Youngstown State University
Budget Overview
Fiscal Year 2020

Senior Leadership Team
November 18, 2019
YSU Revenues (FY-20 General Fund)

- Revenues are driven by student enrollments
- Main sources are governed and regulated by the State of Ohio:
  - Tuition & Fees = $112 million per year
  - State Share of Instruction = $43 million per year
Tuition Revenue Detail

TUITION REVENUE SOURCES

- Ohio College Opportunity Grant
- Self-pay / Alternative Loans
- Federal Loans and Aid
- YSU Foundation Scholarships
- YSU Scholarships for Excellence

FY 2019

- $11,500,000
- $10,223,726
- $8,100,000
- $3,900,000
- Total: $78,402,000

FY 2020

- $12,977,572
- $9,420,769
- $8,200,000
- $4,000,000
- Total: $80,000,000
State Funding Detail

BASIS OF SSI FUNDING

- Course completions
- Degrees Awarded
- At-Risk Student Success

FY 2019
- $16,277,182
- $21,348,796
- $5,480,772

FY 2020
- $16,326,019
- $21,816,240
- $5,444,000
YSU Expenses – by function

FY 2020

- Academic Excellence & Support: $87,516,766
- Student Success & Experience: 29,252,230
- Plant Operation & Maintenance: 18,086,789
- Institutional Support: 15,109,562
- Intercollegiate Athletics: 12,622,245
- Economic Dev. & Public Service: 1,012,409

Total General Fund Expenses: $163,600,000
# YSU Expenses – by natural classification

<table>
<thead>
<tr>
<th>Personnel</th>
<th>FY 2020 Budget</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty</td>
<td>$41,586,119</td>
<td>25.4%</td>
</tr>
<tr>
<td>Staff</td>
<td>34,044,442</td>
<td>20.8%</td>
</tr>
<tr>
<td>Students</td>
<td>3,958,952</td>
<td>2.4%</td>
</tr>
<tr>
<td>Fringe Benefits</td>
<td>26,742,810</td>
<td>16.3%</td>
</tr>
</tbody>
</table>

Total Personnel: $106,332,323 (65.0%)

<table>
<thead>
<tr>
<th>Operations</th>
<th>FY 2020 Budget</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Operating</td>
<td>$8,079,317</td>
<td>4.9%</td>
</tr>
<tr>
<td>Library Acquisitions</td>
<td>1,092,445</td>
<td>0.7%</td>
</tr>
<tr>
<td>Utilities &amp; Repairs/Maint.</td>
<td>6,894,881</td>
<td>4.2%</td>
</tr>
<tr>
<td>Scholarships &amp; Awards</td>
<td>12,763,254</td>
<td>7.8%</td>
</tr>
<tr>
<td>Transfers to other funds</td>
<td>28,437,780</td>
<td>17.4%</td>
</tr>
</tbody>
</table>

Total Operations: $57,267,677 (35.0%)

Total General Fund: $163,600,000 (100.0%)
Reality Check – FY 2020

1. YSU’s FY 2020 operating budget is based on flat and stable enrollment levels.
   • Fall 2019 enrollments are down 3.86% on an FTE basis.
   • Enrollment decline = revenue variance of approximately ($4 million)

2. Increases in FY 2020 expenses were made possible by:
   • Assumption of flat enrollment levels
   • House Bill 166:
     • Change in state of Ohio tuition policy = $2.4 million
     • Increase in SSI funding = $700,000

3. Expense avoidance of $4.9 million required to maintain balanced budget.
   • Enrollment decline has intensified the need to contain expenses.
Future Outlook

Near-term:
1. Expenses will continue to be scrutinized closely.
2. Hiring will continue to be highly selective.
3. Cultural shift with regard to funding sources and budget “ownership.”
   • All unrestricted funds are subject to strategic reallocation.
4. State law (Senate Bill 6 ratios) will continue to require fiscal stewardship.

Longer-term:
1. Regional demographics will challenge YSU’s ability to increase or stabilize enrollments.
2. H.B. 166 tuition policy expires 6/30/21 and unlikely to be renewed.
3. Tuition elasticity is not limitless.
4. Higher ed. marketplace is extremely competitive and increasingly crowded.
5. Investing in YSU is an important and ongoing goal but will be increasingly difficult.
6. Strategic reallocation—investment and divestment—are existential requirements.
STRATEGIC REALITIES

GOALS
1. WORKFORCE COMPENSATION
2. PERSONNEL
3. INFRASTRUCTURE

OPPORTUNITIES
1. ENROLLMENT
2. STATE FUNDING
3. UTILIZATION OF ASSETS
4. INSTITUTIONAL EFFECTIVENESS
5. SECTION EFFICIENCY
6. SPACE UTILIZATION
Resource Realities
ENROLLMENT STRATEGY

APPLICATION ADMISSION MATRICULATION +
RETENTION PERSISTENCE COMPLETION +
LEARNING PLAN CAREER LIFELONG LEARNING +
P’S PRIDE/ADVOCATE ALUMNUS APPRECIATIVE GIFTING