

# FY 2018 Budget Discussion

**Institution Name: Clayton State University**

## Part I: Enrollment

- 1) Discuss enrollment trends over the past three years (fiscal years 2015, 2016 and 2017)? Discuss factors impacting enrollment. What are your enrollment projections for the next two years (Fall 2017 and Fall 2018)? Discuss trends in online enrollment. What enrollment management strategies are employed at your institution and how effective are these strategies? To what extent are the trends driven by dual enrollment students (e.g. Move On When Ready)? For institutions with multiple locations, discuss enrollment challenges/concerns.

### Enrollment Trends Over the Past Three Years (fiscal years 2015, 2016, and 2017)

Clayton State's FY2015 (Fall 2014, Spring 2015, and Summer 2015) total enrollment was 16,540, FY2016 total enrollment was 16,797, and projected FY2017 total enrollment is 16,981. Historically, summer enrollment has realized a significant decline for multiple years. The 1.6% growth from FY2015 to FY 2016 is due to a 12.2% increase in our summer 2016 enrollment over summer 2015. For FY2017 we anticipate a slight increase over FY2016 of 1.1%. While fall 2016 enrollment has realized a slight decrease of 0.2% or 16 students we project a growth in spring and summer enrollment contributing to the overall FY increase. It is important to highlight that while fall 2016 enrollment has a slight headcount decrease overall enrolled credit hours have increased 0.4% from 73,042 credit hours in fall 2015 to 73,345 credit hours in fall 2016.

### Factors Impacting Enrollment

Enrollment at Clayton State University can be divided into three significant categories: Move on When Ready (MOWR), undergraduate, and graduate. Factors impacting enrollment will be addressed within each of the three significant categories.

### MOWR

Clayton State University has seen significant growth in MOWR enrollment. Fall 2016 MOWR enrollment increased 20.8% over fall 2015. This growth has been realized through targeted outreach efforts, a greater understanding of the MOWR program by high school counselors and parents, and partnerships with specific high schools. This past year we assigned advisors to three specific geographic areas focused on educating high school staff and parents about the MOWR program, serving the students as a college academic advisor, and proactively recruiting new students into the program. Our strategy has worked and we anticipate the spring 2017 and summer 2017 MOWR enrollments to continue to grow.

### Undergraduate

Undergraduate enrollment is impacted by the number of new students enrolled each term and the percentage of students who retain term to term.

Specifically relating to new student enrollment, increased competition and the number of recruiters has impacted our new student enrollment. In fall 2015 Clayton State saw the largest traditional freshmen class we enrolled within the past five years at 530 students and an overall undergraduate new student growth of

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9.3% over fall 2014. This year we had a decrease of 9.4% to 1,258 new students in fall 2016. Competition for our student populations has significantly impacted our new student enrollment efforts. Specifically, the addition of institutions offering bachelor degrees and focusing on increasing minority student enrollment has impacted our enrollment efforts. In fall 2015 we realized a decrease in transfer students from two significant feeders who were both awarded the ability to offer bachelor degrees suggesting they are now in competition for the same potential students. While in fall 2015 we realized a drop in transfer students from these two institutions, our strategies this year did result in a growth in transfer students from those respective institutions. Additionally, with the merger of Georgia State and Georgia Perimeter we saw a decrease in transfer enrollment from Georgia Perimeter which is our largest two-year feeder and a decrease in the geographic areas serving Georgia State significantly impacting our new traditional student enrollment. Effectively, Georgia State's open access Georgia State - Perimeter College attracted applicants which have historically enrolled at Clayton State. We do anticipate with strategies described later that we will reverse the decrease.

As mentioned, the number of staff dedicated to recruitment efforts impacts our ability to reach all of our potential students. While recruiting strategies will be discussed later in this response, we have made changes in staffing to increase the recruiters by 1.5 positions. This will increase the number of high impact recruiting opportunities.

Student engagement, academic advising, and ensuring tuition is paid are significant factors impacting continuing student enrollment. In a recent study of new student enrollment, we realized that undergraduate students who attended a summer term graduated at a rate of 64% while those who did not graduated at a rate of 7%. Ensuring students attend the summer term was a significant effort over FY2016. Our University effort named "Graduate Sooner" encouraged students to attend the summer, save money during the fall and spring to afford the summer, and to take 15 credits every term. This effort coupled with a strategy to offer high demand courses in the summer in online formats led to an increase in summer enrollment of 12.2%, the greatest percentage increase of FTE's in the USG of 14.1%, and a 14.6% increase in credit hours.

### Graduate Enrollment

Graduate enrollment increased by 3.5%. New graduate enrollment is impacted by our efforts to enroll international student markets, the addition of graduate programs, and the targeted communication we conduct. Graduate program one-year retention rates are near 80% and graduation rates are 67%. Once students enroll and begin there are less issues impacting persistence.

### Enrollment Projections for Fall 2017 and Fall 2018

|              | Fall 2014 | Fall 2015 | Fall 2016 | Projected Fall 2017 | Projected Fall 2018 |
|--------------|-----------|-----------|-----------|---------------------|---------------------|
| Headcount    | 7,022     | 7,012     | 6,996     | 7,155               | 7,295               |
| Credit Hours | 73,111    | 73,042    | 73,345    | 74,950              | 76,417              |

### Trends in Online Enrollment

Our online enrollment has increased greatly. Approximately 12% of our students were 100% online and 46% were taking at least one online course but not 100% online in fall 2016. We have increased 13% in our

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full online students from fall 2015 to fall 2016. We have increased 4% in the number of students taking at least one online course but not enrolled 100% online.

In addition to the wide range of individual online courses Clayton State now has 13 degree programs that available entirely online. Last year there were 359 students enrolled in these programs, an increase of 8 percent over the past two years. The two most recent programs are within the College of Business, General Business and Supply Chain Management, have moved online. The development of General Business was driven in response to an opportunity with GEICO, which we hope to expand to other insurance companies in the region. Supply Chain Management was developed in response to Kroger and other distribution facilities moving into our local area. Furthermore, English and History were moved online as they were underrepresented when an inventory was taken of online programs offered by other USG institutions.

### **Enrollment Management Strategies Employed at Clayton State**

The enrollment management strategies this year have focused on targeted recruitment, proactive messaging, and centralized advising. Each area is described below.

**Targeted Recruitment** – Over the past year, we began to increase our awareness and recruitment efforts in counties outside of our significant feeder counties. These efforts consist of an increase in focused communication to potential applicants, increased focus on participation in our groups tours and freshmen preview day and individual follow up to applicants by admissions. This resulted in an increase of 36% in enrollments from outside of our feeder counties. Our overall undergraduate enrollment decrease was a result of a decrease from our historical feeder counties of 7.2% which is attributed to student enrollment in the open access Georgia State – Perimeter College. In addition, we conducted seven on campus events targeted at recruiting transfer and non-traditional students. These events included onsite transcript evaluation, academic advising, and financial aid presentations. This year, we will be expanding our automated communication strategy to include phone calls to all leads, direct mail pieces to potential students identified through market research, improved communication to purchased leads, the development of partnerships with local technical institutions, a newly developed international recruitment effort, and an increase in the number of high impact high schools we recruit from.

**Proactive Messaging** - Clayton State University has established a Strategic Communications Unit (SCU). This unit is responsible for proactively calling students to nudge them into specific behaviors that have the potential to impact their enrollment status. Such behaviors include but are not limited to, completing the FASFA, accepting financial aid offered, signing up for the payment plan, scheduling an advising appointment, and registering for classes. This unit has greatly contributed to mitigating factors that would prevent students from maintaining enrollment. In addition, this unit is responsible for social media efforts used to engage potential applicants. While this unit posts information regarding Clayton State Admissions events and opportunities it complements our Marketing and Communication's Department's efforts to promote Clayton State University as a whole.

**Undergraduate Centralized Advising** - Through our centralization of academic advising and the targeted outreach the advisors conduct to connect and retain our students we increased our re-registration rate from 77.5% of spring and summer eligible students for fall 2015 to 79.1% of eligible students for fall 2016 registration while also increasing the number of graduates in summer 2015 from 157 to 186 for summer 2016. While re-registration is a primary focus of the advising team, we have also increased the average

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number of credits a student enrolls in. In fall 2015 the average undergraduate student took 11.03 credits and in fall 2016 the average undergraduate student took 11.14 credits. This is significant as the majority of our students are adult non-traditional and adult transfer. Additionally, these efforts resulted in an increase in total credit hours of 0.4% while realizing a 0.2% decrease of headcount enrollment.

As we head into our new Strategic Plan for the next five years, increasing enrollment is one of the university goals. Through this goal we have committed to developing a Strategic Enrollment Management (SEM) Plan that addresses our need to increase enrollment, data used to identify areas of opportunity, strategies supported by data, resources needed to implement the strategies, and benchmarks to ensure our strategies are impacting our enrollment. Through the development of the SEM Plan we have conducted a market analysis to identify which households in the metropolitan area we should be recruiting from along with how we can reach those potential students. Additionally, we have analyzed retention data for all student types, not just our freshman cohort, to determine where we need to place strategies to improve our re-registration rates. Strategies to assist transfer students in the maximization of their earned credits, child care for adult students, changes in withdrawal policies, and the review of courses with significant D/F/W's are all part of our efforts to improve retention through our SEM Plan. Our goals for 2022 associated with the SEM Plan are to increase freshman cohort retention to 75%, increase graduation rates from 32% to 40%, and to establish a metrics to account for graduates other than those measured in the official graduation rates (first-time full-time).

### **To what extent are the trends driven by dual enrollment students (e.g. Move On When Ready)?**

Clayton State University has grown in MOWR students from 644 students in fall 2015 to 777 students in fall 2016. This growth has come from targeted outreach and advising for populations in Fayette, Henry, and Clayton Counties. The continued growth of this program provides a continued feeder of potential students into our matriculated programs. Our growth in MOWR has been significant. This year we are focusing on strategies to convert more of the MOWR students into matriculated students as well as increasing the number of MOWR students who earn associate degrees upon completion of their high school degrees.

### **For institutions with multiple locations, discuss enrollment challenges/concerns.**

Clayton State University offers courses at two off-campus locations, Fayette County and Henry County. A significant portion of the courses offered at the Fayette location are aimed at MOWR students. We also have a cohort of students enrolled in the MBA program. The Henry County location serves MOWR students.

Over the course of this year we have developed outreach strategies aimed at increasing the matriculated student population of Fayette County. Some the strategies include converting additional MOWR students into matriculated students through academic outreach, partnering with local companies to promote degree completion, and targeted high impact outreach to area high schools.

2) What is the current impact and projected impact of the out-of-state tuition waivers for the 11 institutions approved to extend out-of-state waivers to bordering states? What are the target areas? How do you advertise/communicate to potential students?

Not applicable.

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- 3) How is your institution addressing the impact of Fall 2016 enrollment declines or shortfalls in projected enrollment growth, if applicable? Was this decline considered in your original budget? What actions are being taken to cut costs and streamline operations?

The Fall 2016 actual tuition revenues and student credit hours exceeded our original projection. For FY2017, Clayton State University built its budget on a student enrollment of 7,050 for Fall 2016. Although our preliminary headcount enrollment numbers were slightly lower at 6,994, we are continuing to enroll students in the second session and increase in student credit hours (0.3%) covers the tuition revenue differential.

For the FY2017 the University engaged in a series of analyses in which we made the decision to reduce our OS&E overall by 3% and travel by 9.7%, and an ~9 % cut in overtime/causal/student assistant/graduate assistant/extra pay. The cuts were not across the board.

In 2014 CSU created a Summer Work Group to address Summer enrollment and revenue decline by analyzing ways to increase enrollment and reduce costs. For example, we enforced minimum enrollments for Summer courses to ensure that revenues covered the instructional costs. We will continue this process for this FY in order to improve Summer tuition revenue and decrease Summer instructional costs.

### Part II: Savings to Students

- 4) What actions has your institution taken to reduce the cost of education to students? Please provide details regarding these actions, the number of students impacted and the savings to students. Additionally, provide ideas on how your institution can be proactive in reducing costs to students for the upcoming year.

In Information Technology the University was able to help the students realize a savings in excess of \$725,000, primarily from two sources; savings on repairs and updates on their personal laptops through our Tech Fee funded HUB and savings on Microsoft products thanks to Office 365 and our Campus Agreement. There were additional savings through licensing of software needed for class, such as AcrGIS, Relay and Qoppa.

In FY 2016, University Housing created *flexSpace* bedrooms in suites and apartments that have more square feet than standard-sized rooms and piloted this option for FY17. Students opting to share their bedroom for this on-campus living option can save up to 24.4% on their semester rent in suites and apartments. For the freshmen residence hall that translates to a savings of \$743 per semester and for the apartments up to \$778 per semester. Since each student pays less, they are able to save money, while the University makes revenue per room. The option was chosen by only 2 students for current year placement; however, marketing and promotion has started well in advance this year for students to choose this option for next academic year.

Beginning in Fiscal Year 17, University Housing stopped charging students for laundry services and included this amenity as part of their housing rent. If it costs a student \$3 per load to wash and dry laundry and they average 2 loads per week per semester, savings to students would amount to \$96 per semester or \$192 for the academic year.

The University bundles insurance for students in Nursing, HFMG and Dental to lower the rates each student pays for coverage associate with their programs.

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As a part of the Affordable Learning Georgia initiative Clayton State has joined efforts to adopt free open source textbooks. This past academic year students saved \$1,018,318 when compared to the cost of purchasing a new textbook.

CSU's bookstore, The Loch Shop, offers many different options and programs to aid in textbook affordability for our student customers.

The Loch Shop offers as many used textbooks as possible. During book rush in August 2016, the Loch Shop sold 54% more used textbooks than in August 2015. For FY16, used textbooks saved students more than \$350,000 off the price of a new book. Further, many of the used books are purchased back from our students, lowering their overall investment.

Book rental fees for a semester can result in over 80% savings over the purchase of the comparable new book. Rentals are available to students in-store and via our e-commerce site, [www.ishoplochshop.com](http://www.ishoplochshop.com). Our rental program saved students more than \$101,000 in FY16.

CSU students also have access to PriceLoch.com, our online price comparison tool which compares the Loch Shop's prices (new, used, rental new, rental used) to the prices of more than 10 online retailers. This tool allows the Loch Shop to offer dynamic pricing to ensure our prices are as competitive as possible with major retailers. Since its implementation in the fall of 2013, the Loch's Shop average price per textbook has steadily decreased and the Loch Shop has retained over 80% of the sales generated through our price comparison site.

In the fall of 2016, the Loch Shop launched its new Price Guarantee program. If a student's textbook is being sold for less by a competitor, the Loch Shop will match the price in the form of a Loch Shop gift card for the difference between the competitor's price and the Loch Shop's price.

CSU's Dining Services focus on providing the campus community with quality food options at the lowest possible prices. To ensure our per-meal prices are among the lowest in the state, Auxiliary Services benchmarks our prices against other USG schools. The per-meal price on our unlimited residential plan is competitively priced in the middle of the range among other USG schools. In FY16, our voluntary commuter plans offered were among the lowest per-meal prices in the state. We also offer a starter meal plan with 5 meals that allows those students on a very limited budget the opportunity to eat an all-you-care-to-eat meal in the Dining Hall for as little as \$6.42 per meal. Compared to other USG institutions, the per-meal price of the Starter Meal Plan is among the very lowest in the state. Compared to many local food options, this offers students a savings of approximately 20% per meal.

### Part III: Institutional Health

- 5) Discuss the financial health of your institution using the June 30, 2016 annual financial statements as the basis. This discussion should include trend data for key financial measures (i.e. cash, reserves, etc.). Discuss any material audit findings. *(Insert charts and graphs as appropriate)*

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Clayton State University is addressing financial challenges attributed to several factors impacting the University's fiscal position. These factors include:

1. Decrease in Enrollment;
2. Decrease in State Appropriation and the resulting FY17 \$1.5M Budget Cut;
3. Flat Tuition and Fee Revenue; and
4. The recognition of the \$22M plus pension liability in FY15 (pursuant to GASB 68).

Our credit hour production has increased and Summer 2016 saw a 9% increase over projected enrollment that will provide funds that should meet our FY17 E&G budgetary projections. In addition, the University is the recipient of a Predominantly Black Institution (5 year) Grant of close to \$1,000,000 starting in FY17 and continuing until FY21. CSU also added \$24M for the Lakeview Discovery and Science Center to our net assets in FY16.

The University implemented a major cost saving plan to address our financial challenges. The FY17 plan eliminated positions through attrition and restructuring and required reductions in operations supplies and expenses and equipment.

The University also has developed and implemented a *3-year plan* to increase its cash, reserves and assets to improve the overall financial position and ratios of the University and to prepare for the proposed cut of \$533,000 for FY18. CSU has identified some opportunities to streamline academic and institutional operations through organizational realignment by introducing some position sharing across divisions, by restructuring certain offices to reduce staff and expanding the e-procurement functions. These changes should result in an additional \$300,000 to \$500,000 in reductions for FY17. In addition, the Auxiliary units have devised strategic plans to increase revenue by increasing rental rates for some facilities—where feasible, eliminate much of the in-kind use of campus facilities, we are adopting faculty and staff parking fees and start charging administrative fees and raised other rates for services. We are also eliminating some services and charging for others while always keeping in mind the impact on students and affordability. We will protect the classroom to the greatest extent possible.

### Financial Ratios

One indicator that is used to determine financial health are financial ratios. The University has improved four of its five ratios when compared to last year. (See Table 1 below).

**Table 1. Financial Ratios**

| Ratios               | 6/30/2016 | 6/30/2015 | 6/30/2014 | 6/30/2013 |
|----------------------|-----------|-----------|-----------|-----------|
| Primary Reserve      | (0.218)   | (0.234)*  | 0.063     | .076      |
| Viability            | (0.201)   | (0.214)*  | 0.076     | .089      |
| Return on Net Assets | 0.888     | (0.064)   | (0.073)   | (0.058)   |
| Current Ratio        | 1.811     | 1.960     | 2.310     | 2.07      |
| Cash Ratio           | 1.605     | 1.73      | 1.930     | 1.850     |

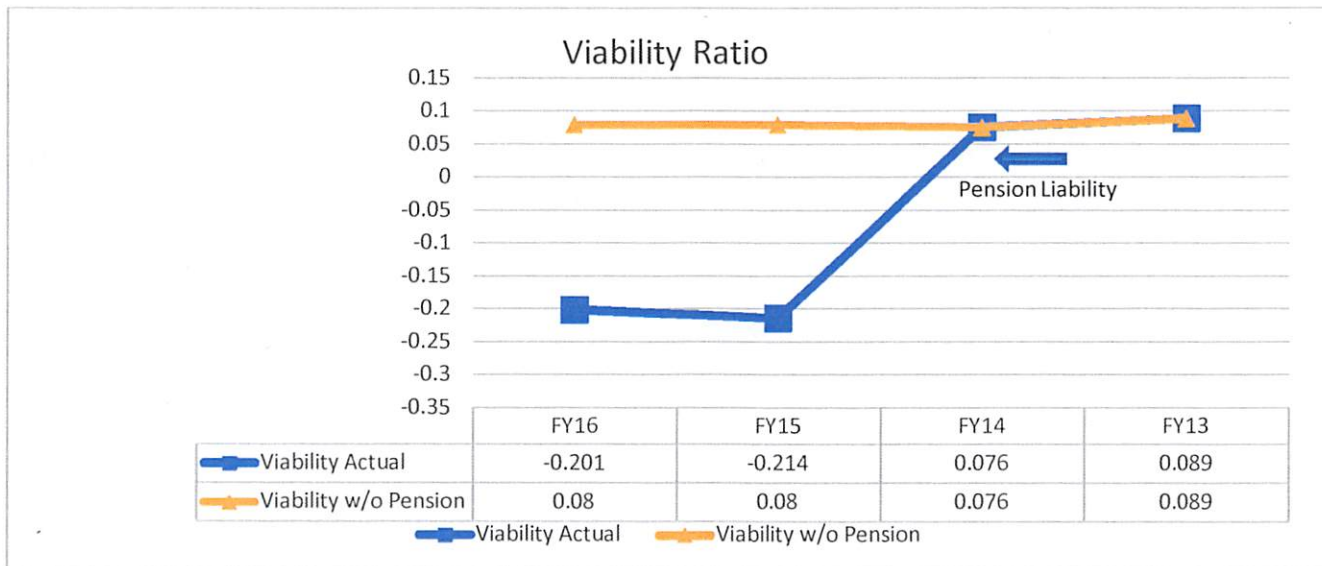
\*FY 2015 GASB 68 required recognition of pension liability

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The most significant improvement was the Return on Net Assets (1490%). The addition of the \$24 million Lakeview Discovery and Science Center improved the Institution's net asset position. For the past 5 years, the University was engaged in improving its facilities. Over that period, the University invested in its physical facilities and completed several planned capital projects. CSU used internal funds from FY13 to the start of FY16 to complete a major strategic renovation of its Library which was inadequate for an institution of our size according to our SAC's reviewers. The University was able to point to the start of the Library renovation during its 2014 Reaffirmation process and show the planned improvements to the SACs team. The University also made additional renovations to two academic buildings and a host of smaller projects on campus. While these investments were sound and needed, the University must take a strategic pause and move the ratios up to address perceptions of fiscal weakening. While in previous fiscal years we redirected funds to upgrade existing facilities, we must shift tactics for the near future to shore up ratios and thus improve perceptions of fiscal challenges

Cash and currency declined slightly (7% each) due to increases in expenditures associated with maintenance and operations. Next, we also have improved the Viability Ratio by 6.5% and the Primary Reserve Ratio by 7%. *These ratios are in the negative due to GASB 68 requirements that institutions recognize their pension liabilities.* When the pension liability is removed our Viability Ratio and the Primary Reserve Ratio are low but positive. (See Tables 3 and 4 below).

**Table 3. Viability Ratio**

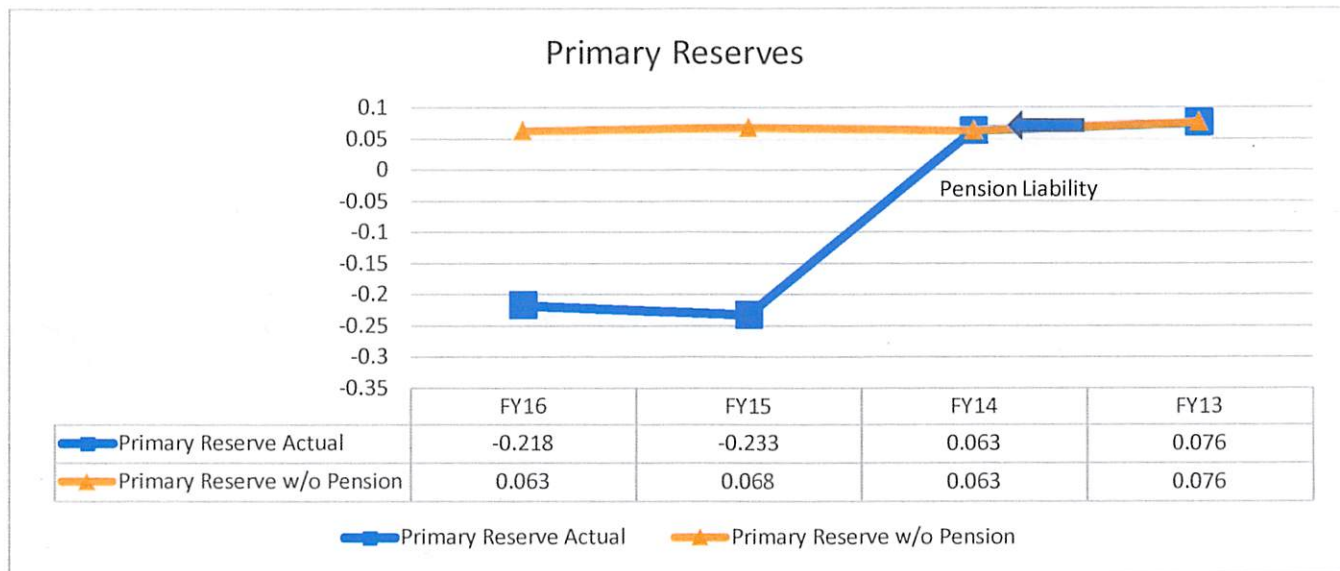


If we adjusted for the pension liability, our viability ratio remains unchanged. With the pension liability factored in we have made some progress. CSU will strengthen both its Viability and Primary Reserve ratio by taking the actions mentioned in the 3-year plan above starting next semester--Spring 2017.



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**Table 4. Primary Reserve Ratios**



The Primary Reserve ratio (which measures the financial strength of the institution by comparing net assets to total expenses) is still negative due primarily to the interest expense on capital leases. The University made the decision a decade ago to acquire debt for its strategic housing goal of providing affordable, on-campus housing for the students. We had positive movement in the Primary Reserve ratio of 13% from FY15 to FY16. Moreover, the institution is pursuing a refinance of its 2007 bond debt for the Student Activity Center and the Laker Hall residential housing. A refinance of this debt could reduce the amount of interest owed in the \$3 to \$6 million range.

These capital leases with the associated interest form the bulk of the University's debt. However, the University does have a capital lease for Clayton Station Apartments (now Laker Village) and had to engage in another leasing arrangement for CSU East to pay for the improvements to Clayton Station Apartments (now Laker Village). The University anticipates that because of the addition of this additional CSU-East liability, the Primary Reserve ratio's improvement will be limited because the new interest expense will offset the proposed refinance and any reserve increases.

Nevertheless, the University continues to maintain sufficient expendable net assets (or resources) to cover expenses and obligations on all of our projects and ensure that students are in suitable facilities with satisfactory services.

The University's fiscal plan calls for the incremental increase of the Viability and Primary reserve ratio over the next 3 years. The University is working to improve both ratios by 3 to 5% over the next year. With continued improvements of 5% to 10% over FY19 and FY20. This will depend on budget discipline and strategic effects to improve its auxiliaries' revenue generation and institutional expense reduction.

The University is implementing a strategic pause on mid-year salary adjustments and promotion requests; requiring the hiring of all full-time and part-time benefits eligible positions be approved by the cabinet; postponing the acquisition of equipment and shifting all custodians to day shifts to cut down on utility cost;

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coordinating with the local courts to use community service offenders to do quarterly grounds clean up, and a host of similar operational changes.

On the Academic side, the Provost has conducted an additional review for programs that could be eliminated, is working on combining sections where feasible and preparing to reduce the number of Part-time instructors. We are increasing class sizes and also reducing the number of course releases for faculty who teach graduate courses or have other administrative responsibilities.

### Employee Trends

The University's employment numbers are well in line with its peer and sector institutions both in state and out.

#### In-State Peer Institution Employment Levels:

A closer look at Table 5 below shows a comparison of three in-state institutions within the University System of Georgia ("USG") who are similar in mission, type institution, and student enrollment for FY15. Each CSU employee supports some 8 students for a ratio of 8.07:1 compared to Middle Georgia State College at 6.99:1, and Columbus State University at 6.66:1 (See Table 5 below).

A comparison of student to faculty ratio shows CSU to be in line with in-state institutions as well. CSU's student to faculty is 17:1, which is comparable to Middle Georgia at 16:1 and Columbus State at 18:1. Comparing total employment numbers CSU's total employee count is 869 (without student assistants), Armstrong State is 833, Middle Georgia State is 891, and Columbus State is 1245. Furthermore, breaking employment numbers down into full-time and part-time faculty and staff shows similar counts given student enrollment and in particular has lower numbers in a number of the categories of employment.

**Table 5: In-State Institutions Employee Count Fall 2015**

| Institution Name                | Full-time Faculty | Part-time Faculty | Total Faculty | Full-time Staff | Part-time Staff | Total Staff | Total FT Employee | Total PT Employee | Students Served Per Employee | Student Enrollment | Student-Faculty Ratio |
|---------------------------------|-------------------|-------------------|---------------|-----------------|-----------------|-------------|-------------------|-------------------|------------------------------|--------------------|-----------------------|
| Clayton State University        | 249               | 155               | 404           | 398             | 67              | 465         | 647               | 183               | 869<br>(8.07:1)              | 7,012              | 17:1                  |
| Middle Georgia State University | 293               | 129               | 422           | 407             | 62              | 469         | 685               | 206               | 891<br>(6.99:1)              | 6,232              | 16:1                  |
| Columbus State University       | 300               | 300               | 600           | 495             | 150             | 645         | 795               | 450               | 1245<br>(6.66:1)             | 8,298              | 18:1                  |

#### Peer Sector Institutions Outside of Georgia Employment Levels:

A closer look at Table 6 below shows a comparison of two peer institutions outside of Georgia who are similar in mission, type institution, and student enrollment.

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Each CSU employee supports some 8 students or employee to student ratio of 8:1 compared to Indiana University Southwest at 7:1 and Purdue University at 6:1 (See Table 6 below).

It is important to consider that the higher the employee to student ratio shows the maximization of human resources utilization, as each employee supports more students.

Comparing student to faculty ratio in Table 6 shows CSU to be in line with peer institutions outside of Georgia. CSU's student to faculty ratio is 17:1 compared to Indiana University Southwest at 17:1 and Purdue University Northwest at 20:1. (See Table 6 below).

Comparing total employment numbers in Table 6, CSU's total employee number is 869 (without student assistants), Indiana University Southwest is 935 and Purdue University Northwest is 1,573. Furthermore, breaking Table 2 employment numbers down into full-time and part-time faculty and staff shows similar employee counts given student enrollment. Each CSU employee supports more students than our peers. CSU has lower employee numbers in a number of the categories in Table 2 indicating our employees are more productive, serve more individuals and that we leverage our personnel resources and are more efficient from a budgetary perspective.

**Table 6: Peer Sector Institutions Outside of Georgia**

| Institution Name                         | Full-time Faculty | Part-time Faculty | Total Faculty | Full-time Staff | Part-time Staff* | Total Staff | Total FT Employee | Total PT Employee | Total Students Served Per Employee | Student Enrollment | Student-Faculty Ratio |
|--|-------------------|-------------------|---------------|-----------------|------------------|-------------|-------------------|-------------------|------------------------------------|--------------------|-----------------------|
| Clayton State University                 | 249               | 155               | 404           | 398             | 67               | 465         | 647               | 183               | 869<br>(8.07:1)                    | 7,012              | 17:1                  |
| Indiana University Southwest             | 213               | 287               | 500           | 242             | 3                | 245         | 645               | 290               | 935<br>(7:1)                       | 6,442              | 17:1                  |
| Purdue University Northwest (NOTE BELOW) | 446               | 410               | 856           | 646             | 71               | 717         | 1,092             | 481               | 1,573<br>(6:1)                     | 9,501              | 20:1                  |

*Note: Purdue Calumet and Purdue North Central merged and was renamed Purdue Northwest.*

### Credit Hours

The University's credit hour production has increased even though the headcount has not between Fall 2015 and Fall 2016. (See Table 7 below).

**Table 7. Credit Hour Production**

| Fall         | 2016  | 2015  | 2014  | 2013  |
|--------------|-------|-------|-------|-------|
| Credit Hours | 73262 | 73043 | 73189 | 76712 |
| Headcount    | 6989  | 7012  | 7022  | 7216  |

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The University's Summer enrollment combined with an increase in credit hours means that the University's should meet its tuition revenue projections.

The University has worked to reduce its expenses and increase its revenues to make sure that we meet all of our financial obligations. In addition, the University had a key staffing challenge which led to some inaccurate information being provided to our colleagues. This led to some inaccurate conclusions regarding certain operations of the institution (number of employees, auxiliary position, etc.). Moreover, the University is engaged in a review by the System Office. While a final report has not been provided to the institution, as of the date of submission of this Narrative, October 19, 2016, the University is working through some accounting challenges with the accounting system. The University has a three-pronged plan and is 1) acquiring new staff, 2) hiring a consultant and 3) working with the System Office and State Audit staff to correct the issues.

Finally, the institution makes strategic expenditures of its one-time annual funding "salary savings reserve" derived from salary and benefit savings from unfilled positions. Although, the amount will be greatly reduced this year because of the budget reductions, we do anticipate having at least \$200,000 to support investments in its strategic goals, facilities and physical plant.

While these funds do not fit into any of the currently defined "reserve" categories, they function that way for the University. These dollars are available to help the university operate in the event of an unplanned event. The University also takes advantage of the 3% tuition carry forward legislation. For the past few years the University has expended some of these dollars on strategic goals and facilities investments (Library improvement for SACS) and not carried forward the full 3%. Going forward the institution will carry forward the maximum.

The University is well aware that the decrease in enrollment has led to a weakening in its financial position. And while Clayton State University is by no means unique in the nation (<http://www.mydaytondailynews.com/news/news/local-education/colleges-show-declining-fiscal-health/nr64Z/>), we are taking the required actions to change and move its trend lines in a more positive direction.

### Part IV: Auxiliary Enterprises

- 6) Discuss the financial health of each auxiliary enterprise (except Athletics). Are any major changes to service offerings being contemplated, such as outsourcing that will affect the finances of the auxiliary portfolio? Have any auxiliary funds operated in deficit for multiple years, and if so how will this trend be reversed?  
**Please use the attached Excel template to provide Auxiliary Reserves (tab labeled Reserve Balances).**

#### Dining Services

Dining Services at Clayton State University are contracted out to Sodexo. Our dining program includes residential and commuter meal plans that can be used at the Lakeside Dining Hall, along with a variety of retail locations where customers can choose to use meal plan dining dollars or a traditional tender method. Sodexo also offers a strong and growing catering program for campus events and conferences.

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Clayton State receives commissions from Sodexo on meal plans and retail and catering sales. Meal plan rates are negotiated annually with Sodexo. Increases proposed by Sodexo are based on standard CPI rate increases for food away from home and labor in our area. We ensure that final rate increases do not exceed the projected CPI increase. The current freshman residence hall occupancy and meal plan requirement, along with commissions on retail sales and catering, allow us to generate sufficient revenue to operate a dining program that benefits the entire campus while producing a small surplus. If the freshman residency policy were to change, and more freshmen chose to commute, we would either have to raise meal plan prices for the remaining residential students or be forced to change the dining services program altogether by eliminating many of the meal plans and other dining options that are currently being offered. This would also make CSU look much less attractive to vendors the next time we go out to bid for the management of the dining program.

For the last three fiscal years, Dining Services' net income has been consistently positive prior to planned project expenses. We have seen some growth in meal plan sales in the last few years, and the addition of a full-time conference services coordinator in Continuing Education has helped catering sales increase 46% in FY16 over the previous year.

### LakerCard

The LakerCard is the official campus ID card for Clayton State University. The LakerCard Center staff also support SmartPrint and Vending (Other Auxiliary Services, see below). In addition, the LakerCard Center staff sells meal plans for the Lakeside Dining Hall and manages all meal plan reconciliation. The majority of funding for the LakerCard Center budget comes from a mandatory student fee assessed each semester. The unit's budget covers all operational costs, software licensing and support contracts related to the LakerCard system, and all personal services expenses.

Over the past few years, as the scope and complexity of services offered has increased, expenses have continued to increase while fee revenue has been reduced due to dual enrollment/MOWR student fee waivers. To prevent this unit from operating in a deficit, the LakerCard Center implemented a chargeback program to other departments to recover some direct and indirect support costs. We began in FY15 by implementing chargebacks for support provided to Dining Services, Vending and SmartPrint. This was expanded in FY16 to include software license charges to Housing and Media Services. A one-time card fee of \$40 for each new CSU employee is also being proposed. This fee would be charged to the hiring department.

### Bookstore (Loch Shop)

The Loch Shop (LS) is institutionally owned, operated, and fully self-supporting.

Even with our internally initiated affordability programs and the lower margins that generally come with them, the LS has continued to generate sufficient revenue to maintain an annual surplus. However, two state programs have significantly increased the difficulty of maintaining profitability: Affordable Learning Georgia (ALG) open educational resources (OER) grants which will result in \$400,000 in lost revenues in FY17; and the Move on When Ready (MOWR) course materials (CM) provision, which cost the LS \$55,000 in FY16. Also, we are not allowed to charge MOWR students who do not return their book the full penalty. In FY16, over \$21,000 of MOWR books were not returned. Other challenges include: online and local competition, pressures on margins, faculty recommending other vendors, CM file sharing, and other OER initiatives.

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Despite these challenges, the LS had a solid revenue year—sales surpassed FY15 by 5%, CM unit sales increased 16%, and the price per textbook decreased 12%. While our existing model is currently sustainable, additional reductions in revenue may eventually require staff cuts. Increases in OER usage and any reduction to the MOWR CM provision would accelerate eroding revenues. Such impacts could make our model difficult to support in the long term even with cuts. Therefore, we continue to research other potential bookstore models, including: Inclusive Access (CM bundled with tuition model, with a student opt-out), Hybrid (CM are outsourced to a third party, and the store retains non-text product sales) and Outsourcing (store operations are given to a leasing company like Barnes & Noble or Follett in exchange for commissions). All come with pros and cons and must be seriously evaluated before implementation should be considered. We will continue to evaluate these models, plus emerging models, and implement changes as appropriate based on our analysis.

Other revenue generating and cost savings considerations for our current model include: more aggressive Inclusive Access pilots; acquisition of a mobile credit card reader to facilitate sales at campus events outside the confines of the current retail space; moving LakerCard office functions to the LS to drive traffic and allow more cross training and shared resources among auxiliary units; recruiting an industry expert for our open General Merchandise position to increase non-textbook sales; eliminating one management position; possible downsizing by another position with further CM sales erosion.

### Other Auxiliary Services

Auxiliary Services provide two additional services to the campus community: SmartPrint and Vending Services. SmartPrint is convenience printing for students at 9 locations on campus. Vending Services are contracted through Atlanta Vending. Both SmartPrint and Vending continue to provide a fairly consistent revenue stream to Auxiliary Services.

### Parking Services

The Department of Public Safety relies heavily on student fee revenue to fund the needs of its Parking Services auxiliary component. Additional sources of revenue for Parking Services includes the receipt of payments for parking citations and the sale of parking permits to faculty and staff starting 1/1/17 (in addition to those issued to students and already included in their student fees).

The primary Parking Services functions are: 24/7 dispatchers to support campus police and security officers; the issuance of parking permits; monitoring of campus security cameras; and the collection of fines and appeals for campus parking violations.

The Parking Services share of the student fee is currently \$34 per semester and has not changed since FY 2009, although an increase of \$10 has been requested each of the past three years. Since 2009, the University has acquired Clayton Station Apartments, now known as Laker Village, which can accommodate up to 800 student residents, and Clayton State East (approximately two miles away by roadway from main campus), with additional parking lots included in routine patrol. With these expansions, additional security cameras and emergency telephones have been purchased, installed, and are being maintained and monitored by Parking Services personnel.

Although Parking Services expenses have increased, revenue from student fees has decreased for the past three years due to declining enrollment and the Move On When Ready program. A Parking Reserves fund is maintained, but it has also decreased for the past three years due to the need to use this funding source to

## FY 2018 Budget Discussion

supplement the expenses associated with the purchase of critical needs, e.g. new patrol vehicles and a new parking services management software program. The Parking Reserves was greatly impacted this past fiscal year with its usage to fund the acquisition of a 13-acre parcel of property and dwelling which separates the main campus from Clayton State East. This acquisition will facilitate further campus developments, to include a much needed emergency exit roadway from the rear of main campus.

The reduction in student fee revenue and the depletion of Parking Reserves will severely impact the funding of Parking Services operations without the development of additional revenue sources.

### **PARKING SERVICES ACTUAL REVENUE AND EXPENSES FOR FY2014, 2015, and 2016 REVENUE**

|                  | 2014       | 2015       | 2016      |
|------------------|------------|------------|-----------|
| STUDENT FEES:    | \$506,894  | \$483,407  | \$464,391 |
| FINES COLLECTED: | \$ 24,989  | \$ 16,086  | \$ 45,807 |
| TOTAL REVENUE:   | \$531,885  | \$499,493  | \$510,198 |
| EXPENSES:        | \$620,414  | \$582,167  | \$506,003 |
| NET ASSETS:      | \$ -88,530 | \$ -82,674 | \$ 4,195  |

To ensure that Parking Services will operate in the black and to rebuild a reserve fund, several revenue generating initiatives have already been implemented, with others being considered.

In FY 2016, to offset the declining student fee revenue, the campus parking fine structure was increased to be more comparable to that of similar sized USG institutions. A significant increase in revenue from the payment of fines has already been realized. Additionally, four-year parking permits were purchased and distributed, rather than continuing with the annual permits. This will result in expense reductions in years two through four of each four-year cycle.

Beginning in the Fall semester of FY 2017, officers were given the flexibility of writing additional administrative violations in lieu of state or municipal violations for such actions on campus as stop sign and excess noise violations. This should not only generate additional revenue for Parking Services, but also result in reduced fines for the violators and less overtime spent by officers having to appear in court. There is an increased emphasis to enforce campus parking rules and regulations through the issuance of citations for parking and administrative violations.

Estimated annual revenue for FY17--\$60,000

Another revenue enhancement initiative was approved to begin in the Spring Semester FY17. Faculty and staff will begin paying fees at the start of each semester for parking decals to affix to the four year permits.

Estimated annual revenue--\$40,580

Along with these approved initiatives, additional ideas of exploration for generating revenue are being considered such as increasing the cost of accident reports, replacing locks, keys and fobs, etc.

Although these initiatives will result in increased revenue and cost savings, the Department of Public Safety will still be challenged to adequately fund the necessary operations of its Parking Services functions. Prudent financial management of Parking Services will be essential to ensure that operational needs are met and within the available funds.

## FY 2018 Budget Discussion

### Student Activity Fees and Student Activity Center Fees

The Student Activity Fee and the Student Activities Center Fee are mandatory fees at Clayton State University (CSU). The fee amount for Student Activities is currently \$60 per semester, and the fee amount for the Student Activities Center (SAC) is \$100 per semester as of Fall semester, 2013. Activities funded by Student Activity Fees enhance campus life, promote student academic and personal success, and uphold and support the mission of Clayton State University. The \$100 Student Activity Center (SAC) fee supports the operations, maintenance and debt service needs of the Student Activities Center. The SAC is part of a PPV project at Clayton State (along with Laker Hall which was a part of the same bond project) and is overseen by Clayton State Foundation LLC Real Estate I and campus partners. The SAC will be discussed in more detail in question 7 below.

Through careful fiduciary management, collaboration, detailed processes for fund allocation, and efficient operations, Student Activity Fees demonstrated a positive cash flow for FY16. The Student Activity Fee fund balance after FY16 is \$557,181. The SAC did not have a positive cash flow in FY16, ending the year at \$58,159. This occurred in a year that showed a decline in enrollment as well as a decline in number of fee instances for each mandatory fee related to student waiver categories, e.g. Move on When Ready, veterans, senior citizens, etc. There are no plans at this time to outsource services or programs or to significantly change the scope of services offered in these areas. Neither student activities fees nor SAC fees have operated at a deficit for multiple years. However, there are plans underway in collaboration with the BOR system office to refinance the Student Activities Center and more reasonably reflect the enrollment pattern for the remainder of the term of the debt.

### University Health Services (UHS)

UHS provides primary healthcare services to the campus community through a contracted medical director and an employed full-time family nurse practitioner in addition to five supporting staff and a department director. UHS has generated a consistent revenue flow of health services fees as “other revenue” for the past three years of approximately \$85,000 per year. In FY16, UHS generated \$86,434 in “other revenue” in addition to its revenue from mandatory student fees and had an overall revenue over expense of \$89,945.

UHS added an additional licensed staff member in FY16 through a staffing design change. This allowed for expanded hours of clinical coverage for student clinic visits with another licensed professional, a licensed practical nurse, to complement the support staff. UHS changed its provider model at the start of FY15 from full-time physician to coverage by a nurse practitioner with medical director supervision. Such a change, along with refined operational efficiencies, resulted in the operating income of \$126,929 in FY15. In the two years preceding, FY13 and FY14, UHS intentionally utilized its accumulated reserves to renovate and relocate to another part of the campus in order to provide additional clinic capacity. Therefore, UHS decreased its reserves significantly in FY13 and FY14 with construction expenses and with the expenses associated with furnishing, equipping and operating in the increased square footage of the new clinic. UHS has been able to continue to refine its operations in the expanded clinic to successfully cash flow and also maintain a high patient satisfaction rate of 98% willingness to return and 98% complete satisfaction with visit.

UHS has increased its health promotion portfolio in the past year and has placed additional treatment areas into use based upon increased patient demand for services. Both of these actions factor into continued growth in the revenue stream for UHS being a self-supporting auxiliary department. There are no plans at this time to



## FY 2018 Budget Discussion

outsource services and no plans to significantly change the scope of services offered. In FY16, UHS experienced a 35% increase in patient visits from FY15 with continued growth forecasted.

- 7) Provide an update on the current status of each Public Private Venture (PPV) at your institution. Have the underlying assumptions been achieved (i.e. enrollment, occupancy, etc.)? If not, discuss how shortfalls will be addressed. Describe any unexpected capital repairs, expenditure trends, reserve balances, and the anticipated coverage ratio for the current year based on your enrollment/occupancy. Discuss any needs for a fee increase in the upcoming year. Do current and projected future conditions indicate a need to draw from the capital reserve maintained at the System Office? If so, when and how much?

Clayton State has continued to contain costs, ensure a safe and vibrant living/learning community, and provide timely and efficient customer service to address our housing residents' needs. We have implemented practices to ensure we meet the governing and accountability requirements associated with managing tax exempt facilities and have worked as a team to consistently update the items required on the PPV checklist developed by the University. In addition, we maintain communication with our LLC Real Estate I and LLC Real Estate II partners and keep them informed regarding budgetary and facility issues, meeting face-to-face with them two times per year (June and December).

Laker Hall, primarily a freshmen residence hall, has a required occupancy of 90% and ended fiscal year 2016 with an 89% average occupancy level across both semesters. This occupancy rate is considerably higher than the average 80% occupancy rate across both semesters in FY2015, primarily due to the use of Laker Hall for Clayton Station (Laker Village) residents affected by the structural concerns at Clayton Station (Laker Village) during 2015. For Fall Semester, 2016, the occupancy level for Laker Hall is 81 percent.

Due to structural concerns discovered in August, 2015 and described in last year's budget narrative, the occupancy levels of Clayton Station (Laker Village) were lower during fiscal year 2016, as plans were made for renovations to remedy the concerns and provide safe, affordable, and quality housing for students. During fiscal year 2016, Clayton Station (Laker Village) averaged 58% occupancy across Fall and Spring semesters and 13% occupancy during the Summer months, as buildings were strategically taken offline and renovations were begun in March, 2016. Exterior structural repairs and renovations were completed on the 10 Phase I buildings in Clayton Station (Laker Village). The work involved along other items the following: demolition and rebuilding of egress staircases; removal of balconies; replacement of all windows; replacement of roofs and gutters; repairs to façade and siding; and replacement of the drainage system. The occupancy in Clayton Station (Laker Village) for Fall, 2016 is 78% of total facility beds (844) and 86% of available beds (Note: there are still two buildings or 96 beds offline in the facility). The number of occupied revenue beds (645) is on target for what is needed in the revised proforma for cash flow for 2017.

Clayton State University remains committed to containing costs and operating the housing facilities in an efficient manner. The maintenance, custodial, and residence life supervision staff are shared across both residence halls. In order to realize additional revenue, Laker Hall has been used intentionally for Summer programming and conference/camp opportunities to support both the educational/academic programs on campus and to supplement the revenue and support the proforma. Summer revenue for camps or conferences for FY16 in Laker Hall was \$40,380. During FY15, Clayton State University hired a Conference Services Coordinator position that is funded and shared across three Divisions (Academic Affairs, Business & Operations, and Student

## FY 2018 Budget Discussion

Affairs) to streamline the services provided as we seek and welcome new visitors to campus to enhance revenue opportunities.

Clayton State University requested and received a \$25 fee increase for the Student Activities Center (SAC), one of the projects in LLC I, that began Fall semester, 2013; this increase along with the cost saving measures employed by the SAC staff have enabled the financial assumptions to continue to be met during *most* fiscal years for this facility. In FY16, there was a decline in fee instances for the SAC, due to lower and headcount. Even so, the negative balance of -58,159 demonstrates a strategic and intentional use of funds needed to contain costs in the building yet maintain the building at a high level, manage the work of full time staff and student assistants, and fulfill the debt service payments. Revenue was monitored throughout FY 2016 and expenses adjusted as much as possible on an ongoing basis. As reported on the PPV reports, operating expenses for the SAC were reduced by \$34,561 in FY 2016 as compared to FY 2015. As discussed earlier in the document, an impending refinancing opportunity will present opportunities to more effectively manage the building and its budget and revise a proforma that was designed with 3% enrollment growth each year. The SAC staff provides opportunities for external constituents to rent and use the ballroom when available and not used by students, thus adding to the revenue to support the operations of the building.

Available operating reserve balances for the PPV projects are: \$650,934 for the SAC; \$339,514 for Laker Hall; and \$348,312 for Clayton Station (Laker Village). The amounts held by the Board of Regents in the PPV Pooled Reserve are as follows: \$212,540 for Laker Hall; \$199,927 for Clayton Station (Laker Village); and \$160,739 for the SAC. There are no current and projected future conditions that indicate a need to draw from the capital reserve maintained at the system office.

The debt coverage ratio for the SAC is .95; for Laker Hall 1.21; and for Clayton Station .84.

8) Provide an update on the financial health of the athletics program at your institution. Specifically, provide the revenue generated, total spend by fund source and reserve balance for the past five years. What percent of revenue comes from student fees and what percent comes from private donations? Report on any shortfalls. What actions are being taken at your institution to address any shortfalls or prevent them from happening? What are the biggest challenges in athletics? Be specific. What actions will be taken at your institution based on the new athletics policy?

The financial health of the Department of Athletics has shown a tremendous improvement over the past three years. From a deficit of \$181,628 in FY14 to realizing a surplus of \$11,423 in FY16, reflected the positive collaborative efforts of Athletics and Business and Operations.

In FY14, Business Operations financed a portion of the Athletics Business Manager position for the first time. Two years later, under the supervision of the Director of Athletics with major support from Business Operations, that investment is paying dividends. We will continue this mutually beneficial relationship and expect an annual surplus in the Athletics fund balance. The chart on the next page outlines revenue generated by fund source, expenses and fund balances from FY11-FY16.

## FY 2018 Budget Discussion

| Revenues and Expenses by Fund Source FY11-FY16 |                                |                 |              |                  |           |              |           |
|--|--------------------------------|-----------------|--------------|------------------|-----------|--------------|-----------|
|  |                                | FY11            | FY12         | FY13             | FY14      | FY15         | FY16      |
| <b>REVENUE</b>                                 |                                |                 |              |                  |           |              |           |
|  | Student Fees                   | 2,150,429       | 2,287,639    | 2,617,667        | 2,509,371 | 2,391,605    | 2,330,007 |
|  | Fee Waivers                    | (51,860)        | (75,683)     | (93,410)         | (134,396) | (145,301)    | (168,191) |
|  | Other Sources                  |                 |              |                  |           |              |           |
|  | Camps                          | 80,127          | 83,613       | 68,597           | 69,022    | 71,647       | 46,897    |
|  | Concessions                    | 8,303           | 6,460        | 8,091            | 4,754     | 16,659       | 22,486    |
|  | Ticket Sales                   | 8,022           | 5,196        | 12,775           | 5,316     | 5,514        | 10,398    |
|  | NCAA                           | 72,520          | 24,102       | 22,826           | 20,548    | 42,181       | 18,156    |
|  | Interest Income                | 964             | 889          | 467              | 445       | 1,939        | 8         |
|  | Other Misc                     | 14,019          | 41,337       | 27,457           | 51,042    | 63,987       | 71,616    |
|  | MOWR                           |                 |              |                  |           |              | 21,267    |
|  | Facility Rental                |                 |              |                  |           |              | 26,529    |
|  | Game Guarantees                |                 |              |                  |           |              | -         |
|  | Doubtful Revenue               | (1,166)         | (525)        | (1,233)          | (952)     | 424          | -         |
|  | <b>Subtotal</b>                | 2,281,359       | 2,373,029    | 2,663,237        | 2,525,152 | 2,448,656    | 2,379,172 |
| <b>EXPENDITURES</b>                            |                                |                 |              |                  |           |              |           |
| 7010050  | Athletic Administration        | 566,054         | 681,631      | 554,795          | 398,039   | 531,319      | 398,524   |
|  | Encumbrance                    |                 | 116,480      |                  |           | 21,248       | 1,837     |
| 7011000  | Concessions                    |                 |              | 6,205            | 2,950     | 8,052        | 15,216    |
| 7015000  | Sports Information             |                 | 398          | 70,795           | 64,829    | 46,517       | 69,505    |
| 7020000  | Basketball - Men               | 323,725         | 327,362      | 393,404          | 418,797   | 372,658      | 350,336   |
|  | Encumbrance                    |                 |              | 100              |           | 2,550        |           |
| 7021000  | Recruiting - Mens Basketball   |                 | 7,644        | 4,524            | 6,089     | 2,341        | 1,703     |
| 7025000  | Basketball - Women             | 354,023         | 370,937      | 370,682          | 413,716   | 299,381      | 343,197   |
|  | Encumbrance                    |                 | 4,023        | 100              | 5,727     | 2,550        | 452       |
| 7025100  | Recruiting - Womens Basketball |                 | 7,241        | 10,564           | 7,712     | 2,750        | 1,723     |
| 7035000  | Summer Camps                   | 66,657          | 97,393       | 64,820           | 80,684    | 59,903       | 49,337    |
| 7040000  | Cheerleading                   | 2,876           |              | 8,266            |           | 2,659        | 3,723     |
| 7046000  | Student Athlete Association    |                 |              |                  |           |              | 1,228     |
| 7050000  | Soccer - Men                   | 243,246         | 283,593      | 283,549          | 292,962   | 312,354      | 268,822   |
|  | Encumbrance                    |                 | 14,335       |                  | 37        | 2,305        | -         |
| 7051000  | Recruiting - Mens Soccer       |                 | 397          | 4,928            | 2,946     |              | 3,614     |
| 7055000  | Soccer - Women                 | 185,867         | 278,190      | 298,328          | 323,121   | 303,526      | 296,506   |
|  | Encumbrance                    |                 | 4,955        |                  | 36        | 1,718        | -         |
| 7055100  | Recruiting - Womens Soccer     |                 | 7,063        | 17,388           | 28,774    |              | 1,903     |
| 7060000  | Training                       | 90,759          | 125,013      | 147,545          | 150,998   | 135,203      | 122,663   |
|  | Encumbrance                    |                 |              |                  |           | 16,981       | -         |
| 7070000  | XCountry - Men                 | 96,195          | 102,667      | 76,167           | 79,595    | 45,535       | 43,795    |
|  | Encumbrance                    |                 |              |                  |           |              |           |
| 7071000  | Recruiting - Mens XCountry     |                 |              | 62               | 271       | 8,578        | -         |
| 7072000  | Track - Men                    |                 | 1,272        | 32,203           | 42,943    | 30,581       | 47,063    |
|  | Encumbrance                    |                 |              |                  |           |              |           |
| 7072100  | Recruiting Mens Track          |                 |              | 143              | 88        | -            | 163       |
| 7075000  | XCountry - Women               | 105,445         | 95,478       | 100,064          | 68,493    | 53,101       | 66,884    |
|  | Encumbrance                    |                 |              |                  |           |              |           |
| 7075100  | Recruiting - Womens XCountry   |                 | 140          | 12               | 99        | 256          | -         |
| 7076000  | Track - Women                  |                 | 1,018        | 35,643           | 49,797    | 47,715       | 60,395    |
|  | Encumbrance                    |                 |              |                  |           |              |           |
| 7076100  | Recruiting - Womens Track      |                 |              | 192              | 61        | 476          | 22        |
| 7085000  | Tennis - Women                 | 174,180         | 161,506      | 177,341          | 153,400   | 124,946      | 119,354   |
| 7090000  | Golf                           | 120,043         | 115,654      | 115,963          | 114,474   | 101,192      | 99,785    |
| 7091000  | Recruiting - Mens Golf         |                 | 139          | 447              | 140       | -            | -         |
|  | <b>Subtotal</b>                | 2,329,071       | 2,804,528    | 2,774,230        | 2,706,779 | 2,536,395    | 2,367,749 |
|  | Surplus/(Deficit)              | (47,712)        | (431,498)    | (110,993)        | (181,628) | (87,740)     | 11,423    |
|  | Transfers                      |                 | 100,000      | 145,000          |           |              | (9,000)   |
|  | Prior Year Fund Balan          | 355,250         | 307,537      | (33,961)         | 3,026     | (178,602)    | 0         |
|  | Prior Year Adjustments         |                 | (10,000)     | 2,979            |           | 266,342      |           |
|  | <b>307,537</b>                 | <b>(33,961)</b> | <b>3,026</b> | <b>(178,602)</b> | <b>0</b>  | <b>2,424</b> |           |

# FY 2018 Budget Discussion

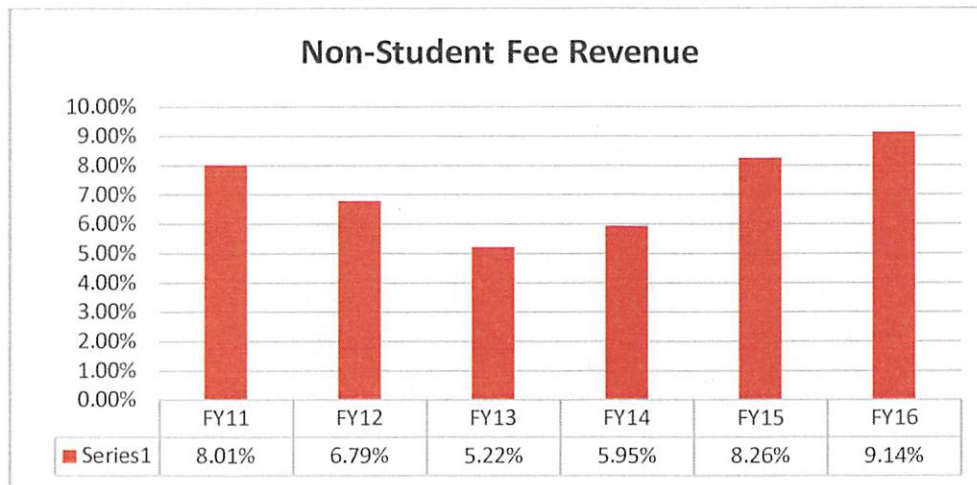
## 1. What percent of revenue comes from student fees and what percent comes from private donations?

Over the past two years, private, department controlled non-student fee revenue has increase from 8.26% to 9.14%. The increase is primarily due to four main factors including:

- \*Concessions - 26%
- \*Ticket sales – 47%
- \*Miscellaneous Revenue - 11%
- \*\*Move-on-When Ready (MOWR) \$21,267
- \*\*Facility Rentals – \$26,529

*\*Percentages are rounded up to the nearest whole number.*

*\*\*New categories*



## 2. Report on any shortfalls. What actions are being taken at your institution to address any shortfalls or prevent them from happening?

After having shortfalls from FY11-FY15, the Department of Athletics had a surplus of \$11,423 in FY16. The surplus was attained even though enrollment revenue was down \$287,661 since FY13.

The main reason for the Athletics’ surplus in FY16 was the dramatic reduction in expenses. From an FY12 high of \$2,804,528, expenses have been reduced since that time by 15.5% or \$436,779. We were able to accomplish the dramatic reduction by:

- Developing and implementing spending procedures on uniform, equipment and miscellaneous items.
- Reducing administrative salaries.
- Strategic reduction of operating expenses (travel related costs, scholarships).

## 3. What actions are being taken at your institution to address any shortfalls or prevent them from happening?

Our strategy to address shortfalls and prevent them from happening is to reduce our enrollment revenue projection by \$100,000 annually. Over the past two fiscal years, the average enrollment revenue shortfall has been roughly \$90,000. By reducing the projection by \$100,000, we are prepared for unexpected

## FY 2018 Budget Discussion

shortfalls. The reduction is derived from efficient spending in operating supplies and equipment (OS&E) and personnel.

#### 4. What are the biggest challenges in athletics? Be specific.

The biggest challenge for the Department of Athletics is the lack of revenue. The challenge manifests itself in the following ways:

1. Providing equitable opportunities for our female student-athletes and;
2. Maintaining a safe and competitive athletics program.

We need to create additional opportunities for female student-athletes. Currently, complying with Title IX is a challenge. Female students at Clayton State University need more scholarship opportunities and lockers rooms for every woman's sport. An increase in student fees will allow us to provide more opportunities to that underserved population and will allow us to further strengthen our commitment to Title IX.

We also need to maintain a safe and competitive athletics program. In order to keep pace with escalating transportation and healthcare costs, we made the decision to change the way we travel. Instead of chartering 55 passenger buses, we have allowed our coaches and support staff to drive 15 passenger vans. While that strategy has helped reduce expenses, it has significantly increased our risks. Not only is our new mode of transportation a safety concern, but it is also a competitive disadvantage for potential student-athletes and their families when deciding on an institution to further their academic and athletic pursuits.

#### 5. What actions will be taken at your institution based on the new athletics policy?

We are planning to continue to reduce our enrollment revenue projection by \$100,000 (the estimated enrollment projection shortfall) during the budget planning phase. Cutting expenses after receiving the enrollment projection is extremely difficult because the coaches and department heads have scheduled all of their activities based on an inflated amount. The reduction of \$100,000 during the planning phase allows us to create a plan we can better adhere to. We will utilize this strategy for the foreseeable future.

### Part V: Fiscal Year 2017 Update

- 9) How are new funds appropriated for fiscal year 2017 being used to address the **institutional priorities as presented during the last budget hearing**? Specifically, discuss the progress to date, achievements, challenges, etc. Provide an explanation if all or a portion of these funds are being used to address other items/mandates that take precedence over stated priorities.

Clayton State University did not receive any strategic funds for FY17.

However, the university continues to leverage the funds received in FY16. The academic advisors are assisting with improving student retention and progression by using the Student Success Collaborative software will identify at-risk students and optimize course scheduling to increase retention and decrease time to graduation. The IT New Storage Area Network (SAN) equipment was purchased and installed access. This will enhance

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operations and reliability of the storage infrastructure. The existing SANs will be redeployed as part of an expanded Disaster Recovery/Business Continuity plan.

And Experiential Learning Coordinator continues to help us implement our SACS Quality Enhancement Plan.

### Part VI: Looking Ahead to FY 2018

10) The data show that your institution experienced negative enrollment growth (credit hour production) in academic year 2016. How will your institution address the related loss in funding, assuming a \$533,000 reduction in state funds? Be specific. Your actions should specify reductions in force (RIF) plans, if needed. *Please use the attached Excel template to provide a list of actions with the corresponding savings (tab labeled Reduction Actions).*

Our records indicate that our credit hour production has not decreased.

|              |       |       |       |
|--------------|-------|-------|-------|
| Fall         | 2016  | 2015  | 2014  |
| Credit Hours | 73262 | 73043 | 73189 |

Nevertheless, we would address a reduction of \$533k as follows:

Four areas could be restructured with mainly attrition and result in \$200k in reductions; part-time faculty reductions of \$200k; and a contract would be terminated with additional OS&E reductions for the additional \$133k.

### Part VII: Facility Needs

11) Discuss the facility needs of your institution, including leased facilities and construction projects that will require review and approval per Board of Regent policies. **Please use the attached Excel template to provide the estimated lease or Project cost associated with each priority (tab labeled Facilities).**

Moving toward our 50<sup>th</sup> year of operation, many facilities and infrastructure are experiencing the effects of age. The University continues to focus on facilities upgrades including reconfiguration of spaces to academic use. This strategy led to the creation of a central advising suite that improved convenience to students and will assist with student retention. The University relocated the Testing Center that resulted in several hundred additional seats for the library and provided more convenient parking to those using Testing Center services.

The University's current focus is the Academic Core Capital Project. This project consists of the renovation of several existing buildings and construction of a new mini-chiller plant in the West side of the campus. Design funds were allocated in FY16 and initial funding of \$1.35 million for roof repair is budgeted for FY17. Present facility conditions in several main and academic buildings do not support faculty in teaching or student learning or attract prospective students due to the outdated technology, design and aesthetics. Renovation will assist with energy savings, labor-hours savings, will support the teaching classroom and prolong the buildings' service lives. Renewal will assist with the deferred maintenance backlog. The sooner the buildings are renovated, the longer they will serve the campus.

## FY 2018 Budget Discussion

The Academic Core projects will be completed with the specific purpose of supporting all academic programs and keeping them offered at all regularly scheduled times to support the University's Strategic plan, and mission and the Complete College Georgia initiative. We expect no building downtime while renovating by integrating work with school breaks and temporarily relocating faculty and staff. CSU plans to keep the buildings on its facilities' inventory on a long-term basis.

As the renovation of the Academic Core is completed, the University needs to invest in an upgrade of the IT infrastructure. The campus network and operating facilities have aged past equipment life expectancy. Much of the network was constructed in the early 2000's. The capacity to manage student and faculty demands for network access is limited due to the aging infrastructure. Upgrades will improve capacity, reliability, and security.

Campus growth requires updated power, transportation, and, in the case of facilities for Fayette County Move-On-When-Ready students, additional space. The University has insufficient auditorium space for large events such as commencement. One of the University's most successful programs, nursing, is constrained by the current space and technology. And the University's wiring infrastructure has reached its expected life expectancy and needs to be replaced to prevent future widespread electrical outages that negatively impact the entire campus. The details for these needs are found in projects numbered 2 – 12.

### **Academic Core Renovation (Construction Phase)**

**1A. Academic Core Renovation - Arts & Sciences:** Arts & Sciences was built in 1974 and is mainly dedicated to classroom space. The building is a heavily utilized classroom building and houses 52 faculty its two floors. Several upgrades occurred over the years, including lighting upgrades, window replacement, ceiling tile replacement and HVAC upgrade.

**Needs:** Building Envelope Upgrades: Roof is planned to be replaced with funded by Academic Core FY17 budget, bring building up to current ADA code standards (Classrooms), reconfigure space to be more efficient and to meet BOR guidelines, plumbing valves, pipes and fittings are in poor condition, lighting/electrical upgrade for Theater, improve classroom acoustics and sound proofing, asbestos abatement in the Theater, theater stage expansion and adjustment for ADA, Theater support space improvements -theater seating and flooring, addition of a lobby area adjacent to the Theater for the expense of the existing space across from Theater, IT/AV upgrade for the building, elevator upgrade to meet ADA requirements.

**1B. Academic Core Renovation – Lecture Hall Upgrade:** Lecture Hall had roof replaced in 2000 and cosmetic upgrade in 2003. The building is the only academic facility on campus that is 100% dedicated to auditorium style classrooms. It has been utilized very heavy.

**Needs:** Upgrade HVAC including Air Handlers, electrical and controls, IT/AV, ceiling and finishes. Install chemistry demonstration table with gas and water in one of the classrooms, enclose exterior canopy for study area, and build new restrooms.

**1C. Library HVAC System Upgrade:** Library building renovation for Library functions was completed in Winter 2016. Occupancy load increased. HVAC system, design and controls are 35 years old and not supplying conditioned air adequately to the spaces. Four out of six air handlers were replaced and one more is at the end of its life expectancy. Parts are unavailable with aged equipment.

## FY 2018 Budget Discussion

**Needs:** Replace remaining old air handlers, replace PIU, upgrade from pneumatic system to DDC controlled.

**1D. Academic Core Renovation - Roof replacement and addition of classrooms for Athletics and Health Building:** Roof replacement for Athletics and Health Center is one of the priorities. It supposed to be handled as part of the phased approach for Academic Core roof replacement, however funds were insufficient to replace the entire roof for this building. In addition to the roof replacement for the Athletics & Health building, two academic classrooms will be added within existing building square footage.

**Needs:** Building Envelope Upgrades: Roof is in very poor condition causing moisture and additional problems with humidity in the building. Moisture report indicated poorly constructed roof and water infiltration issue in upper wall location. Provide a better roof to protect recently upgraded basketball court and other system improvements, built-out two academic classrooms, built-out space to relocate locker rooms to allow space for two classrooms.

**1E. Academic Core renovation – James M. Baker and Library Roof Access Ladders Installation:** The James M. Baker University Center’s original construction did not include access ladders for roof access. Need ladders installed for 19 clerestory system roofs at the University Center and Library buildings to provide safe access for roof maintenance. **Needs:** Nine Roof access ladders.

**1F. Academic Core renovation – Spivey Hall Mechanical Upgrade:** Spivey hall is one in the cluster of buildings to be on the centralized mini-chiller loop. Currently building’s heating system is all electrical approach. In order to prepare the building system to be compatible with mini –chiller loop, electrical heating needs converted to gas-fired boiler system.

**Needs:** Convert utility infrastructure in the building (electrical heating needs converted to a gas-fired boiler system), upgrade Energy Management System and controls.

**1G. Mini-Chiller for Harry S. Downs Center for Continuing Education, Spivey Hall and Music Education Building:** Individual air cooled chillers for buildings are highly inefficient. Construction of a new centralized utility infrastructure loop in the West side of campus will assist with energy-efficiency measures for the three existing buildings in that area of campus and allow upgrade possibility for the future expansion. Campus is planning to replace electrical system, adjust mechanical system to support chilled water loop infrastructure. Buildings’ combined square footage is 152,630 sq. ft. (Athletics & Health Center; 43,268 GSF Continuing Education & College of Nursing; 47,877 GSF; Music Education Bldg. 28,620 GSF; and Spivey Hall 32,865 GSF). Concept study has been completed by Newcomb- Boyd and construction documents delivery are scheduled for June, 2016.

**Needs:** Need a Central chilled loop to accommodate the above mentioned buildings’ cooling needs with more efficient energy approach, replace electrical system, adjust mechanical system in existing buildings to comply with new infrastructure, replace electrical heating to a gas-fired boiler system (connect to a future central utility loop at Spivey Hall).

**2) IT Network Equipment and Fiber Upgrade Campus Wide:** IT and Networking support is vital for campus daily operations. The network equipment supports the operation and infrastructure of the entire campus, all systems, the Internet and Ethernet services for faculty, staff and students, Continuing



## FY 2018 Budget Discussion

Education and online programs, as well as satellite centers. This provides the backbone to run PeopleSoft, Banner, and all other back office functions and operations. A failure in the University's networking equipment could result in major operational issues.

The Campus Network has never had a major upgrade or complete refresh. There are several key components of the network that near the end of their support life. The network devices that have been replaced in the past 10 years have been done so in a very piece-meal fashion, and the result is a network with very little redundancy and many failing parts.

**Needs:** Replace aging Enterasys equipment, network switches and routers in various buildings on campus, replace UPS in the Data Closets in each building, servers for Virtual Clusters, add network redundancy via a fiber ring, upgrade bandwidth, upgrade infrastructure by replacing portions of existing cables with fiber optics.

- 3) **Campus Infrastructure – High Voltage Line and Transformer Upgrade:** Due to outdated power infrastructure, main campus has experienced several power outages that lasted more than a day and disrupted academic and support activities. High Voltage Line and transformers need upgrade to ensure campus' day to day flow of business and academic activities. CSU East was acquired in 2009 and its infrastructure is more of a residential type. Currently CSU East has three buildings - one academic, and two administrative type buildings. There is inconvenience in providing services to detached from main campus property with individual IT and power infrastructure. In additions water line have to be upgraded to commercial grade 8" or higher size to provide proper pressure and be in compliance with fire code. Sewer line need upgrade as well. Storm drainage system is inadequate and needs improvement. Site grading needs correcting. Retention pond water pump needs to have an overflow inlet.

**Needs:** Upgrade High Voltage Line and transformers, replace Underground faulty power cables, replace transformers for buildings built before year 2000, main switch gear for each building, upgrade water line at East side to commercial grade 8", sewer at East side, improve storm drainage at East side, construct High Voltage loop at East side to connect to main campus high voltage loop, improve site lighting at East side.

**Quick history of energy savings upgrades on campus in the past six years:**

**ARRA Lighting Upgrade** \$10,000 in energy savings (143,918 Kw/h); **Athletics & Health Center Gym LED lights Upgrade** \$30,000 in energy savings + \$5,000 savings for maintenance labor; **Magnolia Hall vestibules addition** \$3,000, **Lucy Huie Film Studio LED lights** \$15,000; **Cooling Tower** (for Central Plant and two additional buildings) – no waste water charges \$5,000 in savings, **Windows Upgrade** for Magnolia Hall, A&S, Faculty Hall \$5,000; **HVAC Upgrade for Faculty Hall, Magnolia Hall and A&S** \$10,000; **Controls Upgrade Campus Wide** \$60,000; **Controls Sequencing** for Central Plant and all other buildings on campus and install of 500 ton High Efficient Magnetic Chiller \$15,000 +\$37,000; **Faucets Upgrade** to low flow \$2,000; **Motion Sensors** for LDSC, Magnolia Hall, A&S, Library and Woodlands Hall \$3,000; **Roof Replacement** for Clayton Hall with Energy Efficient Cap \$5,000; **Boiler Replacement** for Gas Boiler at Dental Hygiene Clinic \$8,000; **Upgrade Boiler** to a High Efficiency \$2,000, **4 of 6 Air Handlers ( with VFD ) Replacement** at Library \$8,000

**Total Savings for the Campus Annually Approximately \$186,000**

## FY 2018 Budget Discussion

- 4) **Laker Village Phase II (CSU Real Estate LLC II Foundation Funds):** In accordance with the Facilities Condition Analysis report that has indicated structural deficiencies in the area of 2000 and 3000 buildings Phase II. CSU Real Estate LLC II Foundation is funding the works to address slab settlement and correct structural soundness of the buildings are scheduled for the Fall and Winter of 2016. Site drainage improvements for the Laker Village Phase II will begin in 2017. Windows upgrade and corrections to brick rowlock around the perimeter of the all buildings in phase II are scheduled for the Fall 2016 as well.
- 5) **Trammell Property Egress Road:** Campus has acquired the Trammell Property that was separating academic and administrative buildings on the East side from the main campus. The newly acquired property provides an opportunity to build a road for alternative and much needed emergency and daily egress from campus. Campus had to decommission one of the busiest roadways (Caldwell Drive) in order to provide space for construction of new Science building. The new road will assist with traffic relief from the central part of the campus. The Trammell property acquisition and renovation of existing building structure on property will open an option to adopt space for relocation of Public Safety department.

**Needs:** Phase I – Site preparation, tree removal, service road construction, Phase II – House prep-up for new purposes, Phase III – lighting and sidewalk/path construction.

- 6) **Spivey Hall Renovation:** Spivey Hall is a unique concert venue that contains the world famous Spivey organ and provides a stage for world renowned artists, supports the performing arts program at Clayton State University, as well as supports the campus community engagement program PACE that initiated in 2013. It is imperative to keep facility in the right condition. Failure to do so would have a catastrophic impact on several one of a kind instruments.

**Needs:** Convert utility infrastructure in the building (electrical heating needs converted to a gas-fired boiler system), upgrade Energy Management System and controls, improve building envelope, upgrade interior, Spivey Hall loading dock lift and awning for weather protection.

- 7) **Library HVAC System Upgrade:** Since the Library at Clayton State University was built, there have never been any upgrades to the facility's infrastructure. With some campus resources and MRR funds two air handlers were replaced, there are two remaining air handlers at their end of life expectancy. In addition, the control system and the electrical panels need to be upgraded and replaced. The HVAC ductwork is in poor condition and needs to be replaced. This will improve the air quality. The facility just completed renovations and gained 17,000 square feet of space for the Library functions that resulted in more than 600 students being able to study at once in the renovated space. This increase of over 400 users in the space will put a tremendous load on the aging HVAC equipment. Mechanical system needs to be upgraded to accommodate the increased occupancy.

**Needs:** Project scope will entail replacing switch gear, replacing existing duct work, electrical wiring upgrade, replacing asbestos chilled / hot water pipe, and replacing secondary boxes.

- 8) **Nursing Classroom Building Construction:** School of Nursing moved to its current location in 2007 occupying space previously designed to house the Continuing Education department. The nursing program at that time offered entry level Bachelors of Science in Nursing and RN to BSN programs. Since that time, the school has added graduate level nursing which includes an RN to Master of Science in Nursing program. Due to this expansion, the current nursing program is challenged by the limited

## FY 2018 Budget Discussion

classroom and faculty office space, outdated technology and stimulation labs. The new 55,000 square foot building will provide space where students will be able to conduct research, practice, learn, engage and succeed in the various programs. High-tech classrooms equipped with latest technology to collaborate with peers and to practice in an active environment as if they involve in real-life patients with real medical and personal histories if they are to be successful in today's clinical environments.

**Needs:** High-tech simulations labs for Nursing, exam rooms, patient suites, observation decks, and debriefing areas.

- 9) **Edgewater Hall Building Envelope Upgrade:** The Edgewater Hall was renovated in Phases during 2005-2010. HVAC, Electrical, Interior was upgraded. As part of the above mentioned upgrades, glass storefront was replaced, however office windows are still old from original 1969 construction and leaky. Roof for the building is in poor condition as well and needs replaced with a better 5-ply roof system and energy efficient cap. Fire Alarm need upgraded (\$40,000) to complete the building infrastructure improvements.

**Needs:** Windows upgrade, roof replacement, Fire Alarm Upgrade.

- 10) **Fayette Instructional Site Expansion:** CSU Satellite Instructional Site in Fayette County supports dual enrollment. Currently, total head count 550 (unduplicated) and the program is growing. The existing site consists of 10,900 square feet of instructional and office space cannot support increasing enrollment due to 100% utilization of existing facility at Kedron Office Park location. Classes run from 7:45 am to 10:35 am and from 4:30 pm to 10:00 pm scheduled back to back. The site will start offering afternoon classes between 1:00 pm and 4:00 pm, this will allow for some additional capacity flexibility, however this is an intermediate measure and will not solve the continuing increase in dual enrollment.

**Needs:** Rent of additional space across the hall of existing space on as-is basis (preferable part of the 10,000 square feet that are vacant and currently available for rent as a bulk space), adopt lounge space to allow seating and studying for students in between classes, with growing enrollment, there will be need for additional faculty to maintain 20-25 students per instructor ratio.

- 11) **Miscellaneous Campus Projects by Facilities Advisory Committee:**

**Campus Miscellaneous Projects:** Center for Justice \$66,230, Recreation & Wellness \$630,000, Separate office area from the lobby at UC to provide privacy to faculty and students \$15,000, Spivey Hall lobby restrooms upgrade \$64,000, Office suite for School of Nursing \$60,000, IT requests for office reconfiguration & Lucy Huie Data Center \$18,226 +\$15,000.

**Total \$868,456**

- 12) **Athletics / Convocation Center:** According to the 2010 Master Plan, the existing athletics district in the West side of campus will be strengthened by creating a new Athletics / Convocation Center. The project will include construction of 105,000 GSF venue for multipurpose functions. The space classification includes arena for the commencement and other events, two large classrooms, President's offices, administrative offices, conference area, and hospitality spaces. The project will also entail parking.

- 13) **Henry County:** Collaborative effort to provide educational services for an Advanced Learning Academy to serve the citizens of Henry County. The space classification includes classrooms and a few offices.

## FY 2018 Budget Discussion

**14) Clayton County Workforce Development:** Shared facility with Clayton County Public Schools and Clayton County Board Commissions to provide expertise for a business incubator or accelerator.

**15) Implementation of Exterior Signage Replacement Program:** With the University growth, the need for new signage on campus has become increasingly apparent. The signs to be clear for navigation, more informational, welcoming, and branded to be distinctive to CSU. Signage replacement is planned to be done in Phases. Implementations of Phase I exterior signage includes monument location building signs, vehicle directional and pedestrian wayfinding and estimates to \$165,000. By the Fall of 2016 eight building monument signs, 16 pedestrian directional signs and other wayfinding and information signs will be installed

### Part VIII: Academics

**12) Discuss new academic programs under consideration for startup in FY 2018. How do the proposed programs line up with the goals of industry, the System, the region and the State? How were the needs for the programs and the program budgets determined?**

The new academic programs that we submitted on our Academic Program Forecast are directly related to the Governor's High Demand Career Initiative and/or Complete College Georgia. In particular, we are focusing on degrees that will address workforce needs for the information technology, business, health care and education. All of the degree programs under consideration were assessed with regard to the budget implications. These programs use capacity in existing courses, the reallocation of existing faculty lines, and external grant proposals to hire the necessary faculty.

#### Physician Assistant Education (MSPA)

Clayton State University proposes a Master of Science degree in Physician Assistant Education (MSPA) to meet daunting demand in the coming decade for medical care delivery professionals. The growth results from the dire shortage of health care delivery professionals (Physicians, Physician Assistants [PA], and Nurse Practitioners [NP]), efforts to improve health outcomes, and to reduce relentlessly increasing healthcare costs. These two kinds of professional healthcare providers can help fill the expected gap at a reasonable socio-economic cost. However, both are needed to supplement the shrinking supply of physicians because the two types of professionals are philosophically different. While there is considerable overlap in the training and the capabilities of the two professions PAs are fundamentally allopathic problem solvers or diagnosticians, while NPs are patient-centered care providers. Graduates of the Physician Assistant Education degree will have the competencies, skills, attitudes, and philosophy to become competent, compassionate Physician Assistants who will help meet the present and future health care needs for Georgia.

#### Bachelor of Applied Science with a Major in Information Science

This BAS program will replace the BAS Technology Management with CNET concentration without requiring any additional faculty. It is distinctive from the BAS Technology Management program and has a different CIP code and allows for the development of high demand concentrations in Cybersecurity, Data Analytics (Big Data), Gaming, and app development.

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### Master of Accountancy (MAcc)

The College of Business is proposing a Masters of Accountancy (MAcc). With approximately 150 undergraduate accounting majors, Clayton State University has one of the largest undergraduate accounting programs in south Metro Atlanta relative to the size of the university and College of Business. The Georgia State Board of Accountancy requires candidates to have 150 credit hours of postsecondary education before becoming Certified Public Accountants (CPAs). Thus, accounting students who do not complete 150 credit hours of education face severely limited employment opportunities. As will be demonstrated in the program proposal, the workforce demand for CPA's is very strong. This program will provide opportunities for advancement for our graduates as well as potential students from other institutions and the community. No additional faculty will need to be hired to offer this program.

### MAT- Special Education

Clayton State University currently offers a BA in Middle Grades Education and BA/BS/MAT in Secondary Education. Enrollments have remained relatively steady in these programs, averaging annually between 40 and 55 total graduates over the past five years. However, Clayton State's students and the broader community are continually demonstrating a demand for a program that includes Special Education programs. The University is working on developing a collaborative program with a USG partner institution that currently offers the MAT in Special Education. Because it is a collaborative and utilizes current faculty with the necessary credentials no additional faculty will be needed to start this program.

### 13) What existing programs are being considered for termination? What benefits are derived from eliminated the programs?

Due to decreasing enrollments and productivity Clayton State deactivated the One Year Certificate in Computer Networking Technician and will terminate the program effective December 31, 2017. In addition, the computer networking concentration in the Bachelor of Applied Science with a major in Technology Management is scheduled to eliminate after a two-year period during which students who are currently enrolled in the concentration area are able to complete the required coursework.

The Master of Applied Developmental Psychology (ADP) was launched Fall 2010. The Department of Psychology had initially been optimistic that as the only graduate program in Applied Developmental Psychology within the USG, we would fill a niche and attract students from within our normal service sector and beyond. Unfortunately, the program has consistently struggled to recruit students in sufficient numbers to make the program viable.

Moreover, the curricular redesign of the Clinical Counseling program integrates child therapeutic services and as such will likely capture some students who might have otherwise been draw to the ADP program. The deactivation will allow for a more focused and thus effective use of our faculty and departmental resources.

Eliminating these degree programs will allow the University to reallocate existing funds and faculty to support the new high demand degree offerings.

### 14) Provide information on graduation and retention rates. Explain positive or negative trends.

## FY 2018 Budget Discussion

Clayton State has identified increasing enrollment as one of the goals connected with our new Strategic Plan for the next five years. Within this goal, we are seeking to improve one year freshmen cohort retention to 75%, increase graduation rates to 40%, and utilizing a metrics to account for the number of students we graduate in relation to the FTE enrollments in order to account for students outside of the cohort reports.

Over the past year the First-Year Advising & Retention Center has required and will continue to require first-year students to meet with their advisor monthly. Clayton State University credits this model for improving the first year to second year first time full time freshman retention rate from 68.1 (2013 cohort), 70.1 (2014 cohort), and 71.1 (2015 cohort based on preliminary Fall 2016 enrollment numbers) as well as improving the six-year graduation rates increase from 33.3 (2008 Bachelor's Degree Seeking cohort), to 31.9(2009 Bachelor's Degree Seeking cohort), to 33.01 (2010 Bachelor's Degree Seeking cohort unofficial).

In addition to the official IPEDS cohort reported results we also review the retention rates for our transfer student and adult (non-traditional) students. Our strategies to retain these student populations mirror the best practices that we have utilized to improve our cohort retention and graduation rates. Academic advisors use proactive advising strategies each semester. The strategies consist of in person advising sessions, utilization of the Student Success Collaborative software from EAB to identify at-risk students needing an intervention, mid-term alerts from faculty on students who are potentially in danger of earning a D or F in a class and partnering with the Center for Academic Success when academic support is needed. Each term the advising team has a re-registration goal associated with improving retention and graduation rates. This goal ensures there is a level of staff and program accountability.

Finally, the Center for Advising and Retention reviews students who are approaching or have reached credit milestones associated with degree completion. The advising team reaches out to these students to ensure they have registered for the necessary classes needed to complete their degree. As a result, this past summer term we were able to graduate just over 17% more students than the prior summer with this targeted strategy.

Within the current year, we are continuing to engage the university across departments on our work to improve retention and graduation rates for all student populations with a goal of raising our one-year retention rate to 75% and our six year graduation rate to 40%.

### **Part IX: Information Technology (IT)**

15) Discuss the information technology needs of your institution to include hardware needs, software needs, etc. IT needs that have been identified as top priorities for your institution should be included as a part of your FY18 funding request (Question #10) if your institution has been permitted to request new funds.

The current state of IT at Clayton State is best described as improving. In the past two years we have been in a rebuilding mode for our infrastructure. We have completed projects to stabilize and expand the power in the Data Center, replaced both the Storage Area Network (SAN) and the enterprise back-up system, enhanced the network in the Data Center of 10 Gbps, and we are in the process of replacing the VMWare servers.

Going forward, the hardware needs for the campus infrastructure can be more focused. Our immediate needs are for new next generation firewalls (\$110,000) and hardware based load balancers (\$130,000). Additionally, we have a great need for several services which will require an on-going commitment. These include a service to monitor critical systems' logs (\$20,000 per year), next generation end-point threat protection (\$52,000 per year) and two-factor authentication (\$7,800 per year.)

## FY 2018 Budget Discussion

The needs in our classrooms are in process of being addressed. All of our classrooms are currently equipped with technology assistance consistent with past technologies. That is projectors, document cameras, Extron controls, etc. Our true need at this point is to begin equipping our classroom with technology for the future. We anticipate utilizing some of the funding for our current Academic Core Renovation project to begin working with faculty to determine the technology needed in classroom in the future. We do not expect to completely modernize all of our classrooms, but rather to provide seed money with which we will work with faculty to demonstrate the new technologies and decide which direction(s) we need to take in upgrading/modernizing all of the classrooms on campus.

Our software needs, other than those mentioned above are few. Our greatest issue with respect to software, as well as all of the other aspects of IT, is with salaries. Our staff remains as much as 30 – 50% behind the market rate in the Atlanta area. With the number of new IT positions in Atlanta increasing at a rapid pace, the threat of our employees leaving for economic reasons also increases. Replacing employee who leave is an ever greater challenge. For instance, in our software development and support area, we are at full staff for the first time in over two years.

16) What is the FY18 annual projected IT spend across the institution, including IT expenditures paid to the System Office? Provide detailed information for planned single expenditures or projects over \$1 million using the table below or in a separate attached.

Our projected FY18 budget for IT across the institution is \$4,857,932, of which \$3,056,275 is earmarked for salaries and benefits. We do not anticipate any projects that exceed \$1,000,000 in FY18.

**NOTE:** In addition to the FY 2018 Budget Discussion Template, please complete (as applicable) all tabs included in the attached Excel file regarding the fiscal year 2018 budget request. The tabs are labeled (1) Trend Data, (2) Enrollment by Campus, (3) Reserve Balances, (4) Reduction Actions, (5) New Funds, and (6) Facilities.

## FY 2018 Budget Hearing Data Sheet

Institution Name:

Clayton State University

| Enrollment Trends   |           |           |           |           |                          |                          |
|---|-----------|-----------|-----------|-----------|--------------------------|--------------------------|
|   | Fall 2013 | Fall 2014 | Fall 2015 | Fall 2016 | Fall 2017<br>(Projected) | Fall 2018<br>(Projected) |
| Headcount   | 7,261     | 7,022     | 7,012     | 6,994     | 7,155                    | 7,295                    |
| % Change in Headcount over prior Fall   |           | -3.3%     | -0.1%     | -0.3%     | 2.3%                     | 2.0%                     |
| FTE   | 5,999     | 5,729     | 5,699     | 5,661     | 5,791                    | 5,905                    |
| % Change in FTE over prior Fall   |           | -4.5%     | -0.5%     | -0.7%     | 2.3%                     | 2.0%                     |
| State funding per Student FTE   | \$ 3,876  | \$ 4,201  | \$ 4,422  | \$ 4,361  |                          |                          |
| <b>Undergraduate Headcount</b>  | 6,893     | 6,632     | 6,587     | 6,554     | 6,700                    | 6,820                    |
| <b>Graduate Headcount</b>   | 368       | 390       | 425       | 440       | 455                      | 475                      |
| <i>The sum of graduate and undergraduate headcount must agree to the total headcount reported on row 7.</i> |           |           |           |           |                          |                          |
| Entering Freshman   | 547       | 513       | 591       | 531       | 550                      | 570                      |
| Number of Out-of-State Students   | 172       | 155       | 177       | 183       | 190                      | 195                      |
| Number of Out-of-Country Students   | 122       | 152       | 126       | 151       | 165                      | 175                      |
| Dually Enrolled Students  | 430       | 545       | 644       | 779       | 800                      | 805                      |
| # of Online Students (Enrolled 100%)  | 327       | 595       | 759       | 858       | 900                      | 920                      |
| # of Students taking at least one (1) online course but not enrolled 100% online                            | 3,024     | 2,867     | 3,063     | 3,192     | 3,250                    | 3,400                    |

| Academics   |         |         |         |                        |  |  |
|---|---------|---------|---------|------------------------|--|--|
|   | FY 2014 | FY 2015 | FY 2016 | FY 2017<br>(Projected) |  |  |
| # of Degrees Awarded  | 1,262   | 1,261   | 1,323   | 1,350                  |  |  |
| # of Degrees Awarded Through Reverse Transfer   |         |         |         |                        |  |  |
| Total # of Active Programs  | 48      | 48      | 47      | 47                     |  |  |
| Number of Low Producing Programs  | 2       | 3       | 3       | 1                      |  |  |
| <i>Provide Graduation and Retention Rates for the four most recent Cohorts available and indicate the cohorts in the highlighted cells below.</i> |         |         |         |                        |  |  |
|   | 2013    | 2014    | 2015    | 2016                   |  |  |
| One-Year Retention Rates for First-Time Full-Time Freshman  | 68.5%   | 70.1%   | 70.5%   | 72.0%                  |  |  |
|   | 2007    | 2008    | 2009    | 2010                   |  |  |
| Six-Year Graduation Rates for First-Time Full-Time Freshman   | 28.6%   | 33.3%   | 31.9%   | 33.0%                  |  |  |

| Funding   |               |               |               |                         |                                  |                                  |
|---|---------------|---------------|---------------|-------------------------|----------------------------------|----------------------------------|
|   | FY 2014       | FY 2015       | FY 2016       | FY 2017<br>(Annualized) | Percent Change from FY14 to FY17 | Percent Change from FY16 to FY17 |
| <i>Source: Budget Compliance Report</i>   |               |               |               |                         |                                  |                                  |
| State Appropriations  | \$ 23,251,922 | \$ 24,067,121 | \$ 25,198,595 | \$ 24,687,217           | 6.17%                            | -2.03%                           |
| Tuition Revenue   | \$ 27,382,471 | \$ 27,386,339 | \$ 27,831,086 | \$ 27,800,000           | 1.52%                            | -0.11%                           |
| Special Institutional Fee   | \$ 3,837,848  | \$ 3,604,163  | \$ 3,297,276  | \$ 3,750,000            | -2.29%                           | 13.73%                           |
| Sponsored Revenue   | \$ 20,012,043 | \$ 19,474,993 | \$ 19,273,679 | \$ 17,998,989           | -10.06%                          | -6.61%                           |
| <i>Tuition Revenue Analysis (Fund 10500)</i>  |               |               |               |                         |                                  |                                  |
|   | FY 2014       | FY 2015       | FY 2016       | FY 2017                 | Percent Change from FY14 to FY17 | Percent Change from FY16 to FY17 |
| In-State Tuition Revenue  | \$ 24,275,477 | \$ 24,205,117 | \$ 24,961,609 | \$ 24,760,000           | 2.00%                            | -0.81%                           |
| Out-of-State Tuition Revenue  | \$ 3,106,994  | \$ 3,181,222  | \$ 2,869,477  | \$ 3,040,000            | -2.16%                           | 5.94%                            |
| <i>The sum of the in-state and out-of-state tuition revenue must agree to the total tuition revenue reported on row 39.</i> |               |               |               |                         |                                  |                                  |
| Undergraduate Tuition   | \$ 24,362,268 | \$ 24,227,412 | \$ 24,846,117 | \$ 24,900,000           | 2.21%                            | 0.22%                            |
| Graduate Tuition  | \$ 3,020,203  | \$ 3,158,927  | \$ 2,984,969  | \$ 2,900,000            | -3.98%                           | -2.85%                           |
| <i>The sum of the in-state and out-of-state tuition revenue must agree to the total tuition revenue reported on row 39.</i> |               |               |               |                         |                                  |                                  |
| Tuition Carry Forward   | \$ 820,974    | \$ 628,123    | \$ 827,781    |                         |                                  |                                  |
| Percent of Tuition Carried Forward  | 3.00%         | 2.29%         | 2.97%         |                         |                                  |                                  |

| Expenditures                                |                      |                      |                      |                         |         |         |
|---|----------------------|----------------------|----------------------|-------------------------|---------|---------|
|   | FY 2014              | FY 2015              | FY 2016              | FY 2014                 | FY 2015 | FY 2016 |
| <i>Source: Audited Financial Statements</i> |                      |                      |                      |                         |         |         |
|   |                      |                      |                      | % of total expenditures |         |         |
| Instruction                                 | \$ 28,876,071        | \$ 29,212,659        | \$ 29,094,470        | 32.7%                   | 33.5%   | 32.3%   |
| Research                                    | \$ 47,444            | \$ 31,725            | \$ 22,582            | 0.1%                    | 0.0%    | 0.0%    |
| Public Service                              | \$ 833,790           | \$ 794,347           | \$ 861,752           | 0.9%                    | 0.9%    | 1.0%    |
| Academic Support                            | \$ 9,488,813         | \$ 9,261,843         | \$ 9,519,219         | 10.7%                   | 10.6%   | 10.6%   |
| Student Services                            | \$ 7,778,248         | \$ 8,246,835         | \$ 9,234,246         | 8.8%                    | 9.5%    | 10.2%   |
| Institutional Support                       | \$ 9,112,959         | \$ 8,189,172         | \$ 9,694,424         | 10.3%                   | 9.4%    | 10.8%   |
| Plant Operations and Maintenance            | \$ 8,775,358         | \$ 9,654,699         | \$ 11,010,703        | 9.9%                    | 11.1%   | 12.2%   |
| Scholarships and Fellowships                | \$ 9,469,742         | \$ 8,589,233         | \$ 8,258,888         | 10.7%                   | 9.9%    | 9.2%    |
| Auxiliary Enterprises                       | \$ 13,887,412        | \$ 13,105,722        | \$ 12,419,071        | 15.7%                   | 15.0%   | 13.8%   |
| <b>Total Operating Expenses</b>             | <b>\$ 88,269,837</b> | <b>\$ 87,086,235</b> | <b>\$ 90,115,355</b> |                         |         |         |

| Financial Trends                            |              |              |              |  |  |  |
|---|--------------|--------------|--------------|--|--|--|
|   | 6/30/2014    | 6/30/2015    | 6/30/2016    |  | Percent Change from 6/30/14 to 6/30/16 | Percent Change from 6/30/15 to 6/30/16 |
| <i>Source: Audited Financial Statements</i> |              |              |              |  |  |  |
| Cash and Equivalents                        | \$ 7,177,304 | \$ 6,394,612 | \$ 6,300,021 |  | -12.22%                                | -1.48%                                 |
| S-T Investments                             | \$ -         | \$ -         | \$ -         |  | #DIV/0!                                | #DIV/0!                                |



## FY 2018 Budget Hearing Data Sheet

Institution Name:

Clayton State University

|   |               |                 |                 |  |          |         |
|---|---------------|-----------------|-----------------|--|----------|---------|
| Receivables                                       | \$ 2,347,577  | \$ 5,152,161    | \$ 3,927,474    |  | 67.30%   | -23.77% |
| Current Liabilities                               | \$ 4,640,400  | \$ 6,311,318    | \$ 6,385,341    |  | 37.60%   | 1.17%   |
| Lease Purchase Obligations (L-T)                  | \$ 76,351,321 | \$ 75,512,485   | \$ 74,522,428   |  | -2.40%   | -1.31%  |
| Net Assets - Unrestricted                         | \$ 6,561,929  | \$ (21,160,763) | \$ (20,499,047) |  | -412.39% | -3.13%  |
| Accounts Receivable Written Off (Approved by SAO) | \$ 282,643    | \$ 210,013      | \$ 359,194      |  | 27.08%   | 71.03%  |

### Financial Ratios (See attached Instructions)

|                            | 6/30/2014 | 6/30/2015 | 6/30/2016 |  |  |  |
|----------------------------|-----------|-----------|-----------|--|--|--|
| Primary Reserve Ratio      | 0.06      | (0.23)    | (0.218)   |  |  |  |
| Viability Ratio            | 0.08      | (0.21)    | (0.201)   |  |  |  |
| Return on Net Assets Ratio | (0.07)    | (0.06)    | 0.888     |  |  |  |
| Current Ratio              | 2.31      | 1.96      | 1.811     |  |  |  |
| Cash Ratio                 | 1.93      | 1.73      | 1.605     |  |  |  |

### Capital Lease Obligations

|   | 6/30/2014     | 6/30/2015     | 6/30/2016     |  |  |  |
|---|---------------|---------------|---------------|--|--|--|
| Capital Liability Burden Ratio  | 4.9%          | 5.1%          | 5.1%          |  |  |  |
| <i>Capital Liability Burden Ratio = Annual lease payments (principal + interest) divided by total revenues defined as follows (the denominator of the fraction, total revenues, should include operating revenues and non-operating revenues, excluding capital gifts and grants and special item transfers).</i> |               |               |               |  |  |  |
| Annual Capital Lease Payments   | \$ 4,310,218  | \$ 4,497,667  | \$ 4,519,326  |  |  |  |
| Total Capital Lease Obligations   | \$ 76,351,321 | \$ 75,512,485 | \$ 74,522,428 |  |  |  |
| Student Housing Occupancy Rates   | 74%           | 76%           | 74%           |  |  |  |
| Capital Liability Per FTE   | \$ 12,727     | \$ 13,181     | \$ 13,076     |  |  |  |

### Financial Trends - Auxiliary Operations

|  | 6/30/2014           | 6/30/2015           | 6/30/2016           |  | Percent Change from<br>6/30/14 to 6/30/16 | Percent Change from<br>6/30/15 to 6/30/16 |
|--|---------------------|---------------------|---------------------|--|---|---|
| <b>Auxiliary Reserve Balance:</b>      |                     |                     |                     |  |   |   |
| Unrestricted                           | \$ 2,266,829        | \$ 801,144          | \$ 25,405           |  | -98.88%                                   | -96.83%                                   |
| Reserved for Encumbrances              | \$ 419,932          | \$ 1,359,341        | \$ 1,690,257        |  | 302.51%                                   | 24.34%                                    |
| R&R Reserve                            | \$ 376,062          | \$ 527,597          | \$ 127,708          |  | -66.04%                                   | -75.79%                                   |
| <b>Total Auxiliary Reserve Balance</b> | <b>\$ 3,062,823</b> | <b>\$ 2,688,082</b> | <b>\$ 1,843,370</b> |  | <b>-39.81%</b>                            | <b>-31.42%</b>                            |
| Total Auxiliaries Cash and Equivalents | \$ 1,131,929        | \$ 1,070,354        | \$ 1,127,595        |  | -0.38%                                    | 5.35%                                     |

### Employee Trends

|                                  | Fall 2013  | Fall 2014  | Fall 2015  | Fall 2016  | Percent Change from<br>Fall 13 to Fall 16 | Percent Change from<br>Fall 15 to Fall 16 |
|----------------------------------|------------|------------|------------|------------|---|---|
| Full-Time Faculty                | 255        | 255        | 260        | 249        | -2.35%                                    | -4.23%                                    |
| Full-Time Staff                  | 382        | 387        | 402        | 398        | 4.19%                                     | -1.00%                                    |
| <b>Total Full-Time Employees</b> | <b>637</b> | <b>642</b> | <b>662</b> | <b>647</b> | <b>1.57%</b>                              | <b>-2.27%</b>                             |
| Part-Time Faculty                | 187        | 166        | 175        | 155        | -17.11%                                   | -11.43%                                   |
| Part-Time Staff                  | 147        | 117        | 128        | 65         | -55.78%                                   | -49.22%                                   |
| <b>Total Part-Time Employees</b> | <b>334</b> | <b>283</b> | <b>303</b> | <b>220</b> | <b>-34.13%</b>                            | <b>-27.39%</b>                            |
| Student Workers                  | 363        | 359        | 282        | 263        | -27.55%                                   | -6.74%                                    |
| Graduate Assistants              | 7          | 14         | 12         | 21         | 200.00%                                   | 75.00%                                    |

### Financial Aid

|                                       | FY 2014          | FY 2015          | FY 2016          | FY 2017<br>(As of Fall 2016) |  |  |
|---------------------------------------|------------------|------------------|------------------|------------------------------|--|--|
| <b>MOWR Included</b>                  |                  |                  |                  |                              |  |  |
|                                       | MOWR Included    | MOWR Included    | MOWR Included    | MOWR Included                |  |  |
| % of Undergraduates Receiving Pell    | 4666/8399<br>56% | 4427/8088<br>55% | 4315/8042<br>54% | 3369/6557<br>51%             |  |  |
| % of Undergraduates Receiving HOPE    | 1130/8399<br>13% | 1086/8088<br>13% | 1180/8042<br>15% | 985/6557<br>15%              |  |  |
| % of Students Receiving Federal Loans | 5708/8856<br>64% | 5266/8570<br>61% | 4734/8580<br>55% | 3742/6997<br>53%             |  |  |
| <b>MOWR Excluded</b>                  |                  |                  |                  |                              |  |  |
|                                       | MOWR Excluded    | MOWR Excluded    | MOWR Excluded    | MOWR Excluded                |  |  |
| % of Undergraduates Receiving Pell    | 4666/7944<br>59% | 4427/7509<br>59% | 4315/7286<br>59% | 3369/5778<br>58%             |  |  |
| % of Undergraduates Receiving HOPE    | 1130/7944<br>14% | 1086/7509<br>14% | 1180/7286<br>16% | 985/5778<br>17%              |  |  |
| % of Students Receiving Federal Loans | 5708/8401<br>68% | 5266/7991<br>66% | 4734/7824<br>61% | 3742/6218<br>60%             |  |  |

### Federal Student Loan Default Rate

| Three-Year Cohort Year            | FY 2011 | FY 2012 | FY 2013 |  |  |  |
|-----------------------------------|---------|---------|---------|--|--|--|
| Federal Student Loan Default Rate | 9.3%    | 8.0%    | 9.9%    |  |  |  |

Note: FY 2013 are expected to be published in late September

**FY 2018 Budget Hearing Data Sheet  
Fall Enrollment by Campus**

Complete if your institution has multiple campuses and/or sites.

**Institution Name:** Clayton State University

| Fall Enrollment by Campus      |           |           |           |           |                          |                          |
|--------------------------------|-----------|-----------|-----------|-----------|--------------------------|--------------------------|
| Campus/Site                    | Fall 2013 | Fall 2014 | Fall 2015 | Fall 2016 | Fall 2017<br>(Projected) | Fall 2018<br>(Projected) |
| 100% Online*                   | 327       | 595       | 759       | 858       | 900                      | 920                      |
| Main Campus                    | 6,480     | 5,941     | 5,711     | 5,602     | 5,640                    | 5,720                    |
| Peachtree City-Fayette County  | 433       | 499       | 515       | 531       | 590                      | 600                      |
| Henry County                   | 73        | 105       | 136       | 159       | 200                      | 220                      |
| Distance Learning(Online Only) | 150       | 68        | 17        | 24        | 25                       | 30                       |
| eTuition (Online Only)         |           |           | 1,444     | 1,961     | 2,000                    | 2,035                    |
| Other USG Institution          | 228       | 138       | 189       | 63        | 75                       | 80                       |
| Off Campus                     |           | 2         |           |           |                          |                          |
| <b>Total</b>                   | 7,691     | 7,348     | 8,771     | 9,198     | 9,430                    | 9,605                    |

\* Information reported should agree to line 20 on Trend Data Tab

We understand that campus figures may be duplicated for students taking courses at multiple campuses.

**FY 2018 Budget Hearing Data Sheet**  
**Auxiliary Enterprises and Student Activity Reserve Balances**

Institution Name: Clayton State University

| Complete for all auxiliary enterprises including PPV activity (12XXX) and student activities (13000)                               |           |               |   |              |                  |  |                    |   |                |                           |                                 |
|--|-----------|---------------|---|--------------|------------------|--|--------------------|---|----------------|---------------------------|---------------------------------|
| Information for Auxiliary Enterprises - For The Period Ended June 30, 2016 (Source AFR, include actuals, GAAP and Capital Ledgers) |           |               |   |              |                  |  |                    |   |                |                           |                                 |
| Auxiliary Enterprise   | Fund Code | Total Revenue | Total Expenditures, excluding depreciation and interest expense | Depreciation | Interest Expense | Revenues net of Expenditures, Before Transfers | Transfers In (Out) | Revenues net of Expenditures, After Transfers | Fund Balance   | Unrestricted Fund Balance | Does activity in include a PPV? |
| Athletics  | 12280     | \$ 2,389,305  | \$ 2,384,047  | \$ 45,318    |                  | \$ (40,060)                                    |                    | \$ (40,060)                                   | \$ 1,327,641   | \$ 75,206                 | NO                              |
| Housing  | 12210     | \$ 6,150,680  | \$ 2,911,572  | \$ 1,869,038 | \$ 2,682,578     | \$ (1,312,508)                                 |                    | \$ (1,312,508)                                | \$ (9,790,250) | \$ (741,167)              | YES                             |
| Dining/Food Services   | 12220     | \$ 359,927    | \$ 362,068  | \$ 66,213    |                  | \$ (68,354)                                    |                    | \$ (68,354)                                   | \$ 317,347     | \$ (113,936)              | NO                              |
| Bookstore  | 12230     | \$ 3,785,027  | \$ 3,261,744  | \$ 10,469    |                  | \$ 512,814                                     |                    | \$ 512,814                                    | \$ 1,969,095   | \$ 1,558,119              | NO                              |
| Health Services  | 12240     | \$ 712,192    | \$ 654,024  |              |                  | \$ 58,168                                      |                    | \$ 58,168                                     | \$ 164,145     | \$ 164,145                | NO                              |
| Parking  | 12250     | \$ 512,316    | \$ 484,908  | \$ 12,889    |                  | \$ 14,519                                      |                    | \$ 14,519                                     | \$ 627,290     | \$ 408,407                | NO                              |
| List other auxiliaries as appropriate:   |           |               |   |              |                  |  |                    |   |                |                           |                                 |
| Laker Card Center/<br>Vending/SmartPrint   | 12270     | \$ 370,330    | \$ 346,645  | \$ 10,136    |                  | \$ 13,549                                      |                    | \$ 13,549                                     | \$ 555,160     | \$ 492,596                | NO                              |
| Student Activities   | 13000     | \$ 2,403,610  | \$ 1,168,477  | \$ 702,886   | \$ 976,912       | \$ (444,665)                                   |                    | \$ (444,665)                                  | \$ (3,484,856) | \$ 1,738,126              | YES                             |

**Fiscal Year 2018 Budget Hearing**  
**Part VI - What Actions Would You Take if State Funding Declined in FY18?**

Institution Name: Clayton State University

FY 2018 Reduction  
 Target \$ 533,000

Reductions of a permanent nature should be considered/implemented whenever possible. Permanent reductions should be reported in subsequent years, while one-time actions should drop off.  
 NOTE: The proposed reduction should equal the reduction target each year.

|              | Reduction Action                       | # of Positions Impacted (if applicable) | Savings from Action (\$) |               |               |
|--------------|--|---|--------------------------|---------------|---------------|
|              |  |   | FY 2018                  | FY 2019       | FY 2020       |
| 1            | Reduction/Restructuring of Departments | 6                                       | \$ 200,000.00            | \$ 200,000.00 | \$ 200,000.00 |
| 2            | Part-Time Faculty and Lecturers        | 10                                      | \$ 200,000.00            | \$ 200,000.00 | \$ 200,000.00 |
| 3            | OS&E (Cancel Contract(s))              |   | \$ 133,000.00            | \$ 133,000.00 | \$ 133,000.00 |
| 4            |  |   |                          |               |               |
| 5            |  |   |                          |               |               |
| 6            |  |   |                          |               |               |
| 7            |  |   |                          |               |               |
| 8            |  |   |                          |               |               |
| 9            |  |   |                          |               |               |
| 10           |  |   |                          |               |               |
| <b>Total</b> |  | 16                                      | \$ 533,000.00            | \$ 533,000.00 | \$ 533,000.00 |

**Fiscal Year 2018 Budget Hearing**  
**Part VI - How Would You Use New Money in FY18?**  
*Priority Items*

Institution Name: Clayton State University

Only complete this form if your institution experienced enrollment growth in the 2015-2016 academic year.

|                           | DESCRIPTION (Based on Part VI, Question 10 of the Budget Discussion Template) | # of Positions<br>(if applicable) | Requested<br>Amount |
|---------------------------|---|-----------------------------------|---------------------|
| List in Order of Priority |   |                                   |                     |
| 1                         | <u>Your institution is not required to respond to this question.</u>          |                                   |                     |
| 2                         |   |                                   |                     |
| 3                         |   |                                   |                     |
| 4                         |   |                                   |                     |
| 5                         |   |                                   |                     |
| 6                         |   |                                   |                     |
| 7                         |   |                                   |                     |
| 8                         |   |                                   |                     |
| 9                         |   |                                   |                     |
| 10                        |   |                                   |                     |
| <b>Total</b>              |   | -                                 | \$ -                |

Fiscal year 2018 Budget Hearing  
Part IV- Facility Needs  
Priority Items

Institution Name: Clayton State University

|    | NARRATIVE (As In Part IV of the Budget Narrative)   | Transaction Type: Construction, Renovation, Lease, Etc. | # of Spaces, Rooms, SQ FT (if applicable)  | Proposed Funding Source (i.e. GO Bonds, Private, PPV, etc.) | Estimated Cost          | Proposed Start Date | Proposed Completion Date |
|----|---|---|--|---|-------------------------|---------------------|--------------------------|
|    | List in Order of Priority   |   |  |   |                         |                     |                          |
| 1  | <b>Academic Core (Construction)</b>   |   |  |   |                         |                     |                          |
|    | 1A. Arts and Sciences   | Renovation  | 38,908 sq.ft                               | GO Bonds  | \$ 928,063.00           | Jul-17              | Dec-18                   |
|    | 1B. Lecture Hall  | Renovation  | 12,118 sq.ft + 1,700 sq.ft new built out   | GO Bonds  | \$ 1,662,221.00         | Jul-17              | Dec-18                   |
|    | 1C. Library HVAC System Upgrade   | Renovation  |  | GO Bonds  | \$ 1,361,103.00         | Jul-17              | Mar-18                   |
|    | 1D. Roof Replacement and Built Out 2 Classrooms for Athletics and Health Center   | Renovation & Construction                               | 43,266 sq.ft.                              | GO Bonds  | \$ 1,515,803.00         | Jul-17              | Jul-18                   |
|    | 1E. University Center and Library Access Ladder Installation  | Construction  | Ladders for access to 19 clerestory roofs  | GO Bonds  | \$ 244,750.00           | Jul-17              | Feb-18                   |
|    | 1F. Spivey Hall Mechanical Upgrade  | Renovation  |  | GO Bonds  | \$ 250,000.00           |                     |                          |
|    | 1G. Mini-Chiller System for Continuing Education/College of Nursing, Spivey Hall, Music Education Bldg and Athletics & Health Center. | Construction  | 152,630 sq.ft for four buildings           | GO Bonds  | \$ 4,107,325.00         | Jul-17              | Jan-19                   |
| 2  | <b>Upgrade IT Infrastructure Campus Wide</b>  | Construction  | Equipment and Fiber Ring implementation    | GO Bonds  | \$ 3,800,000.00         | Jul-17              | Jan-19                   |
| 3  | <b>Upgrade Campus Infrastructure - High Voltage Line and Transformer</b>  | Upgrade   | Equipment & Underground Utilities Upgrade  | GO Bonds  | \$ 5,000,000.00         | Jul-17              | Jan-19                   |
| 4  | <b>Laker Village Phase II (CSU Real Estate LLC II)</b>  | Renovation  | Structural and Civil works                 | Foundation Funds  | \$ 800,000.00           | Dec-16              | Aug-17                   |
| 5  | <b>Trammell Property Egress Road</b>  | Construction and building renovation                    | 11.8 acres                                 | Campus Funds  | \$ 600,000.00           | Jul-16              | Jul-18                   |
| 6  | <b>Spivey Hall Renovation</b>   | Renovation  | 32,865 sq.ft.                              | GO Bonds  | \$ 2,500,000.00         | Jul-17              | Aug-18                   |
| 7  | <b>Library HVAC System Upgrade</b>  | Construction  | 56,400 sq.ft.                              | GO Bonds  | \$ 3,200,000.00         | Jul-16              | Jun-17                   |
| 8  | <b>Nursing Classroom building</b>   | New Building  | 55,000 sq.ft.                              | GO Bonds  | \$ 28,000,000.00        | Jul-19              | Jan-21                   |
| 9  | <b>Edgewater Hall Building Envelope Upgrade</b>   | Construction  | 26,000 sq.ft roof, windows and store front | GO Bonds  | \$ 575,000.00           | Jul-17              | Jun-18                   |
| 10 | <b>Fayette-Kedron Instructional Site Expansion</b>  | Floor plan adjustment / Lease                           | sq.ft.(existing) + 10,000 sq.ft. addition  | GO Bonds  | \$ 120,000.00           | Jul-17              | Sep-18                   |
| 11 | <b>Campus Miscellaneous Projects</b>  | Construction  | Varies                                     | Campus Funds  | \$ 868,456.00           | Jul-17              | Aug-18                   |
| 12 | <b>Athletics / Convocation Center</b>   | New Building  | 105,000 sq.ft.                             |   | \$ 21,000,000.00        | Jul-21              | Jan-24                   |
| 13 | <b>Henry County</b>   | Construction  | 15,000 sq. ft.                             | GO Bonds  | \$ 2,500,000.00         | Sep-17              | Mar-18                   |
| 14 | <b>Clayton County Workforce Development</b>   | Renovation  | 20,000 sq. ft.                             | GO Bonds  | \$ 3,000,000.00         | Jul-17              | Dec-18                   |
| 15 | <b>Exterior Signage Replacement</b>   | Replacement   | Various sign types                         | Campus Funds  | \$ 135,000.00           | Jul-17              | Mar-18                   |
|    | <b>Total</b>  |   |  |   | <b>\$ 82,167,721.00</b> |                     |                          |