses (continued)

Student wages will increase by 14% in FY 2016, primarily due to a significant investment in graduate assistants. This investment underscores the University’s strategic commitment to enhance graduate programming and research activity. Appendix F contains more information about compensation for graduate assistants, as well as other miscellaneous wage rates.

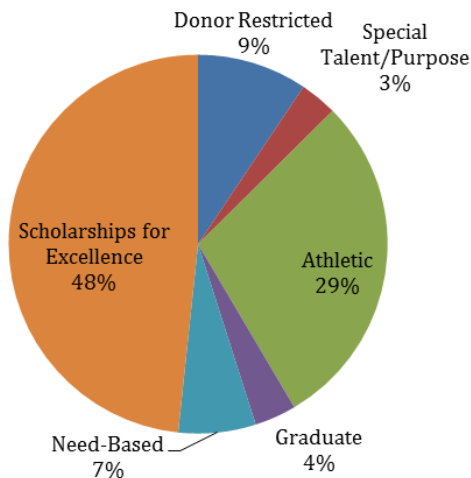
Fringe benefits are budgeted as a percentage of wages and based on a detailed analysis of actual fringe benefit costs for the 12-month period ending March 31, 2015. For FY 2016, the aggregate budgeted fringe benefit rate will be 34% of wages, an increase of one percentage point over the prior fiscal year. This increase notwithstanding, total dollars budgeted in FY 2016 for fringe benefits will be roughly \$1 million less than the prior year, which reflects the fact that significantly fewer faculty and staff positions are included in the FY 2016 budget. Additionally, employee premium contributions for health care will increase by between 5% and 5.5% in FY 2016, as recommended by YSU’s health care consultants, Findley Davies. This increase will makes certain that insured employees will continue to cover 15% of the annual health care premium.

Scholarships and Aid

Scholarships and financial aid for students will remain key components to the University’s enrollment and student success strategies in FY 2016. By offering competitive scholarship and aid packages, YSU has been able to attract a greater number of academically-prepared students, made college accessible to countless individuals, and helped reduce the average student debt burden.

In FY 2016, the YSU Honor’s program will change significantly. Historically, YSU has offered full merit-based scholarships to approximately 40 students per year. In FY 2016, however, the University will award fewer full scholarships and increase the number of partial scholarships. Consequently, roughly the same amount of scholarship dollars will be awarded to 130 students—a 225% increase in students receiving awards. This change is intended to spread the same scholarship dollars over a larger cohort of students, thereby expanding the number of students receiving scholarships without increasing scholarship expenses.

The FY 2016 scholarship budget is \$17.5 million, which includes \$7.5 million in scholarship support from the YSU Foundation. The chart below depicts a breakdown of FY 2016 scholarships; additional detail is included in Appendix E.



Divisional General Fund Expense Budgets

During the first year of James P. Tressel's presidency, significant reporting and organizational changes occurred. These changes are included in the budget summary presented below, and are consistent with institutional policy 3356-9-01, which delineates executive officers. The new organizational structure has improved operational efficiency, reduced overall costs, and better positioned the University vis-à-vis student success, discovery of knowledge and impact on the region.

Expenses by Division	FY 2016 BUDGET	PERCENT OF TOTAL	ANNUAL CHANGE	PERCENT CHANGE
Academic Affairs	\$83,799,246	55%	(\$3,426,129)	-3.9%
President's Division	22,367,354	15%	(203,687)	-0.9%
Finance & Business Operations	29,227,806	19%	(1,005,331)	-3.3%
Legal Affairs & Human Resources	13,252,245	9%	(35,497)	-0.3%
Strategic Investments	3,000,000	2%	3,000,000	
Institution-Wide	1,853,349	1%	5,370,644	-152.7%
Total General Fund	\$153,500,000	100%	\$3,700,000	2.5%

The Academic Affairs budget includes all costs, instructional and administrative, in each college, academic support unit, and in the Provost's Office. Also included in the Academic Affairs budget is the newly created division of Student Success, which will focus on improving student retention and success rates. A more detailed breakdown by area can be found on Appendix C. The FY 2016 Academic Affairs budget is \$3.1 million less than the prior year, which is attributable to net savings resulting from the new OEA contract and, to a greater extent, reductions in faculty vacancies that have been reallocated to fund the new \$3 million strategic investment reserve.

The President's divisional budget includes the Office of the President, Inclusion & Multicultural Affairs, University Relations, Enrollment Planning & Management, and Student Experience. The reductions here reflect organizational changes, namely the dissolution of the University's Advancement and Development offices, the activities of which have been assumed by the YSU Foundation.

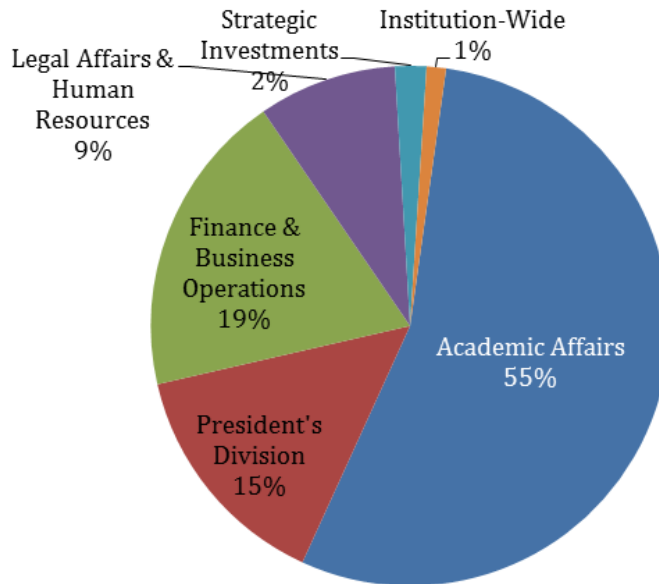
Finance & Business Operations includes the Controller's and Budget offices, Procurement Services, Payroll, Bursar, Facilities Maintenance and Grounds, Information Technology Services, and certain institution-wide costs, such as utilities. The budget reduction shown here largely reflects major organizational changes, including the elimination of position vacancies, as well as the abolishment of positions through layoff procedures, which occurred during the prior fiscal year.

Legal Affairs & Human Resources includes the Office of the General Counsel, Equal Opportunity and Policy Compliance, Human Resources, and Intercollegiate Athletics. The amount for Athletics reflected here includes the portion of Athletics' budget that is supported by the general fund (the entire Athletics budget is summarized on Appendix D).

Divisional General Fund Expense Budgets (continued)

Strategic Investments reflects the University’s commitment to the 2020 Strategic Plan. By establishing this pool of funds, the University is better positioned to make strategic investments to foster academic excellence and student success. Use of any portion of these funds will be deliberated by the President’s executive management team, and ultimately approved by President Tressel. Since the most significant spending reductions that have occurred over the past four years have been in personnel, it is probable that many of the strategic investments funded from this reserve will be in the form of new positions, both faculty and staff.

Institution-wide includes non-divisional budgets, such as the amount budgeted for debt service. This is also where the University’s structural deficit is budgeted. The 152.7% change is an indicator that significant progress has been made toward reducing the size of the budget deficit for FY 2016.



Auxiliary Services

Though not directly tied to the University's core mission, auxiliaries provide important non-academic support services to the entire campus community. As shown in the table below, the combined FY 2016 budgets for the University's auxiliary units total approximately \$36.9 million, which includes \$13.5 million in general fund support and roughly \$23.4 million in earned income. (See Appendix D for auxiliary budget detail.)

Auxiliary Services:	FY 2016 Budget	Percent Change	Dollar Change
Intercollegiate Athletics	\$14,536,228	3.60%	\$504,742
Housing Services	10,638,440	3.47%	356,930
Bookstore	5,000,000	-7.41%	(400,000)
Parking Services	3,249,360	-3.39%	(114,000)
Kilcawley Center	1,946,414	-10.75%	(234,361)
Labor & Industry Steel Museum	111,100	-14.60%	(19,000)
Andrews Recreation and Wellness Center	1,437,191	-3.59%	(53,492)
Total Auxiliary Budgets	\$36,918,733	0.11%	\$40,819
Less: Support from General Fund	(13,540,633)	-0.11%	15,425
Total Earned Income	\$23,378,100	0.24%	\$56,244

The \$14.5 million Athletics budget is indicative of the long-standing institutional decision to support an NCAA-compliant Division I intercollegiate athletic program. The 3.6% increase in the Athletics budget is largely due to a 9% increase in revenue, primarily from increased game guarantee payments for football and basketball. There is also a 2% increase in support from the University's general fund budget, which supports scholarship costs, as well the University's commitment to continue investing in the Title IX Gender Equity Plan.

The budget increase for Housing Services reflects a planned increase to the room and board rates for both the University Courtyard Apartments and for University Residence Halls, which will increase in FY 2016 by between 3% and 4%, depending on room type. These rate increases will enable Housing Services to continue to maintain the University's inventory of residence halls, which include approximately 1,270 beds.

The reductions in the FY 2016 budgets for the Bookstore and Parking Services are generally indicative of YSU's enrollment trend. With the enrollment decline that the University experienced last year, these FY 2016 budgets have been recalibrated to reflect sales activity based on enrollment levels of approximately 10,000 FTE students.

Reduced FY 2016 budgets for both the Kilcawley Student Center and for the Andrews Recreation & Wellness Center are reflective of campus-wide efforts to trim personnel costs. Both Kilcawley and Andrews have participated in this effort by keeping positions vacant or otherwise eliminating vacant positions through attrition.

Rich Center for Autism

Established in 1995, the Rich Center for Autism is dedicated to excellence in education and to improving the lives of individuals with autism and their families. Pursuant to the 2010 agreement between the Rich Center and YSU, the Rich Center's budget is included here for the approval of the YSU Board of Trustees. The Rich Center remains fully-funded by external funding sources and does not receive direct funding support from the University.

<u>Rich Center for Autism</u>	<u>FY 2015 Budget</u>	<u>FY 2016 Budget</u>	<u>Percent Change</u>	<u>Dollar Change</u>
Revenues				
Noncredit Tuition	\$1,568,000	\$1,809,657	15.4%	\$241,657
Private Grants/Contracts Foundation	195,960	150,000	-23.5%	(45,960)
Cash Gifts	184,030	292,533	59.0%	108,503
Pledge Income	66,600	50,000	-24.9%	(16,600)
Misc. Income	39,400	21,000	-46.7%	(18,400)
Total Revenues	<u>\$2,053,990</u>	<u>\$2,323,190</u>	<u>13.1%</u>	<u>\$269,200</u>
Expenses				
<i>Personnel</i>				
Full- and Part-time Staff	\$1,397,271	\$1,412,264	1.1%	\$14,993
Temporary Staff	34,117	65,196	91.1%	31,079
Fringe Benefits	477,152	488,330	2.3%	11,178
Total Personnel	<u>\$1,908,540</u>	<u>\$1,965,790</u>	<u>3.0%</u>	<u>\$57,250</u>
<i>Operating Expenses</i>				
Supplies	\$49,550	\$75,450	52.3%	\$25,900
Travel and Related Expenses	2,500	18,500	640.0%	16,000
Information & Communication	10,400	28,050	169.7%	17,650
Facility Rental/Maintenance/Repairs	1,300	1,200	-7.7%	(100)
Fees & Services	66,200	162,900	146.1%	96,700
Events & Promotions	0	60,000		60,000
Miscellaneous	15,500	11,300	-27.1%	(4,200)
Total Operating Expenses	<u>\$145,450</u>	<u>\$357,400</u>	<u>145.7%</u>	<u>\$211,950</u>
Total Rich Center Expenses	<u>\$2,053,990</u>	<u>\$2,323,190</u>	<u>13.1%</u>	<u>\$269,200</u>

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APPENDICES

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APPENDIX A
General Fund Revenue

	FY 2015 BUDGET	FY 2016 BUDGET	CHANGE	PERCENT CHANGE	PERCENT of TOTAL
TUITION, FEES & OTHER CHARGES					
MANDATORY FEES					
Instructional Fee	\$78,898,332	\$76,887,097	(\$2,011,235)	-2.5%	50.09%
General Fee	15,811,964	15,499,596	(312,368)	-2.0%	10.10%
Technology Fee	2,795,918	2,712,022	(83,896)	-3.0%	1.77%
Subtotal - Mandatory Fees	\$97,506,214	\$95,098,715	(\$2,407,499)	-2.5%	61.95%
OTHER TUITION & FEES					
Non-resident Tuition Surcharge	\$2,877,134	\$3,124,445	\$247,311	8.6%	2.04%
Laboratory/Materials Fee	2,900,000	3,780,000	880,000	30.3%	2.46%
College/Program Fees	2,182,480	2,526,480	344,000	15.8%	1.65%
Non-credit Instructional Fees	266,653	266,653	0	0.0%	0.17%
Miscellaneous Fees	306,300	183,300	(123,000)	-40.2%	0.12%
Application Fees	305,000	314,000	9,000	3.0%	0.20%
Subtotal - Other Tuition & Fees	\$8,837,567	\$10,194,878	\$1,357,311	15.4%	6.64%
STUDENT CHARGES					
Fines & Penalty Assessments	\$615,000	\$610,000	(\$5,000)	-0.8%	0.40%
Service Charges	664,000	697,000	33,000	5.0%	0.45%
Subtotal - Student Charges	\$1,279,000	\$1,307,000	\$28,000	2.2%	0.85%
Total - Tuition, Fees & Other Chrgs.	\$107,622,781	\$106,600,593	(\$1,022,188)	-0.9%	69.45%
STATE APPROPRIATIONS					
State Share of Instruction	\$38,220,094	\$40,971,742	\$2,751,648	7.2%	26.69%
SSI or Tuition Increase Allowable		1,500,000	1,500,000		0.98%
Subtotal - State Appropriations	\$38,220,094	\$42,471,742	\$4,251,648	11.1%	27.67%
OTHER SOURCES					
Investment Income for Operations	\$933,694	\$1,530,000	\$596,306	63.9%	1.00%
Administrative Charge - Bookstore	500,000	500,000	0	0.0%	0.33%
Administrative Charge - Other Auxiliaries	1,157,079	971,413	(185,666)	-16.0%	0.63%
Alumni Relations	80,500	80,500	0	0.0%	0.05%
Sales & Services of Educational Activities	67,500	68,400	900	1.3%	0.04%
Private Gifts, Unrestricted	90,000	139,000	49,000	54.4%	0.09%
Facility Rental, Athletics and University	115,000	115,000	0	0.0%	0.07%
Indirect Cost Recoveries	480,000	480,000	0	0.0%	0.31%
Revenue Sharing, NEOMED and other	190,000	190,000	0	0.0%	0.12%
Other-Miscellaneous	343,352	353,352	10,000	2.9%	0.23%
Subtotal - Other Sources	\$3,957,125	\$4,427,665	\$470,540	11.9%	2.88%
TOTAL GENERAL FUND REVENUE	\$149,800,000	\$153,500,000	\$3,700,000	2.5%	100.00%

APPENDIX B
General Fund Expenses by Natural Classification

	FY 2015	FY 2016		PERCENT OF TOTAL	PERCENT CHANGE
	BUDGET	BUDGET	CHANGE		
PERSONNEL					
Full Service Faculty					
Professor	\$12,897,513	\$11,891,681	7.7%	(\$1,005,832)	-7.8%
Associate Professor	9,334,694	9,364,197	6.1%	29,503	0.3%
Assistant Professor	6,931,132	6,988,221	4.6%	57,089	0.8%
Instructor	1,547,531	1,376,055	0.9%	(171,476)	-11.1%
Faculty Rank Bonus	0	636,900	0.4%	636,900	
Faculty Retirement Incentive (transfer)	0	180,000	0.1%	180,000	
Faculty Vacancies (pooled)	2,726,543	234,165	0.2%	(2,492,378)	-91.4%
Subtotal - Full Service Faculty Salaries	\$33,437,413	\$30,671,219	20.0%	(\$2,766,194)	-8.3%
Temporary Faculty					
Summer School	\$3,193,000	\$2,893,000	1.9%	(\$300,000)	-9.4%
Faculty Overload	72,000	72,000	0.0%	0	0.0%
Part-Time Faculty	4,583,787	4,683,787	3.1%	100,000	2.2%
Continuing Education Faculty	104,338	107,338	0.1%	3,000	2.9%
Extended Teaching Service	1,932,479	1,209,586	0.8%	(722,893)	-37.4%
Subtotal - Temporary Faculty Salaries	\$9,885,604	\$8,965,711	5.8%	(\$919,893)	-9.3%
Total Faculty Salaries	\$43,323,017	\$39,636,930	25.8%	(\$3,686,087)	-8.5%
Permanent Staff					
Professional/Administrative, Full-Time	\$15,925,251	\$15,366,707	10.0%	(\$558,544)	-3.5%
Professional/Administrative, Part-Time	408,573	367,573	0.2%	(41,000)	-10.0%
Classified, Full- and Part-Time	16,384,385	15,120,094	9.9%	(1,264,291)	-7.7%
Subtotal - Permanent Staff Salaries	\$32,718,209	\$30,854,374	20.1%	(\$1,863,835)	-5.7%
Temporary Staff					
Classified Temporary/Intermittent	\$258,388	\$284,693	0.2%	\$26,305	10.2%
Classified Overtime	98,869	98,869	0.1%	0	0.0%
Supplementary Salaries	105,008	105,008	0.1%	0	0.0%
Occasional Service Payment	24,680	24,680	0.0%	0	0.0%
Subtotal - Temporary Staff Salaries	\$486,945	\$513,250	0.3%	\$26,305	5.4%
Total Staff Salaries	\$33,205,154	\$31,367,624	20.4%	(\$1,837,530)	-5.5%
Students					
Graduate Assistants	\$1,211,920	\$1,685,543	1.1%	\$473,623	39.1%
Graduate Assistant Interns	20,000	20,000	0.0%	0	0.0%
Student Assistants	1,791,229	1,788,648	1.2%	(2,581)	-0.1%
Research Assistants	83,265	104,765	0.1%	21,500	25.8%
Task Based Stipends	310,484	310,334	0.2%	(150)	0.0%
Subtotal - Student Salaries	\$3,416,898	\$3,909,290	2.5%	\$492,392	14.4%
Total - Faculty, Staff & Student Salaries	\$79,945,069	\$74,913,844	48.8%	(\$5,031,225)	-6.3%
Fringe Benefits	\$26,402,160	\$25,371,936	16.5%	(\$1,030,224)	-3.9%
TOTAL SALARIES & FRINGE BENEFITS	\$106,347,229	\$100,285,780	65.3%	(\$6,061,449)	-5.7%

APPENDIX B
General Fund Expenses by Natural Classification (continued)

	FY 2015		FY 2016		
	BUDGET	BUDGET	PERCENT OF TOTAL	CHANGE	PERCENT CHANGE
OPERATING EXPENSES					
Supplies	\$1,770,782	\$1,854,004	1.2%	\$83,222	4.7%
Travel & Related Expenses	1,099,806	1,082,386	0.7%	(17,420)	-1.6%
Information & Communication	1,471,975	1,452,643	0.9%	(19,332)	-1.3%
Maintenance/Repairs/Utilities	9,195,190	9,033,345	5.9%	(161,845)	-1.8%
Library Acquisitions	966,445	966,445	0.6%	0	0.0%
Equipment	379,876	379,876	0.2%	0	0.0%
TOTAL OPERATING	\$14,884,074	\$14,768,699	9.6%	(\$115,375)	-0.8%
MISCELLANEOUS					
Student Scholarships, Aid & Awards	\$5,482,668	\$5,574,695	3.6%	\$92,027	1.7%
General Insurance	487,359	487,359	0.3%	0	0.0%
Professional Fees & Services	1,885,191	2,558,007	1.7%	672,816	35.7%
Bad Debt/Collections/Bank Fees	1,196,084	1,196,084	0.8%	0	0.0%
Rentals - Non-Facilities	337,533	337,533	0.2%	0	0.0%
Other	1,388,362	1,507,912	1.0%	119,550	8.6%
TOTAL MISCELLANEOUS	\$10,777,197	\$11,661,590	7.6%	\$884,393	8.2%
OTHER					
Transfers					
Centers of Excellence	\$382,500	\$382,500	0.2%	\$0	0.0%
Intercollegiate Athletics	10,843,986	11,064,728	7.2%	220,742	2.0%
Athletic Facilities Funds	75,000	125,000	0.1%	50,000	66.7%
Laboratory/Materials Fee	2,900,000	3,330,000	2.2%	430,000	14.8%
Beeghly College of Education Fee	129,200	204,200	0.1%	75,000	58.0%
Bitonte HHS College Fee	489,250	490,200	0.3%	950	0.2%
Creative Arts & Comm. College Fee	317,750	334,750	0.2%	17,000	5.4%
STEM College Fee	741,000	846,800	0.6%	105,800	14.3%
CLASS College Fee	152,000	152,000	0.1%	0	0.0%
WCBA College Fee	351,000	367,000	0.2%	16,000	4.6%
Distance Ed. Program Fee	0	450,000	0.3%	450,000	
Kilcawley Center	1,273,389	1,090,714	0.7%	(182,675)	-14.3%
Debt Services & Debt Service Reserve	1,414,000	1,414,000	0.9%	0	0.0%
Andrews Recreation/Wellness Center	1,438,683	1,385,191	0.9%	(53,492)	-3.7%
Technology Initiatives	2,801,712	2,712,022	1.8%	(89,690)	-3.2%
Transfer in from Other Funds	(1,051,557)	(1,051,556)	-0.7%	1	0.0%
Capital Lease, Energy Conservation Project	1,179,666	1,179,666	0.8%	0	0.0%
Other	761,665	810,245	0.5%	48,580	6.4%
Subtotal - Transfers	\$24,199,244	\$25,287,460	16.5%	\$1,088,216	4.5%
Miscellaneous Other					
Area Contingency Accounts	\$1,934,781	\$4,592,479	1.3%	\$2,657,698	137.4%
Structural Operating Deficit	(10,398,876)*	(3,096,008)	-2.0%	7,302,868	-70.2%
Subtotal - Miscellaneous Other	(\$8,464,095)	\$1,496,471	1.0%	\$9,960,566	-117.7%
TOTAL OTHER	\$15,735,149	\$26,783,931	17.4%	\$11,048,782	70.2%
TOTAL GENERAL FUND	\$149,800,000	\$153,500,000	100.0%	\$3,700,000	2.5%

*FY 2015 structural deficit restated to reflect impact of enrollment decline during the 2014-2015 academic year.

APPENDIX C
FY 2016 General Fund Expenses by Division

DIVISION	FY 2015 BUDGET*	FY 2016 BUDGET	PERCENT OF TOTAL	ANNUAL CHANGE	PERCENT CHANGE
ACADEMIC AFFAIRS					
Academic Support and Temporary Faculty	\$17,712,258	\$16,639,563	10.8%	(\$1,072,695)	-6.1%
College of Liberal Arts & Social Sciences	13,402,501	12,409,692	8.1%	(992,809)	-7.4%
Williamson College of Business Administration	7,464,897	6,546,748	4.3%	(918,149)	-12.3%
Beehly College of Education	6,044,334	5,055,885	3.3%	(988,449)	-16.4%
College of Science, Technology, Engineering & Math	17,879,660	16,407,397	10.7%	(1,472,263)	-8.2%
College Creative Arts & Communications	8,324,433	7,872,680	5.1%	(451,753)	-5.4%
Bitonte College of Health & Human Services	11,751,761	11,443,365	7.5%	(308,396)	-2.6%
School of Graduate Studies & Research	1,297,049	4,367,639	2.8%	3,070,590	236.7%
Student Success	3,348,482	3,056,277	2.0%	(292,205)	-8.7%
Total - Academic Affairs	\$87,225,375	\$83,799,246	54.6%	(\$3,426,129)	-3.9%
PRESIDENT'S DIVISION					
Office of the President	\$860,577	\$846,127	0.6%	(\$14,450)	-1.7%
Inclusion & Multicultural Affairs	357,191	312,047	0.2%	(45,144)	-12.6%
University Relations	7,728,415	7,150,967	4.7%	(577,448)	-7.5%
Enrollment Management (includes scholarships)	9,890,231	10,555,559	6.9%	665,328	6.7%
Student Experience	3,734,627	3,502,654	2.3%	(231,973)	-6.2%
Total - President's Division	\$22,571,041	\$22,367,354	14.6%	(\$203,687)	-0.9%
FINANCE & BUSINESS OPERATIONS					
Facilities, Maintenance & Utilities	\$16,099,639	\$16,072,094	10.5%	(\$27,545)	-0.2%
Financial Services & Budget	4,839,426	4,330,362	2.8%	(509,064)	-10.5%
Information Technology Services	\$9,294,072	8,825,350	5.7%	(468,722)	-5.0%
Total - Finance & Business Operations	\$30,233,137	\$29,227,806	19.0%	(\$1,005,331)	-3.3%
LEGAL AFFAIRS & HUMAN RESOURCES					
General Counsel & Equal Opportunity	\$914,184	\$920,093	0.6%	\$5,909	0.6%
Human Resources	1,529,572	1,267,424	0.8%	(262,148)	-17.1%
Intercollegiate Athletics (transfer)	10,843,986	11,064,728	7.2%	220,742	2.0%
Total - Legal Affairs & HR	\$13,287,742	\$13,252,245	8.6%	(\$35,497)	-0.3%
NON-DIVISIONAL					
Institution-Wide	(\$3,517,295)	\$1,853,349	1.2%	\$5,370,644	-152.7%
Strategic Investment Reserve	0	3,000,000		\$3,000,000	
Total - Non-Divisional	(\$3,517,295)	\$4,853,349	3.2%	\$8,370,644	-238.0%
Total General Fund	\$149,800,000	\$153,500,000	100.0%	\$3,700,000	2.5%

*FY 2015 restated to reflect organizational changes.

APPENDIX D

<u>INTERCOLLEGIATE ATHLETICS</u>			
	<u>FY 2016</u>	<u>PERCENT CHANGE</u>	<u>CHANGE</u>
EARNED INCOME			
Football Tickets	\$460,000	9.5%	\$40,000
Basketball Tickets	135,000	0.0%	0
Guarantees	935,000	23.8%	180,000
Program Sales	6,500	-13.3%	(1,000)
Campus Vending Concessions	85,000	0.0%	0
Concession Commission	45,000	0.0%	0
Royalty Commission	40,000	0.0%	0
NCAA Revenue Sharing	675,000	0.0%	0
Program Ad. Sales/Recognition	200,000	17.6%	30,000
Radio/Television Income	60,000	9.1%	5,000
Pouring Rights & Miscellaneous	125,000	0.0%	0
Football Tailgate	65,000	0.0%	0
Scoreboard Advertising:			
Football	145,000	11.5%	15,000
Basketball	65,000	30.0%	15,000
Stadium Loge Rentals	430,000	0.0%	0
Total Earned Income	\$3,471,500	8.9%	\$284,000
GENERAL FUND ALLOCATION			
Scholarship Support	\$4,711,038	3.5%	\$158,972
Operating Support	6,353,690	1.0%	61,770
Total General Fund Support	\$11,064,728	2.0%	\$220,742
TOTAL RESOURCES	\$14,536,228	3.6%	\$504,742
EXPENSES			
Permanent Staff	\$3,905,420	2.5%	\$95,602
Temporary Staff	372,353	-16.8%	(75,369)
Fringe Benefits	1,463,008	2.0%	29,087
Debt Service (transfer)	152,660	0.0%	0
Scholarships	4,711,038	3.5%	158,972
Operating	3,931,749	8.2%	296,450
TOTAL EXPENSES	\$14,536,228	3.6%	\$504,742



APPENDIX D

<u>MUSEUM OF LABOR & INDUSTRY (STEEL MUSEUM)</u>			
	<u>FY 2016</u>	<u>PERCENT CHANGE</u>	<u>CHANGE</u>
EARNED INCOME			
State Appropriations	\$100,000	-16.67%	(\$20,000)
Miscellaneous Sales and Service	900	50.00%	300
Ticket Sales	8,500	6.25%	500
Facility Rental	500	-66.67%	(1,000)
Miscellaneous	1,200		1,200
TOTAL RESOURCES	<u>\$111,100</u>	<u>-14.60%</u>	<u>(\$19,000)</u>
EXPENDITURES			
Temporary Staff	\$26,300	-9.31%	(\$2,700)
Fringe Benefits	8,410	-40.77%	(5,790)
Administrative Charge	5,000	-66.67%	(10,000)
Operating	71,390	-0.71%	(510)
TOTAL EXPENDITURES	<u>\$111,100</u>	<u>-14.60%</u>	<u>(\$19,000)</u>

<u>HOUSING SERVICES</u>			
	<u>FY 2016</u>	<u>PERCENT CHANGE</u>	<u>CHANGE</u>
EARNED INCOME			
Room Rentals and Board	\$10,337,440	3.78%	\$376,930
Meal Plans	160,000	0.00%	0
Vending Machine Commissions	6,000	0.00%	0
Food Commissions	5,000		0
Rentals-Guests and Special Groups	130,000	-13.33%	(20,000)
Total Earned Income	<u>\$10,638,440</u>	<u>3.47%</u>	<u>356,930</u>
TOTAL REVENUE	<u>\$10,638,440</u>	<u>3.47%</u>	<u>356,930</u>
EXPENDITURES			
Permanent Staff	\$554,527	-2.04%	(\$11,530)
Temporary Staff	388,000	6.56%	23,900
Fringe Benefits	282,749	2.39%	6,593
Debt Service	2,607,555	0.22%	5,750
Capital Improvements Transfer	0	-100.00%	(400,000)
Administrative Charge	612,813	0.00%	0
Operating	6,192,796	13.41%	732,217
TOTAL EXPENDITURES	<u>\$10,638,440</u>	<u>3.47%</u>	<u>356,930</u>



APPENDIX D

BOOKSTORE			
	FY 2016	PERCENT CHANGE	CHANGE
EARNED INCOME			
Register Sales	\$5,000,000	-7.41%	(\$400,000)
TOTAL RESOURCES	\$5,000,000	-7.41%	(\$400,000)
EXPENSES			
Permanent Staff	\$460,254	-9.01%	(\$45,561)
Temporary Staff	183,500	-9.83%	(20,000)
Fringe Benefits	193,714	-8.46%	(17,909)
Administrative Charge	500,000	0.00%	0
Operating	3,662,532	-7.95%	(316,530)
TOTAL EXPENSES	\$5,000,000	-7.41%	(\$400,000)

PARKING SERVICES			
	FY 2016	PERCENT CHANGE	CHANGE
EARNED INCOME			
Faculty & Staff Permits	\$505,000	0.00%	\$0
Student Transportation Fee/Permits	2,528,060	-4.31%	(114,000)
Parking Fines	35,000	0.00%	0
Parking Fees-Special Events	100,000	0.00%	0
Daily Parking Fees	40,000	0.00%	0
Parking Meters	7,000	0.00%	0
Parking Permits-Contracted Service	25,000	0.00%	0
Control Card Replacement	300	0.00%	0
Weekly Permits	9,000	0.00%	0
Total Earned Income	\$3,249,360	-3.39%	(\$114,000)
TOTAL RESOURCES	\$3,249,360	-3.39%	(\$114,000)
EXPENDITURES			
Permanent Staff	\$477,955	0.00%	\$0
Temporary Staff	432,000	0.00%	0
Fringe Benefits	239,917	2.39%	5,595
Administrative Charge	150,000	0.00%	0
Debt Service	193,029	0.00%	0
Maintenance	222,000	0.00%	0
Shuttle Service	363,000	0.00%	0
Other Operating	751,200	0.00%	0
Reserve	420,259	-22.15%	(119,595)
TOTAL EXPENDITURES	\$3,249,360	-3.39%	(\$114,000)

APPENDIX D

<u>KILCAWLEY CENTER</u>			
	<u>FY 2016</u>	<u>PERCENT CHANGE</u>	<u>CHANGE</u>
EARNED INCOME			
Food Services Commissions	\$380,000	11.76%	\$40,000
Candy Counter	50,000	-21.88%	(14,000)
Duplication Services	300,000	-21.05%	(80,000)
Graphic Center	60,000	9.09%	5,000
Recreation Room	4,000	-33.33%	(2,000)
Room Rental	25,000	0.00%	0
Vending and Misc. Sales & Service	36,700	-1.83%	(686)
Total Earned Income	\$855,700	-5.70%	(\$51,686)
OTHER RESOURCES			
General Fund Allocation	\$1,090,714	-14.35%	(\$182,675)
TOTAL RESOURCES	\$1,946,414	-10.75%	(\$234,361)
EXPENSES			
Permanent Staff	\$390,437	-25.55%	(\$134,014)
Temporary Staff	225,527	0.00%	0
Fringe Benefits	157,335	-23.62%	(48,661)
Administrative Charge	126,000	-54.35%	(150,000)
Operating	1,047,115	10.36%	98,314
TOTAL EXPENSES	\$1,946,414	-10.75%	(\$234,361)

<u>ANDREWS RECREATION AND WELLNESS CENTER</u>			
	<u>FY 2016</u>	<u>PERCENT CHANGE</u>	<u>CHANGE</u>
EARNED INCOME			
Faculty & Staff Memberships	\$26,000	0.00%	\$0
Guest Passes	8,000	0.00%	0
Program Fees	18,000	0.00%	0
Total Earned Income	\$52,000	0.00%	\$0
OTHER RESOURCES			
General Fund Allocation	\$1,385,191	-3.72%	(\$53,492)
TOTAL RESOURCES	\$1,437,191	-3.59%	(\$53,492)
EXPENSES			
Permanent Staff	\$298,445	-12.08%	(\$40,993)
Temporary Staff	421,100	0.00%	0
Fringe Benefits	158,783	-11.09%	(19,799)
Administrative Charge	77,600	0.00%	0
Operating	481,263	1.54%	7,300
TOTAL EXPENSES	\$1,437,191	-3.59%	(\$53,492)

**APPENDIX E
Scholarship Summary - FY 2016**

	<u>Foundation</u>	<u>University</u>	<u>Total</u>
RESTRICTED PROGRAMS:			
Donor Restricted	\$1,722,350		\$1,722,350
Wolves Club Match		\$14,000	\$14,000
	<u>\$1,722,350</u>	<u>\$14,000</u>	<u>\$1,736,350</u>
SPECIAL TALENT:			
Dana School of Music	\$50,000		\$50,000
Beecher Art & Theater	36,000		36,000
	<u>\$86,000</u>	<u>\$0</u>	<u>\$86,000</u>
SPECIAL PURPOSE:			
Bahamian Scholarships	\$26,000		\$26,000
Minority Internships	30,000		30,000
Nunziato ROTC	57,000		57,000
ROTC Gold Bar	10,000		10,000
	<u>\$123,000</u>	<u>\$0</u>	<u>\$123,000</u>
ATHLETIC:			
Endowed Athletic Scholarships	\$220,550		\$220,550
Intercollegiate Athletic Scholarships		\$4,711,038	\$4,711,038
5th Year Grants		235,886	\$235,886
	<u>\$220,550</u>	<u>\$4,946,924</u>	<u>\$5,167,474</u>
GRADUATE:			
Graduate Scholarship & Grant-in-Aid	\$350,000	\$241,000	\$591,000
Graduate Stipend		10,000	10,000
	<u>\$350,000</u>	<u>\$251,000</u>	<u>\$601,000</u>
<u>Goal-Based Programs</u>			
NEED-BASED:			
Martin Luther King Awards	\$0	\$0	\$0
PHEAA Match	200,000	175,000	375,000
Housing Grants		275,000	275,000
Youngstown Early College		100,000	100,000
	<u>\$200,000</u>	<u>\$550,000</u>	<u>\$750,000</u>
SCHOLARSHIPS FOR EXCELLENCE			
For Academic Excellence:			
University Scholars & Honors	\$2,454,205		\$2,454,205
Trustees	960,000		960,000
President's	1,058,000		1,058,000
Dean's	127,350	374,400	501,750
Red & White		1,710,000	1,710,000
First Opportunity		435,000	435,000
MLK Merit	150,000	0	150,000
Presidential Residence Leaders		166,740	166,740
LLC-Housing Excellence		124,000	124,000
Trailblazer		90,000	90,000
Unallocated	0		0
	<u>\$4,749,555</u>	<u>\$2,900,140</u>	<u>\$7,649,695</u>
For Retention Efforts:			
Academic Achievement		\$310,000	\$310,000
Merit Retention	\$60,000		60,000
	<u>\$60,000</u>	<u>\$310,000</u>	<u>\$370,000</u>
For Transfer and Nonresident Students:			
Transfer Scholarships		\$500,000	\$500,000
Provost's Scholarship		212,000	212,000
	<u>\$0</u>	<u>\$712,000</u>	<u>\$712,000</u>
Other Miscellaneous Scholarships	\$0	\$314,200	\$314,200
GRAND TOTAL	<u>\$7,511,455</u>	<u>\$9,998,264</u>	<u>\$17,509,719</u>

APPENDIX F
Miscellaneous Salary Rates

<i>Part-Time Faculty (per semester hour workload)</i>	
With Baccalaureate	\$650
With Masters or J.D.	\$800
With Doctorate	\$1,050
<i>Doctoral Fellowships (includes remittance of tuition and non-resident surcharge)</i>	\$10,000
<i>Ph.D. Assistantships Stipends (sciences and engineering)</i>	\$23,500-\$30,000
<i>Graduate Assistants (includes remittance of tuition and non-resident surcharge)</i>	
Stipend for students in STEM departments	\$10,000
Stipend for students in all other academic departments	\$7,500
<i>Graduate Teaching Assistants (includes remittance of tuition and non-resident surcharge)</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>	
Research Assistants	\$9.50
Student Assistants	\$8.10
Student Exception Rates <i>(as approved by the Assoc. VP for Student Experience)</i>	\$8.40 - \$14.00

*Note: Student employee hourly wage rates are subject to revision, pending any applicable cost of living adjustments, as required by Ohio minimum wage law.