FY 2020 Budget Discussion – Clayton State University

Part I: System-Wide Initiatives

1) Discuss the major actions undertaken as a part of your Momentum Year plan. What components are still in the development or implementation phases? From a financial perspective, how has your institution invested in your Momentum Year plan and what were the sources of funds? Describe strategy taken in scaling corequisite model. Discuss any early results to date.

Momentum Year Update: Clayton State University has been actively engaged in multiple facets of the Momentum Year work for multiple years. These activities include enrolling students in 15+ credits in their first semester (30+ for the academic year), aligning first semester math enrollment with the respective major, and having students declare a major. This year was a continuation Momentum Year work. Our implementation plan addresses each of the three elements of that work: Purpose, Program of Study, and Engagement with many components completed or in progress.

Momentum Year Initiatives - Implemented

- Developed academic focus areas, aligned each major appropriately, and developed program maps for each major including the advisement of students to enroll in math (3 credits), English (6 credits), and major area course work (9 credits) while registering for 15 credits per term or 30 per academic year.
- Developed and utilized an intentional plan to advise students self-identified as undeclared in the orientation process. The goal was to have students declare a major using an assessment tool with academic and career advising. Through this process and with the elimination of the undecided major option on the undergraduate application we have increased the percentage of new freshman who have identified a major from 87.9% in fall 2016 to 97.1% in fall 2018.
- Developed an advising process to follow up with students who do not perform well in their major area class within their first semester.
- Launched the completion of the Academic Mindset Survey with significant increases in participation rates from 1 percent in 2017 to approximately 37 percent in 2018.
- Utilized the fall Annual Faculty Meeting to present on Academic Mindset.
- Active participation in the Gateways to Completion (G2C) plan focusing on the pedagogical strategies associated with four high impact courses.

Momentum Year Initiatives – In Progress

- Create a website with academic focus area descriptions, career outcomes, program maps, and additional educational information for prospective students to view. This will be completed by the beginning of the fall advisement period in March.
- Align or develop where necessary, co-curricular activities and practices that are supportive of students engaging in their field of study. This will be completed through the alignment of student life, academic clubs, and career development opportunities within the academic plan.
- Establish working groups to develop training around academic mindset and the utilization inside and outside of the classroom. The growth and purpose mindset were featured at the fall faculty meeting and in follow-up activities with the academic departments. A new working group will be established by December to highlight activities for next year.

The Momentum Year work ties into our Strategic Planning Goal 1A to increase enrollment, retention, and graduation rates. While many of the financial implications associated with the Momentum Year work have been absorbed within our existing budgets when they have not, we have ensured they are funded as there is a direct relationship to our Strategic Plan. This dramatically increases the likelihood of continued investments in Momentum Year activity even in circumstances of reduced financial resources.

Strategy Scaling Corequisite Model

Clayton State was well positioned to eliminate foundational work and move to a complete corequisite model for math and English. In Fall 2014 we moved from an English foundations model to a corequisite model. While last year we maintained a math foundations level of instruction, this level was for students entering through an Accuplacer assessment (non-traditional first-time students) which was only 5% (73 students) of new students admitted in Fall 17. Due to the smaller population impacted we were able to move to a corequisite math model with little impact on resources. The student benefits of moving to a corequisite model were evident in the data provided to us by the USG. In order to ensure our students were well served in fall 2016 our math department aligned the corequisite course with the core math course of instruction with mixed registration results. In fall 2017 we were able to ensure students requiring the corequisite support class were registered accurately with the aligned core math course section.

Momentum Year Results

Academic Mindset Results

In fall 2017 less than 1% of our new freshmen completed the Academic Mindset Survey. This year approximately 37% of our new freshmen completed the survey.

New Freshmen Registered or Earned Credit for English, Math, and 15 Credits by the End of Their First Fall Semester

Fall	% English	% Math	% 15 Credits	% All Three	*% Enrolled in 30+ Credits in First Academic Year*
2016	96.4%	97.9%	31.1%	29.8%	*40.9%*
2017	95.1%	94.4%	36.9%	34.8%	*47.1%*
2018	82.2%	85.5%	38.6%	33.8%	-

Note: This population consists of part-time and full-time first-time freshmen excluding non-traditional students who potentially would be part of the respective fall semester IPEDS cohort. This population includes students enrolled in our Summer Bridge Program and uses the credits earned from the summer session to count toward the %15 credits. It also accounts for credits earned in math and English through advanced standing or dual enrollment.

We have gradually increased the percentage of students enrolling in 15 credits or more by the end of their first fall semester. While we seek to have students enroll in 15 credits or more in their first

semester, if they enroll in 30 credits or more within the academic year they are on pace to graduate on time. In 2016, 40.9% and in 2017, 47.1% of the new freshmen in the chart above enrolled in 30+ credits in the academic year.

The drop in percentage of students enrolled in English and math was caused by a shortage of sections offered generated by unanticipated growth in dual-enrollment and increased competition for qualified part-time for Mathematics and English. This occurred even as the number of courses offered and students served increased by 6 to 10 percent. The table below demonstrates that we had an increase in students enrolling in math and English sections for fall 2018 along with an increase in sections offered. We have identified a need to provide resources in order to ensure we have enough sections to meet the English and math demand.

Course	Fall 2016	Fall 2017	Inc/Dec from Fall 2016	Fall 2018	Inc/Dec from Fall 2017
ENGL 1101					
# of courses	45	44	-2.20%	47	6.80%
# of students	951	911	-4.20%	962	5.60%
MATH 1101/1111					
# of courses	40	41	2.50%	45	9.80%
# of students	772	793	2.70%	874	10.20%

2)   Provide an update on the status of the Comprehensive Administrative Review at your institution. Have you begun to implement the CAR action plan and, if so, what savings have been realized and where have the funds been reinvested? Who on your campus is on the design team tasked with recommending organizational changes to the President?

Clayton State received the draft HURON report on August 16, 2018. The University received a final draft on October 3, 2018. The University has designated members of the working group and decision-making group. The working group has submitted early comments and received a response from Huron. Data analysis is currently under way. We are targeting late November –early December to deliver a draft response to the USG.

Dr. Jim Flowers is the chair of the working group and is coordinating the development of the action plan. Per the instructions found in the USG Action Plan Response guide, members of the working group include the following: Dean of Institutional Research and Budgets, Budget Director, Director of Human Resources, Assistant Director of Technology Infrastructure, Controller, Assistant VP of Marketing and Communications, Associate Provost, Asst. VP of Student Affairs and two Department Chairs.

The decision group includes President Hynes, the Vice President of Business and Operations, the Vice President of Academic Affairs, the Vice President of Information Technology Services, the interim Vice President for Advancement, the Vice President of Student Affairs and a department chair.

3)   Describe the process that your institution is using to evaluate the level of benefits or payroll staff needed post-conversion to OneUSG Connect. What positions are expected to have time redirected to new duties and what positions can be (or have been) eliminated? Also, list any third-party costs related to human capital management previously incurred, including software, professional consultants, or outsourced services, that will no longer be needed by the institution in FY19 or beyond.

A. Describe the process that your institution is using to evaluate the level of benefits or payroll staff needed post-conversion to OneUSG Connect.

A cross divisional and departmental team at Clayton State University evaluated the level of staff needed after the implementation of OneUSG Connect. The institution communicated with Cohort 1 schools prior to implementation to obtain feedback on the impact of staff time. Since implementation, the department has evaluated the impact of OneUSG on work activity. A review was performed of transactions handled by the department prior to OneUSG and transactions handled since the implementation of OneUSG. Currently, the human resources team is actively engaged in investing time in training and mastering the new processes and procedures implemented with OneUSG Connect. It is our belief that continued investment in training and increased familiarization with the system will ultimately lead to increased efficiencies.

A key phase of the evaluation process involved reviewing the job descriptions of the departmental personnel that handled benefits, payroll, and data entry duties. During the implementation process, we assigned 3 of our FTEs to perform lead roles on the OneUSG Project Implementation Team. An additional FTE had a secondary role on the project.

Since the implementation, we continue to assess the workload of the departmental personnel that handle benefits administration, payroll processing, and data entry. Considering the tasks that were streamlined or eliminated by OneUSG, departmental personnel have been given additional responsibilities for key functions that were not given full resources in the past and are typically filled by a 1.0 FTE at similar sized institutions. These job duties consist of compensation and classification (reorganization requests, salary studies, and reclassification of positions), recruitment (creation and posting of positions in Careers, assisting search committees, and background investigation coordination), training and development (new manager trainings, new hire orientation, leadership training, and mandatory training), benefits reconciliation, and compliance (Title IX and conflict of interest assessment).

B. What positions are expected to have time redirected to new duties and what positions can be (or have been) eliminated?

In April of 2018, the Associate Director of Human Resources resigned. This role had responsibility for benefits administration, compensation, and employment services which,

when taking labor hours into account, equated to a 1.8 FTE. This position was reclassified to an HR Generalist.   The HR Generalist assumed the role of Benefits Administrator, now a 0.8 FTE position, when considering the time saved from outsourcing benefits enrollment to Alight. The outsourcing of benefits in June 2017 has reduced the job duties associated with enrolling employees in benefits such as retirement plans and healthcare options. However, the reduction in these tasks has not resulted in significant "labor hour" savings because the implementation of OneUSG resulted in additional job duties that offset the tasks that were eliminated. Moreover, based on the current implementation trends and continued integration of vendors and modules (Careers, Performance Management, and Onboarding) into OneUSG, we anticipate long-term savings and improved efficiencies. The additional tasks are outlined in the table below.

Additional Institutional Tasks	Additional Labor Hours (%)
Reconciliation and Deduction Research	5% to 10%
Collaboration w/Alight and Shared Services	5%
Research, Review, and Correction of Benefits Billing	5% to 10%
Increased Employee Inquiries*	5%

*Although Alight is available to answer employee concerns, we have found that employees are still coming into HR and calling the Benefits Administrator for concerns and questions. We are submitting tickets on their behalf and following up with Alight until resolution. We expect this component to decrease in the future with increased use of the system.

The HR Generalist's time, previously dedicated to enrolling employees in benefits, was then redirected to classification and compensation, leave administration, and benefits reconciliation. With the advent of the new compensation policy and subsequent reporting responsibilities mandated by the system office, this role has grown and takes the time of a 0.8 to 1.0 FTE. Thus, the HR Generalist position currently performs the work of a 1.6 to 1.8 FTE. This is in line with the previous workload of the Associate Director although the tasks have been redirected.

In May of 2018, a new Director of Human Resources was hired. He provides additional support to the various departmental functions and serves as the back-up to the Payroll Manager for business continuity purposes and assists with payroll as needed. The Payroll Manager performs the work usually completed by two FTEs at similar sized institutions. Her job duties include bi-weekly and monthly payroll processing, time and labor management, new employee payroll and schedule entry, tax reconciliations, off-cycle check processing, and resolving employee inquiries.

The transition to OneUSG has streamlined some processes for the Payroll Manager such as monthly timecard approvals. However, there have been some additional labor hours required for payroll administration tasks related to OneUSG. These tasks are outlined in the table below.

Additional Institutional Tasks	Additional Labor Hours (%)
OneUSG System Issues – Examples are issues with retro pay functionality, timeliness of receiving payrolls for review due to system issues, absence management issues, etc.)	10%
Off-Cycle Checks – Collecting data, gathering signatures, submitting request, coordinating with Shared Services*	5%
Submitting tickets and requests to Shared Services for duties previously performed by institutions	5%

*There has not been a recognized time savings in the off-cycle check process.

Shared Services continues to refine the payroll processing procedures. Recent changes in the payroll processing calendar should lead to more efficient payrolls and should help streamline the time needed to run payroll. This change just occurred with the first bi-weekly payroll in October of 2018, so there has not been evidence of improved processing times yet. We will continue to monitor and anticipate efficiency gains over the next 1 to 2 years. The new processes have been well received by our payroll manager and show promise for sustainable improvement to service delivery.

We have also assigned additional compliance (Title IX), recruitment (Careers), new hire orientation, and onboarding activities to the remaining FTEs in our office. With the reorganizations of tasks after the implementation of OneUSG and with the realization of the additional tasks as a result of the implementation of OneUSG, we have six professional HR FTE roles performing at approximately 1.8 FTEs each. There is no significant deviation from the time it previously took to perform these duties because of our streamlined staffing levels in human resources.

This "stretching" of the HR FTEs and the lack of "back-up" in key HR areas was also noted in our CAR results. The HURON consultants included a recommendation of additional FTE help in payroll and training and development. Based on the report, the university would need to add at least 2 FTEs to address workload, compliance, and personnel needs. We anticipate improved efficiencies within human resources as additional modules are added to OneUSG such as performance management and onboarding, but because Human Resources has one FTE for each major departmental function and assigned responsibilities for additional functions, we do not see any opportunity to reduce or eliminate positions. In fact, this staffing level is not sustainable if we are to maintain an acceptable level of compliance and service. Consequently, no positions are contemplated for elimination, and we anticipate a need for additional resources in this area.

During the transition to OneUSG Connect, we replaced PeopleAdmin for applicant tracking (contract was $17,515.49 per year) and ADP, our previous human resources information

system. Much of the cost for ADP and PeopleAdmin should be shifted to OneUSG Connect. ADP is still currently being used for W-2s and garnishments – so some costs will be retained and paid to ADP to continue those services and thus limiting personnel savings in this case. We also have costs for Sterling Solutions, our new background check vendor. We currently still utilize HR Trucheck as well for P-Card credit checks. We do not anticipate these third-party costs to be eliminated for FY20. There will also be an anticipated cost to transition to the new state background check vendor, Accurate Background LLC.

One efficiency that will be achieved with the conversion to OneUSG is benefit distribution set up for grant-funded positions. ADP could not easily process benefits efficiently for positions with multiple funding sources. As a result, the accounting department had to manually adjust benefits for grants that did not support benefits. At present grant levels, this was at least 100 lines of data that required manual entry each month. OneUSG allows this immediate savings.

Part II: Enrollment

4)   Discuss enrollment trends over the past three years (fiscal years 2017, 2018 and 2019). Discuss factors impacting enrollment. What are your enrollment projections for the next two years (Fall 2019 and Fall 2020)? What enrollment management strategies and software are employed at your institution and how effective are they? Discuss trends in online enrollment. To what extent are the trends driven by dual enrollment students? What steps has your institution taken to enroll dual enrollment students post-high school graduation? Use data available to highlight success in this area.

Enrollment Trends Over the Past Three Years (fiscal years 2017, 2018, and 2019)
Clayton State's credit hour (0.4%) and FTE's (0.2%) increased from FY17 to FY18. Our fiscal year headcount enrollment decreased from FY17 to FY18 by 0.8% as seen in the table below. We project a headcount enrollment increase for FY19 of 2.5%. This projected growth for FY19 is largely due to an 11.5% headcount (3rd highest percentage increase in our sector), 17.4% FTE (4th highest percentage increase in the system), and 18.5% credit hour (4th highest percentage increase in system) increase in summer 2018. Fall 2018 enrollment increased 0.5% headcount, 1% FTE, and 1.2% credit hours which will give us two consecutive fall enrollment increases. We project spring enrollment to remain flat with last year.

Fiscal Year	Headcount	% Change	FTE	% Change	Credit Hours	% Change
2017	16,821	2.2	12,822	1.8	163,424	2.1
2018	16,686	-0.8	12,847	0.2	164,079	0.4
2019 (projected)	17,101	2.5	12,968	0.9	167,001	1.8

Enrollment Projections for Fall 2019 and Fall 2020

	Fall 2016	Fall 2017	Fall 2018	Projected Fall 2019	Projected Fall 2020
Headcount	6,996	7,003	7,037	7,080	7,165

Vinson Projections	-	-	7,046	7,104	7,167

Note: Vison Projections are from April 10, 2018. 2016 and 2017 are historical enrollment figures at that time which is why there are no projections listed in the table.

Strategic Enrollment Management Strategies Employed at Clayton State and Factors Impacting Enrollment

During FY2016 Clayton State University developed a comprehensive Strategic Enrollment Management (SEM) Plan. This plan was developed as a guide to increase our enrollment through the 2021-2022 academic year. This plan outlines strategies to grow three significant categories of students at Clayton State – Dual Enrollment (DE), Undergraduate, and Graduate. It is important to note that the SEM plan focuses predominately on growing our traditional undergraduate enrollment. Factors and strategies impacting enrollment will be addressed within each of the three significant categories.

Dual Enrollment
Overall - Clayton State continues to see significant growth in Dual Enrollment. Dual Enrollment increased 5.2% from FY2017 to FY2018 and 20.6% from fall 2017 to fall 2018. The growth has of course been fueled by greater clarity in state Dual Enrolment support. Additionally, this growth has been realized through targeted outreach efforts with dedicated Dual Enrollment advising, a greater understanding of the program by high school counselors, parents, and administration, and partnerships with specific high schools. We have assigned advisors to three specific geographic areas focused on educating high school staff and parents about the Dual Enrollment program, serving the schools as a college academic advisor, and proactively recruiting new students into the program. Our strategy has worked and we anticipate the spring 2019 and summer 2019 Dual Enrollment participants will continue to show growth. Our strategies to grow our enrollment in Dual Enrollment connect to our strategies to enroll a greater number of new freshmen. As long as we continue to grow the base of students within Dual Enrollment we will have a strong pool of students to grow our enrollment from.

Strategies to Enroll Post High School – Clayton State currently matriculates 11.6% of the number of Dual Enrollment seniors into the following fall term post high school. This rate is up from 8% in fall 2015 (fall 2014 seniors). In addition to the students directly matriculating we realized 21 new transfer students who were prior dual enrolled students at Clayton State this fall term. This has been a gradually increasing number from the 8 new transfer students in 2015. Our most significant recruiting strategy is through the utilization of our Dual Enrollment academic advisor. The assigned advisor works directly with the Dual Enrollment student to recruit them for matriculation. In addition, the undergraduate admissions office utilizes an email campaign complemented by video from our Student Affairs Division. Overall high school seniors who attend Clayton State for Dual Enrollment attend as a new student at a post-secondary institution at a rate of 95.3%. 66.6% of this population go on to a post-secondary institution within the USG.

Undergraduate

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

For new student enrollment, we developed strategies in five areas: increasing communication to prospective students, increasing the reach and impact of high school recruiting, increasing international student enrollment, developing corporate partnerships, and creating a more effective orientation program. This fall we realized a drop in new student enrollment of 8.9% from fall 2017. Our traditional high school graduate new student enrollment realized a slight decrease of 1.3% but do to the growth of our summer Bridge Program from 60 to 89 students this year our 2018 IPEDS cohort will show an increase. The overall drop was due to a significant decrease in our transfer student enrollment. We realized a decrease in transfer applications of 12.2%. We also realized a decrease in our inquiry pool of 5.7%. Due to these decreases we have implemented new strategies such as establishing articulation agreements and partnerships with TCSG institutions, executing a recruiting and partnership plan for corporations, and continuing to invest in our marketing brand campaign.

We continue to be active users of tools developed by the Carl Vinson Institute. We utilized the Market Opportunity App to develop our high school recruiting plan for fall 2018. Through the use of this app we were able to select specific high schools from which state universities had an opportunity to enroll students. A highlight of this work was being selected for a joint presentation along with the Carl Vinson Institute, Angela Bell, Senior Executive Director for Research, Policy, and Analysis, at the 2018 Annual Association for Institutional Research Conference.

New undergraduate student enrollment in FY16, FY17, and FY18 have all been increases over FY15. FY18 realized an increase of 10% over FY15 in new undergraduate student enrollment.

FY2015 to FY2018 Total New Undergraduate Enrollment (excludes DE)
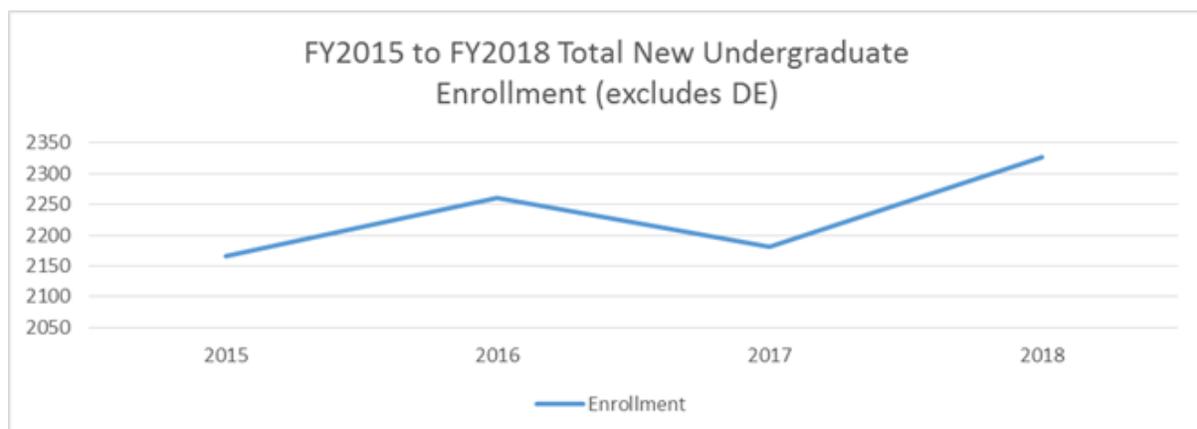
 Note: New undergraduate enrollment includes freshman, non-traditional, and transfer student types. Post bach and transient are not included.

We have developed multiple strategies to address factors that significantly impact continuing student enrollment: student engagement, academic advising, and ensuring tuition is paid.

1. Academic Advisor Communication Plan – The Center for Advising and Retention has developed and utilized for multiple years a communication strategy that ensures they proactively reach out to each of the students in their respective case loads. This strategy seeks to engage students and integrate them into Clayton State University. In fall 2017, we added the use of Early Alerts to this strategy. We were able to generate 7,954 (duplicated) alerts from faculty during the fall 2017 and spring 2018 semesters. These alerts were distributed to our Center for Advising and Retention, Center for Academic Support, and our Writer's Studio for follow up. The use of Early Alerts connected faculty feedback on the student's academic performance early in the semester in time for us to connect the student with an advisor and tutoring.

2. Graduate Sooner – A study at Clayton State found 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%. Encouraging students to attend the summer term, enroll in 15 credits per semester, and to graduate in 4 years was part of our "Graduate Sooner" campaign. We have realized an increase in our summer enrollment as well as the percentage of new fall freshmen students enrolling in 30+ credits in their first academic year from 40.9% in fall 2016 to 47.1% in fall 2017.

3. Financial Aid – This past year we made multiple efforts to eliminate barriers for students to access aid for which they qualified. We increased over prior years communication to students on multiple financial issues - including year round Pell and FASFA completion dates. On the technology front we launched Campus Logic, a software to assist with financial aid FASFA verification and automated or utilized electronic solutions for student and parent loans. We developed a strategic Supplemental Education Opportunity Grant (SEOG) awarding strategy. We also implemented a scholarship strategy to address students with balances below $500 for the second fall term saving 39 students in fall 2017 and 54 students in fall 2018 from being dropped for fee payment.

While much of the 11.5% growth in summer 2018 was generated by year round Pell we did employ the strategies above as well as others such as:

- Messages delivered in fall orientations regarding the importance of attending the summer, how to strategically financial aid, and the impact the summer has on the likelihood to graduate.
- Summer registration campaigns in fall and spring. This included calls, emails, and post cards.
- Opening summer registration in the fall so that students are advised and able to register for both spring and summer at the same time.
- Increase in online course offerings to meet the student's needs.
- Strategic use of scholarships and SEOG in order to assist students with funding.
- Year-round Pell messaging to students and parents.

Our collective efforts contributed to:
- An enrollment growth in our summer term of 11.5%.
- Increase in spring to summer undergraduate (excluding DE) re-registration rates from 42.7% in 2016 to 47.7% in 2018.
- Projected increase in our IPEDS cohort one-year retention rate from 67.8% to 70.8%.
- Increase in fall to spring undergraduate (excluding DE) re-registration rates from 89.1% in fall 2015 to 89.8% in fall 2017.

Graduate Enrollment

Graduate new student enrollment increased by 10.3% from fall 2017 to fall 2018. This growth was influenced by the introduction of an online MBA program and the modifications of our Master of Science in Clinical/Counseling Psychology admissions criteria. The MBA program has realized an overall increase of 6.2% and the Master of Science in Clinical/Counseling Psychology program realized a growth of 47.4%.

Enrollment Management Software

The table below reflects the multiple enrollment management software utilized. The programs in the first four roles were developed by Clayton State University.

Software	Description	Department	Effectiveness
Sparrow	In house application used to text students with proactive nudging as well as respond to their texts (limited)	All EM Departments	More than 55,000 texts have been sent to students reminding them to clear their balance, complete an application process, or to provide responses to information specific to their status.
Roll Call	In house software developed to track census attendance during the beginning of a term.	Academic Affairs	Provides an effective method to verify attendance for compliance while also providing an attendance solution for faculty who elect to use it throughout the semester.
Student Bridge	Virtual tour product consisting of multiple videos highlighting Clayton State. We receive monthly	Admissions (US and GS)	It has increased campus visibility through short videos that show the benefits of being a student at

	analytics regarding the usage and impact.		Clayton State from a variety of perspectives.
OrWeb	In house application to manage our orientation process	Admissions, Center for Advising and Retention	Satisfies portions of our needs.
TargetX	Customer Relationship Management (CRM) software on a Salesforce Platform	Admissions (US and GS)	We completed this software implementation during summer 2018.
Captricity	Software used to capture inquiry information from inquiry cards. This places the inquiry information into an excel format for uploading into our CRM.	Admissions (US and GS)	Reduces the reliance of manual data entry significantly.
Campus Logic	Financial Verification Software	Financial Aid	Reduced the verification time from 2 weeks processing to 72 hours for the 29% of our enrolled students selected for verification.
Academic Works	Scholarship Software used to award Foundation Scholarships and Grants	Financial Aid and University Advancement	Will insert number of students awarded and the number of different scholarships
Student Success Collaborative (SSC)	Student tracking software utilized for predictive analytics, student engagement, early alerts, and campaigns	Center for Advising and Retention, Center for Academic Success, and multiple others.	Improved efficiency and reporting on student interventions. Working to connect these interventions with student outcomes.
Degree Works	Degree Audit tool	Center for Advising and Retention, Registrar, Financial Aid	Utilized for all undergraduate programs, moving

			toward using it for graduate programs.
College Source	Catalog repository used for transfer credit evaluations	Registrar's Office	Utilized as a one stop location for historic and current catalogs for transfer credit evaluation.
Credential Solutions	E-Transcript Software	Registrar's Office	Improved efficiency and delivery of official transcripts requested by the student.

Trends in Online Enrollment

Approximately 16% (1,150 out of 7,004) of our students were 100% online and 36% (2,550 out of 7,004) were taking at least one fully online course but not 100% online in fall 2018. We have increased 10% in our 100% online students from fall 2017 (1,048) to fall 2018(1,150). We have increased 4.5% in the number of students taking at least one fully online course but not enrolled 100% online from fall 2017(2,439) to fall 2018 (2,550).

To what extent are the trends driven by dual enrollment students?

Clayton State University has grown in dual enrollment students from 787 to 949 students in fall 2018. Dual enrollment represents a growing percentage of our credit hour enrollment as see in the table below.

Fall Term	2015	2016	% Change 2015 to 2016	2017	% Change 2016 to 2017	2018	% Change 2017 to 2018
Dual Enrollment Head Count	644	777	20.7%	787	1.3%	949	20.6%
Dual Enrollment Credit Hours Enrolled	4,682	5,831	24.5%	6,352	8.9%	7,875	24%
Dual Enrollment % of Total Credit Hours	6.4%	8%	-	8.6%	-	10.5%	-

Dual Enrollment students have a positive experience and perform well academically. Their experience creates a positive link with their high school which in turn creates a feeder opportunity and has a positive impact on our brand. We have made incremental gains in the number of Dual Enrollment students matriculating full-time after high school. We are continuing to focus on and review strategies to convert more Dual Enrollment students. Additionally, as a contributor to the Complete College Georgia initiative, we have increased

the number of Dual Enrollment students who earn associate degrees upon completion of their high school degrees. Within the previous academic year 20 Dual Enrollment students were awarded associates degrees bringing our total to 26 since the program originated.

Dual Enrollment has increased 47.4% from fall 2015. As school districts and parents have become aware of the dual enrollment program, we have seen a greater demand to serve this population. A change in the funding structure for dual enrollment would certainly have an impact on our overall enrollment and operations, even as we continue to work toward converting more Dual Enrollment students to traditionally matriculated students.

5)   What is the current impact and projected impact of the out-of-state tuition waivers for the 14 institutions approved to extend out-of-state waivers to bordering states? What are the target areas? How do you advertise/communicate to potential students?

We have applied for the ability to utilize the border waiver as we have a unique ability to attract and serve residents of South Carolina.

Request to Award Out of State Tuition Waivers to Border Residents of South Carolina

Clayton State University seeks permission to award Out of State Tuition Waivers to Border Residents of South Carolina. Clayton State has the ability to serve as a niche for residents of South Carolina who wish to enroll in a post-secondary institution but due to the increase of in-state tuition within South Carolina are not able to afford to take advantage of an opportunity within their resident state. In the 2018-2019 year the average in-state tuition for public comprehensive teaching institutions in South Carolina is $13,141. Clayton State's in-state tuition for 2018-2019 is $5,439. Our affordable tuition will provide an option for residents of South Carolina to pursue a post-secondary education within a high demand career program. Clayton State University has a unique opportunity as we are located near Atlanta which provides multiple opportunities for students to gain access to industry specific internships and experiential learning through our Partnering of Academics and Community Engagement program. Additionally, the opportunity to serve residents of South Carolina with an in-state tuition waiver would increase our contribution to the number of Georgians with a college degree. According to Brookings (https://www.brookings.edu/research/what-colleges-do-for-local-economies-a-direct-measure-based-on-consumption/) 42% of four-year college alumni remain in the area of their college they attended. Forecasts for the continued growth of the metro Atlanta job market indicate that there will be career opportunities available for those who remain in Georgia. Based on the unique opportunity Clayton State has the ability to offer, we seek approval to award In-state Tuition Waivers for the residents of South Carolina.

We are proposing recruiting high school students from two regions within South Carolina. The first region is the northern portions of Rock Hill to the border of North Carolina. This region is forecasted to see a significant increase in the number of students going to regional four year universities (https://people.carleton.edu/~ngrawe/HEDI.htm). The second region is

the Aiken City area. We have attended college fairs within this region on the Georgia side of the border and have regularly had students from South Carolina express an interest in Clayton State due to our location within the Atlanta metropolitan region.

Our budget to recruit from these two locations is minimal as many of the resources needed can absorbed into our current operations. Specifically we will not need additional staff, funds for college fair participation, or name purchases. Our total budget for recruiting within these regions will be approximately $2,500 which will be used for travel and materials.

Part III: Student Success and Affordability

6)   Provide information on graduation and retention rates. Explain positive or negative trends. Discuss student success in Freshman Math & English. What initiatives (if not described already) do you intend to introduce this coming year to improve student success? In what ways will you know that these initiatives are succeeding?

We continue to successfully retain and graduate transfer students. Based on preliminary numbers our retention and graduation rates for traditional freshmen appears to be on track to see improvements in retention and graduation rates across all active IPEDS cohort years.   We have a planned commitment to increase our one-year retention rates to 75% and our overall graduation rate to 40% by 2022. We have fully embraced the USG momentum year initiative with improved academic advising, course scheduling and academic support as described previously in this narrative. We believe with this implementation combined with our fully-centralized advising center we will continue to see incremental improvements in retention and graduation rates. We also have developed strategies for reducing the number of students who are dropped due to having a balance due on their account (e.g. improved communication plans, additional scholarships, restructured SEOG [supplemental educational opportunities grants] strategy, and deferred payment plans). We appreciate the continued work of the Board in seeking a review of the gratuities clause.

Full-Time Transfer Cohort Retention & Graduation Rates[1]

	2-Year Graduation Rate	% Graduated or Retained after 2 Years	4-Year Graduation Rate	% Graduated or Retained after 4 years	6-Year Graduation Rate	% Graduated or Retained after 6 years
Fall 2011	13%	73%	46%	68%	53%	66%

Draft Full-Time IPEDS Cohort Retention Rates[2]

	% Retained or Graduated After Year 1	% Retained or Graduated After Year 2	% Retained or Graduated After Year 3	% Retained or Graduated After Year 4	% Retained or Graduated After Year 5	% Retained or Graduated After Year 6
Fall 2017	***70.8***					
Fall 2016	67.8	***54.9***				
Fall 2015	71.3	54.0	***44.8***			
Fall 2014	70.0	51.1	41.7	***38.4***		
Fall 2013	68.0	50.0	43.7	38.9	***38.2***	
Fall 2012	72.3	53.8	44.4	39.8	35.5	***37.7***
Fall 2011	67.8	50.8	42.9	38.9	37.7	34.4
Fall 2010	65.8	52.9	43.9	41.1	39.3	37.6

[1] http://www.studentachievementmeasure.org/participants/139311
[2] Numbers in bolded italics are draft rates based on current enrollment. Official IPEDS retention and graduation rates will be available in early November 2018.

Student success rates (grades of A, B, and C) in MATH 1101 Introduction to Mathematical Modeling and MATH 1231 Introductory Statistics have consistently averaged around 68%-69%. Efforts to improve student success in these courses include, replacing learning support courses with co-requisite courses, piloting Knewton (an adaptive learning platform) and improved advising to ensure that students take the most appropriate math course for their major. Starting in Fall 2017, advisors were deliberate about advising students who were not STEM majors to take MATH 1101 Introduction to Mathematical Modeling instead of MATH 1111 College Algebra. This resulted in nearly 17% increase in student success (grades of A, B, C) in 2017-18 over 2016-2017. In addition, there was an increase of about 15% of students who were enrolled in the next mathematics course, MATH 1231 Introductory Statistics. This suggests that more students were being retained and were ready to take the second mathematics course instead of repeating the first math course.

The student success rates for ENGL 1101 and ENGL 1102 have averaged 75% over the past several years. As with mathematics, non-credit remedial courses have been replaced by co-requisite instruction for students who need support for their entry level courses. Strategies for improving success this year include increasing the number of students who work with peer mentors and receive tutoring support in The Writer's Studio. We have worked with EAB

to improve our Early Alert System that faculty use to refer students for support so that it is easier for academic advisors and The Writer's Studio to follow up with the student. We also have placed computers in the writing classrooms so that students can receive access to online resources if they do not have a laptop available.

ENGL 1101, ENGL 1102, MATH 1101 and MATH 1231 are courses selected for redesign as part of the University System of Georgia Gateways to Completion Cohort 2 project with the John Gardner Institute. During Fall 2018, faculty teams will examine key performance indicators to identify potential areas to target redesign efforts in Spring 2019. Teams of faculty will also participate in pedagogical workshops and consult with peers from across the system to identify strategies for improved student learning.

This year to assist with student success rates we made significant efforts to increase the level of academic support we provide. We opened an academic support center in our freshmen residence hall that provides tutoring and academic coaching as well as focused on increasing the number of sections with supplemental instruction.

Success of the initiatives will be measured in terms of
- Improved student learning as measured by student success in the courses (increased A-B-C rates)
- Improved student satisfaction as measured by student ratings of instruction

7)   Discuss your institution's participation in the Affordable Learning Georgia program and also give details on the percentage of courses at your institution using low-cost or no-cost textbooks. What other actions has your institution taken to reduce the cost of education to students? 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.

Affordable Learning Georgia Program
Clayton State faculty have actively supported the Affordable Learning Georgia program. Over the past three years, 31 of 33 proposals have been approved for funding and over 40 faculty have worked on the project teams. All of the projects were successfully completed. Almost 20 percent of the projects came in under budget which allowed us to return $8,543 to the Board of Regents. We estimate that students have collectively saved approximately $921,085 over the past three years as a result of ALG grants.

No/Low-Cost Textbooks

In fall semester 2018 there were 273 class sections with 4,682 students that used No/Low cost textbooks. This represents 16 percent of classes offered and is a marked increase for the 6

percent of classes identified as having No/Low cost textbooks in the summer term (summer semester 2018 marked the first time that these attributes were assigned to classes). We believe that there are actually more classes than reported that adopt either no or low-cost course materials to students. As we refine our reporting process, we expect to see these numbers increase. The savings associated with these designations are discussed below under bookstore since no costs text are primarily OER.

Financial Literacy Counseling
The Predominately Black Institutions Grant has allowed the University to sponsor a Financial literacy awareness student organization called **Peer Financial Counseling.** This group provides advice and support to students regarding their finances. The organization provides regular programming and peer advising relating to financial literacy and budget management.

Other Cost Reduction Actions:

Bookstore
CSU's bookstore, The Loch Shop, offers many different options and programs to aid in textbook affordability for our student customers. We offer multiple formats of course materials, such as digital books and used books, to provide students with the choice of purchasing the least expensive option available.

- Used Textbooks: the average used textbook retails for 25% less than a new textbook. In FY18, students who purchased used textbooks collectively saved about $100,000 off the price of new textbooks. Further, many of the used books are purchased back from our students, lowering their overall investment.
- Book Rentals: book rental fees for a semester can result in over 40% savings compared to the purchase of a comparable new or used book. Rentals are available in-store and on our website. Our rental program saved students almost $90,000 in FY18.
- Open Educational Resources (OER): In FY18, OER adoptions saved our students approximately $120,000 in course materials expenses. Additionally, in FY18 Affordable Learning Georgia (ALG) grants have saved our students $146,000. Collectively, this a total savings of $266,000.
- PriceLoch.com: our online price comparison tool compares the Loch Shop's prices to those of more than 10 online retailers providing price transparency and allowing students to make an online purchase from the least expensive retailer directly from our website.

Dining Services
For FY2019, we entered into an agreement with Aladdin/Elior, the dining vendor on state contract. We were able to keep our annual increase on all meal plans to a minimum. For example, our Semester meal plans only increased $30 per plan, where past increases have been $60 or more per year.

The per-meal prices on our **Semester** plans are competitively priced in the middle of the range among other USG schools. Our **voluntary** commuter plans remain among the lowest per-meal prices in the state. Compared to many local food options, our meal plans offer students a savings of approximately 20% or more per meal.

IT

Information Technology and Services has a long history of keeping education affordable. Our walk-up help desk (The HUB) has afforded students the ability to have their personal IT equipment repaired, upgraded and "tuned-up" at no additional costs other. Further, the campus has a history of including students in our software licenses where practical. While exact software usage numbers are hard to determine, conservative estimates indicate that these practices have helped our students save over $700,000 this academic year.

- $120,000 saved through the use of the HUB for hardware/software issues that would normally require a for-pay service such as the Geek Squad.
- $446,000 saved on Microsoft products, such as Office, by utilizing Office 365 rather than purchasing the products themselves.
- Other Software that we provide students through site licenses has saved them an additional $137,000.

In addition to the savings, The HUB, which is staffed in a large part by student workers, has regularly been cited by employers for its excellence in preparing students for the workforce.

Part IV: Institutional Financial Health

8)   Discuss the financial health of your institution using the June 30, 2018 annual financial statements as the basis. This discussion should include trend data for student receivable balances as well as other key financial measures (i.e. cash, reserves, etc.). Discuss any material audit findings. Use charts and graphs as necessary.

Overall, the University's financial health is stable. The University has worked diligently to control and manage all of the budgetary and operational parameters within its control. The University has continued its critical vacancy process to ensure it refills vacancies in a thoughtful and deliberative manner; we have continued to leverage existing resources to meet the educational needs of our students; each we build our budget on conservative enrollment numbers and we continue to monitor our expenses to ensure that we operate within our means.

However, there are two major factors that are beyond Clayton State University's control that had a substantial impact on our financial statements. The University System's/University adopted GASB 75 in 2018 and the continued recognition of GASB 68's pension liability, had a substantial negative impact on our reported financials. Clayton State University's financial health continues to improve as we move further away from years of repeated budget cuts and we complete our multi-pronged plan that has improved our financial reporting. CSU saw

an increase in its state appropriation by $896,693 and an increase in tuition of close to $744,000.

Chart 1. State Appropriation/Tuition FY14-FY18

Fiscal Year	State Appropriation	Tuition
FY14	$23,251,922	$27,338,759
FY15	$24,067,121	$27,333,575
FY16	$25,198,595	$27,831,086
FY17	$24,688,217	$28,112,407
FY18	$25,584,910	$28,856,079

Our Condensed Statement of Net Position in **Chart 2** below shows the substantial decrease ($53,731,176) in net position that was caused by the addition of CSU's proportionate share of the actuarially determined deferred loss on Other Post Employee Benefits ("OPEB"). These are the benefits that are provided to former employees when the former employee begins retirement, and include health care and life insurance premiums, and deferred compensation. In addition, the net pension liability also increased by ~$ 3.8 million.

Chart 2. Condensed Statement of Net Position FY18

CONDENSED STATEMENT OF NET POSITION	June 30, 2018	June 30, 2017	Inc. (Dec)	%Change
ASSETS				
Current Assets	$ 15,672,074	$ 14,776,749	$ 895,325	6.06 %
Capital Assets, Net	126,937,785	130,471,928	(3,534,143)	(2.71)%
Other Assets	2,342,233	584,393	1,757,840	300.80 %
TOTAL ASSETS	144,952,092	145,833,070	(880,978)	(0.60)%
DEFERRED OUTFLOWS	8,447,953	$ 8,601,183	(153,230)	(1.78)%
LIABILITIES				
Current Liabilities	8,786,874	7,465,945	1,320,929	17.69 %
Non-Current Liabilities	154,968,870	113,160,149	41,808,721	36.95 %
TOTAL LIABILITIES	163,755,744	120,626,094	43,129,650	35.75 %
DEFERRED INFLOWS	10,576,982	1,009,664	9,567,318	947.57 %
NET POSITION				
Net Investment in Capital Assets	49,620,848	51,503,046	(1,882,198)	(3.65)%
Restricted, Non-Expendable	1,750,693	1,647,959	102,734	6.23 %
Restricted, Expendable	8,776	8,835	(59)	(0.67)%
Unrestricted	(72,312,998)	(20,361,345)	(51,951,653)	255.15 %
TOTAL NET POSITION	$(20,932,681)	$ 32,798,495	$ (53,731,176)	(163.82)%

Current assets increased by $895,325 and Other Assets by $1,757,840. However, the University had to recognize a decrease in net capital assets which was caused by a recognition of ($3,534,143) in additional depreciation. The net impact was the reduction of the University's Total Assets by $880,978.

Total deferred outflows of resources decreased by ($153,230) which was primarily due to the University's proportionate share of the deferred loss on the defined benefit pension plans (Teachers Retirement System of Georgia and Employees' Retirement System of Georgia).

The University's Total liabilities changed $43,129,650. There was an increase in current liabilities of $1,320,929 but the PPV refinance of student housing and SAC led to the non-current liabilities becoming $41,808,721. The capital lease obligations also decreased ($1,393,891), because of the normal fiscal year 2018 principal payments on the University's PPV facilities. Our Total Deferred Inflows of Resources increased by $14,563,447 which was mainly due to the welcomed deferred gain associated with the refinancing. The University's refinancing occurred at a very opportune time in the market and resulted in a decrease of its capital lease liability balance by ($10,135,922).

But again, the overall increase of total liabilities because of GASB 75's implementation required the addition of the OPEB of $53,045,161. The combination of the change in total assets and deferred outflows of resources and the change in total liabilities and deferred inflows of resources yielded a total decrease in net position of ($53,731,176). This change is primarily in the category of Unrestricted, in the amount of ($51,951,653).

Our statement of Net Cash Flows also shows a positive sign for the university with an increase in Cash at the end of the year.

Chart 3. Cash Flows for the Years Ended June 30, 2018 and 2017, Condensed

CONDENSED STATEMENT OF NET CASH FLOWS	June 30, 2018	June 30, 2017
Cash Provided (Used) by:		
Operating Activities	$ (38,024,872)	(35,410,978)
Non-Capital Financing Activities	45,205,845	38,556,520
Capital and Related Financing Activities	(5,602,256)	(4,379,765)
Investing Activities	111,434	1,336,771
NET CHANGE IN CASH	$ 1,690,151	$ 102,548
Cash, beginning of year	6,402,569	6,300,021
CASH, end of year	$ 8,092,720	$ 6,402,569

The University also had a positive increase in its total revenues of more than 7%. Total operating expenses were $89.96 million, an increase of $2.2 million (2.58%) when compared with fiscal 2017. This increase was a result of increases to the employer share of benefits, primarily attributable to increases in pension expenses and OPEB expenses.

Chart 4. Total Revenues

REVENUES	June 30, 2018	June 30, 2017	Inc./(Dec)	% Change
Total Operating Revenues	44,655,882	46,216,215	(1,560,333)	(3.38)%
Total Nonoperating Revenues	45,414,040	39,139,935	6,274,105	16.03 %
Total Capital Gifts and Grants	1,613,973	223,228	1,390,745	623.02 %
Total Revenues	$91,683,895	$ 85,579,378	$6,104,517	7.13 %

Student Receivables

Finally, CSU had a decrease of $142,613 when compared to fiscal year 2017 in its Student receivable balances. This decrease can be attributed to the University's implementation of better collection processes and communication to the students during and after enrollment, making the process better for both the students it serves and for the University. Enrollment increases combined with rises in financial aid disbursement means the more challenging the management of student accounts receivable balances will become. The University will look for ways to meet this challenge, to continue to keep student account receivable balances as low as possible, but with a small Bursar team, and limited resources, the issue to maintain low student receivables remains a forefront that requires continuous strenuous efforts.

Chart 5. Student Receivable Data FY 17-18
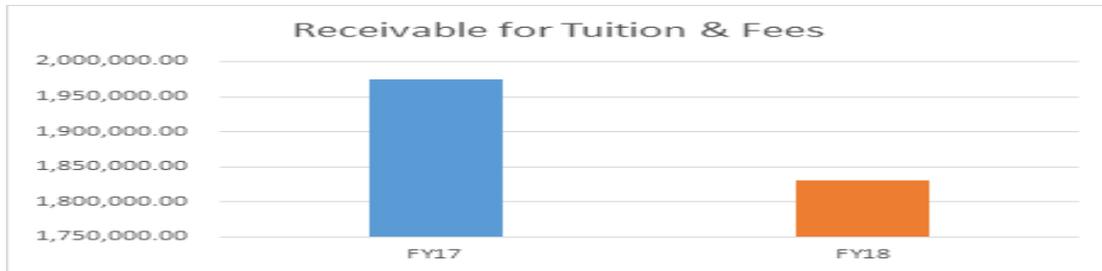
Financial Ratios

Finally, we have worked diligently to move our ratios in a positive direction to support our position that the University is recovering from the impact of the budget cut years and is using its resources in a prudent manner and investing in needed strategic priorities. The continued changes in GASB with the recognition of pension liability in FY15 and OPEB in 18 have resulted in the University providing our "actual ratios" but also providing a comparative set that excludes the impact of those 2 massive liabilities.

Without those GASB impacts, the University continues to positively move its Cash, Viability, Return on Net Assets and Primary Reserve Ratios. And the Current ratio remains stable.

Chart 6. Ratios

Financial Ratios- Actuals

Ratios	6/30/2018	6/30/2017	6/30/2016	6/30/2015
Primary Reserve	-(0.778)	(0.222)	(0.218)	(0.234)
Viability	-(1.099)	(0.263)	(0.201)	(0.214)
Return on Net Assets	-(0.038)	(0.163)	0.888	(0.064)
Current Ratio	1.84	1.979	1.811	1.960
Cash Ratio	0.952	0.858	1.605	1.73

Financial Ratios WITHOUT OPEB & PENSION

Ratios	6/30/2018	6/30/2017	6/30/2016	6/30/2015
Primary Reserve	.098	.075	.072	.0731
Viability	.134	.088	.085	.0817
Return on Net Assets	.004	-(0.080)	.400	-(0.055)
Current Ratio	1.840	1.980	1.930	1.96
Cash Ratio	.952	.858	1.050	1.009

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. We had positive movement in the Primary Reserve ratio.

The viability ratio measures the availability of expendable net assets to cover debt should the institution need to settle its obligations as of the balance sheet date. CSU has adequate funds to cover the current portion of its long-term debt and meet its current obligations.

The University has maintained operating efficiency and adequate capital to cover its current liabilities as demonstrated with the "current" ratio. The current ratio calculation gives us the amount of current assets available to pay each $1 in current liabilities. In FY18 the University had $1.84 in current assets for each $1 in current liabilities. The University's return on net assets also fluctuated because state gifts, depreciation, pension liability, etc.

The cash ratio shows how well an institution can pay off its current liabilities with only cash and cash equivalents. This ratio shows cash and equivalents as a percentage of current liabilities and in FY18 the ratio showed an increase.

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. We had positive movement in the Primary Reserve ratio.

The capital liability burden ratio consists of the percentage of total revenues in any given fiscal year that are used to pay an institution's capital lease payments associated with the PPV program. It reflects what percentage of an institution's income is used to make PPV payments and is a generally accepted method of measuring an institution's capacity to enter into additional PPV capital lease arrangements. For FY2018, our capital liability burden ratio is 4.96%, which is below the five (5) percent benchmark established by BOR. As mentioned last year, when the ratio was 6.1%, the refinance would bring us to the 5%. CSU has no plans to enter any other PPV projects for the next several years.

We continue to use these ratios to help us determine future courses of action to strengthen the long and short-term financial health of the University.

We predict that the Comprehensive Administrative Review (CAR) will impact the university and the System in new ways over the coming years. We will continue our focus on improving processes, using resources efficiently, continuing to contain cost, generating more revenue, using one-time/nonrecurring funding for strategic initiatives and maximizing the use of annual net tuition revenue. Our strategic planning process and our Strategic Enrollment Plan implementation lies at the heart of that optimistic prediction. **(NOTE TO TH-THIS is very similar to what I already had below.)**

We have faced challenges, but have navigated them in a prudent manner, and we have sufficient resources and revenue to meet our needs. The campus will continue the practice of reviewing and targeting any salary and benefits savings toward much needed facility improvements and other strategic investments to enhance the growth and development of student learning and community engagement. And as discussed earlier in the narrative, the implementation of our Strategic Plan along with our focused Strategic Enrollment Management Plan (SEM), already show signs of positive outcomes that will support our financial health.

The University did not have any audit findings.

9)   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).

Overall, the University's Auxiliary Enterprises are stable. A couple have run modest deficits as discussed below but they had sufficient reserves to cover the deficits and they are making

needed shifts to address any issues. The Dual Enrollment Mandatory Fee limit of $50 is negatively impacting the revenue collection all of the auxiliaries. We are doing our best to minimize costs, increase non student driven revenues and will continue to review our operations.

University Health Services (UHS)

The UHS financial status is stable. UHS generates "other revenue" to support its departmental operations from charging for services not covered by the mandatory fee such as prescriptions, laboratory services, and vaccinations. In FY18, UHS generated $92,937 in "other revenue" to supplement the revenue from mandatory student fees. This "other revenue" generated by UHS is continuing to increase slightly each year. Mandatory Fee revenue has continued to decline for UHS due to dual enrollment impact and more 100% online students. We plan to increase revenues, reduce expenses and if needed, utilize UHS reserve funds to cover the financial shortfall for this year.

UHS has been a self-supporting auxiliary department but experienced a net loss in FY18 with the enrollment shifts and the decline in collectable mandatory fees. Several programs to enhance revenue are under consideration for implementation in FY19; expense reductions have already been made that will not adversely impact student services offered. There are no plans at this time to outsource services.

Student Activities Fees and Student Activities Center Fees

Student Activity Fees demonstrated a positive cash flow for FY18. The Student Activity Fee fund balance after FY18 is $402,288.74. The Student Activities Center also demonstrated a positive cash flow for FY18, and the SAC fund balance after FY18 is $783,826. 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.

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 Student Activity Fee and the Student Activities Center Fee are mandatory fees at Clayton State University (CSU). The Student Activities Fee is currently $60 per semester, and the Student Activities Center (SAC) fee is $100 per semester. 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.

Bookstore (Loch Shop)

The campus bookstore or Loch Shop's financial health is stable but with challenges. The Loch Shop is institutionally owned, operated, and fully self-supporting.

The Loch Shop experienced a 7% increase in course material sales for fall FY19 over fall FY18. This was the result of better management of the adoption and procurement process for course materials. We believe that we may marginally increase course material revenue in the next few years, but unless we see an increase in enrollment, we expect to remain relatively flat.

The Loch Shop, along with all campus bookstores in the USG, faces many challenges. Textbook affordability initiatives are significantly decreasing profitability. We've seen a decline in gross profit of 29% from FY15 to FY17. In some cases, revenue has been lost completely due to free open source content and textbook grants. In other cases, revenue has been decreased by factors such as online retail competition and the Dual Enrollment (DE) program.

Currently, we receive $75 per DE student, per three credit hour class for course materials. Many of the textbooks, course packs, and digital codes for the DE students cost the bookstore more than the $75 we receive from the state. In previous years, we implemented a rental program to help mitigate the loss of revenue. While we still have a rental program in place, we have determined that over half of the materials are consumable (digital codes) or not reusable, and therefore do not work in this model.

The Loch Shop has experienced two consecutive years of financial loss. This is attributed to both the decrease in profit margin, as well as large losses related to inventory cleanup. Management is currently taking a comprehensive approach to evaluating the current inventory holdings. Obsolete inventory is being identified and liquidated. Cash flow and new purchases are being monitored closely. We are also working closely with Budget and Finance to ensure that our financial records are accurately reflecting our inventory. The result of this process will most likely result in a large inventory write-off for FY19.

Future plans for increasing profitability and mitigating DE cost include implementing a digital course material program, commonly referred to as Inclusive Access. Inclusive Access provides students with lower cost, digital course materials inside of their student learning system by the first day of class. Research indicates that this program increases learning outcomes and success rates. We plan to pursue implementation of this type of program over the next few years, beginning with DE courses.

Finally, management is currently considering the possibility of outsourcing management of the Loch Shop. We will review vendor presentations over the course of this year and determine if outsourcing would result in greater profitability for Auxiliary Services.

Dining Services

The University elected to participate in the dining consortium that was create by the System Office. The financial health is stable. Dining Service operations are contracted out to Aladdin. Our dining program includes residential and commuter meal plans. We receive overrides from the sale of meal plans, and commissions on retail dining and catering sales.

Dining Services' net income has been consistently positive over the past two years.

With the migration to Aladdin, we anticipate our operating expenses to be higher this year than in years past due to the cost of replacing smallwares and catering equipment that was owned by our previous contractor. We anticipate an increase in equipment repair costs this year because there was equipment in disrepair that we were not made aware of by our previous contractor.

This is our first year managing meal plans under the new BOR policy of mandatory refunds of Dining Dollars. It is still unknown how this new refund policy will affect profitability for our Dining contractor, and thus, affect meal plan and retailing dining prices in future years. We hope to mitigate this risk by implementing an intensive marketing plan to encourage students to spend the Dining Dollars they purchase.

We are continually looking for opportunities to better meet the needs and demands of our students.

LakerCard and Other Auxiliary Services (SmartPrint & Vending)

The LakerCard is the official campus ID card. The financial health is stable. The LakerCard Center staff also sell meal plans and support SmartPrint and Vending. The majority of funding for the LakerCard Center budget comes from a $20 mandatory student fee. Overall flat enrollment with dual enrollment are causing an overall decline in LakerCard revenues. In order to prevent a projected shortfall in the LakerCard budget for FY2019, we plan to reallocate a portion of the personal expenses of two staff who provide significant support to Dining and Other Auxiliary Services. This adjustment will make payroll expenses more representative of actual duties while also resolving the projected LakerCard budget shortfall.

In May 2019, we will be moving from Blackboard to Atrium for campus card services. This change will provide a small reduction in annual license paid from the LakerCard budget. The Atrium annual license amount is fixed for five years, eliminating the annual 3-5% increase we currently experience. Since Atrium is fully hosted, it will also offer several opportunities for cost avoidance such as server replacement costs and associated utility expenses.

SmartPrint (student printing) and vending continue to provide a consistent revenue stream and present a stable health designation.

We are continually looking for opportunities to better meet the needs and demands of our students.

Parking Services

The Department of Public Safety relies heavily on student fee revenue to fund the needs of its Parking Services auxiliary component. The financial health of the Auxiliary component is stable. Additional sources of revenue for Parking Services include the receipt of payments for parking citations and the sale of parking permits (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 FY09. In 2011, 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 Dispatchers and Parking Services personnel. Although Parking Services expenses have increased (primarily due to an aging fleet of patrol vehicles that incur frequent maintenance expenses), revenue from student fees has decreased. 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 supplement the expenses of critical needs items. The reserves were used to fund new patrol vehicles, a new parking services management software program, etc.

As a result of the declining revenue for Parking Services, as well as the usage of much of the Parking Reserves, several initiatives have been implemented to enhance revenue for Parking Services, while also monitoring expenditures and overall Personnel cost.

Initiatives to reduce Parking Services expenses shall include:

- Close monitoring of overtime usage.
- and vehicle maintenance expenses
- The implementation of a yearly decal for faculty and students.
- The implementation of premium parking for faculty and students.
- Parking permits for SAC gym users who are not faculty, staff, or students.

PARKING SERVICES ACTUAL REVENUE AND EXPENSES FOR FY2016, 2017 and 2018 REVENUE

	2016	2017	2018
Student Fees:	$ 460,704	$ 453,345	$ 434,124
Employee Decals:	-	$ 1,940	$ 12,100
Fines & Miscellaneous Collected:	$ 49,375	$ 63,868	$ 60,702
Total Revenue:	$ 510,079	$ 519,153	$ 506,926
Expenses:	$ 705,770	$ 501,517	$ 473,580
Reserve balance as of Fiscal Year End (Actual Ledger Only)	$ 180,180	$ 197,945	$ 231,292
Open Encumbrances as of Fiscal Year End	$ 88,289	$ 5,748	$ 23,210
Net Asset Balance	**$ 91,891**	**$ 192,197**	**$ 208,082**

10)   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?

The Student Activities Center

In FY18, the SAC PPV project had a positive cash flow of $61,024.60. In December 2017, the SAC debt service was successfully refinanced. The refinance allowed us to revise the proforma to a much more manageable 1% enrollment growth assumption each year. We will see the full benefits of the refinance in December 2019 after a full year on the new repayment schedule.

The Student Activities Center has continued to serve as a vibrant resource for Clayton State students and community. The SAC staff also work to provide 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.

The following chart represents the usage of the Student Activities Center.

Performance Measures	FY14	FY15	FY16	FY17	FY18
Number of Student Organizations	80	77	59	66	50
Number of Student Organization Events and Programs	402	574	217	478	*275
Number of Students Participating in Student Life Programming	2869	1910	1913	3,462	5612
Number of Patrons visiting the Student Activities Center	101,985	94,653	92,867	93,916	102,307
Total visits to the Student Activities Center, Fitness Center	50,910	52,684	45,940	46,614	43,301
Number of External Events Generating Additional Revenue for the Student Activities Center	28	32	29	62	93
Student Activities Center Debt Service Ratio	1.12	1.08	0.95	1.04	1.08

*The number of student organization events and programs for FY18 may not be completely reflective of the actual number of events held due to changes to our event registration process. During this time, we were transitioning from a student organization management platform called Community to our current platform Campus Labs.

During the transition, the event registration process was a paper process instead of electronic, and many student groups did not follow-through with the process.

The cumulative repair and replacement reserve balance for the PPV projects at the end of fiscal year 2018 are: $339,245.00 for the SAC. The amounts held by the Board of Regents in the PPV Pooled Reserve are as follows: $160,738.96 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 for FY18 was 1.08.

Laker Village

Laker Village is an apartment-style residence facility with a required occupancy of 80%. The occupancy level for Laker Village is 82% of total facility beds (844) and 91% of available beds (748). There is an opportunity for increased occupancy in Laker Village due to the fact that two buildings (96 beds) are still offline. Laker Village achieved a positive cash flow of $47,414 for fiscal year 2018.

The cumulative repair and replacement reserve balance for the PPV project at the end of fiscal year 2018 was: $757,174 for Laker Village. The amounts held by the Board of Regents in the PPV Pooled Reserve are as follows: $199,927 for Clayton Station (Laker Village). There are no current and projected future conditions that indicate a need to draw from the capital reserve maintained at the system office.

Clayton State continues to contain costs, work to ensure a safe and vibrant living/learning community, and provides responsive 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 with them at least two times per year (June and December).

During FY2017, the remaining, scheduled projects from the Phase II 2016 Facilities Condition Assessment Report were completed. New FCAR reports were completed in Fall 2018 for Laker Village Phases I and II, as a part of the USG's biennial facilities condition assessment requirement. These reports noted limited-to-no immediate needs for resolution, the facilities were in good-fair condition, and stipulated reasonable anticipated repairs and improvements over the next 10 years.

The maintenance and custodial functions for the housing properties were transitioned to Facilities Management in July 2017 and continue to benefit from economies of scale and efficiencies within the University. The Housing & Residence Life and Department of Facilities Management teams work in collaboration to offer students a positive and educational residential experience.

The debt coverage ratio for Laker Village for FY18 was 1.02

Laker Hall

For fall semester 2018, the occupancy level for Laker Hall is again at 88 percent. Implementation of components of our Strategic Enrollment Management (SEM) plan led to an increase of first-time freshmen, as well as an increase in the percent of the first-time freshmen living in Laker Hall (from 61% in Fall 2016 to 64.9% in Fall, 2017). The recently-refinanced proforma for Laker Hall will enable the project to cash flow in the future.

Clayton State continues to contain costs, work to ensure a safe and vibrant living/learning community, and provides responsive customer service to address our housing residents' needs. Laker Hall is a primarily a freshmen residence hall and has a required occupancy of 90%. The fiscal year 2018 had an 88% average occupancy level across both semesters. This occupancy rate is an increase over the average 80% occupancy rate across both semesters in FY2017. The project did not cash flow in fiscal year 2018.

Cumulative repair and replacement reserve balance for the PPV project at the end of fiscal year 2018 was: $589,062 for Laker Hall. The amounts held by the Board of Regents in the PPV Pooled Reserve are as follows: $217,540 for Laker Hall. There are no current and projected future conditions that indicate a need to draw from the capital reserve maintained at the system office.

Laker Hall continues to serve as a site 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.

The debt coverage ratio for Laker Hall for FY18 was 1.28

---

11)   Provide an update on the financial health of the athletics program at your institution. Specifically, provide the revenue generated, total spent 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.   Is your institution in compliance with the subsidy limit established by the Board? If not, what actions are being taken at your institution to get in compliance?

The financial health of the Department of Athletics is the best it has been since FY10. Specifically, the department has shown a tremendous improvement over the past five years. From a deficit of $166,165 in FY14 to realizing a net position of $114,383 in FY18, the improvements reflect the collaborative efforts between the Department of Athletics and Business and Finance.

Below, revenue and expenses by fund source FY13-FY18:

	FY13	FY14	FY15	FY16	FY17	FY18
REVENUE						
Student Fees	2,617,667	2,509,371	2,391,318	2,330,007	2,314,303	2,325,833
Fee Waivers	(93,410)	(134,396)	(145,303)	(168,191)	(218,982)	(234,935)
Other Sources						
Camps	68,597	69,022	72,837	46,897	31,776	44,240
Concessions	8,091	4,754	18,651	22,486	30,064	18,574
Ticket Sales	12,775	5,316	5,758	10,398	11,314	12,276
NCAA	22,826	20,548	42,181	18,156	16,117	18,422
Interest Income	467	445	1,939	8	1,107	-
Other Misc	27,457	51,042	69,449	71,268	39,836	51,243
MOWR				21,267	28,184	29,870
Facility Rental				26,529	84,052	64,936
Game Guarantees				-	-	-
Doubtful Revenue	(1,233)	(952)	(368)	-	(9,805)	(7,508)
Subtotal	2,663,237	2,525,152	2,456,463	2,378,823	2,327,966	2,322,952

	EXPENDITURES	FY13	FY14	FY15	FY16	FY17	FY18
7010050	Athletic Administration	670,075	398,039	532,837	398,714	387,490	526,214
	Encumbrance						-
7011000	Concessions	6,205	2,950	8,052	15,216	21,529	18,360
7015000	Sports Information	70,795	64,829	46,517	69,505	78,504	82,763
7020000	Basketball – Men	393,404	418,897	372,658	350,336	338,302	363,266
	Encumbrance						-
7021000	Recruiting – Mens Basketball	4,524	6,089	2,341	1,703	2,878	4,977
7025000	Basketball – Women	371,726	413,816	305,864	343,197	318,466	281,825
	Encumbrance						
7025100	Recruiting – Womens Basketball	10,564	7,712	2,750	1,723	3,588	823
7035000	Summer Camps	64,820	80,684	59,903	49,214	34,452	34,639
7040000	Cheerleading	8,266		2,659	3,723	4,846	8,927
7046000	Student Athlete Association			2,305	1,228	811	395
7050000	Soccer – Men	298,484	292,069	312,354	268,822	256,459	282,418
	Encumbrance						
7051000	Recruiting – Mens Soccer	4,928	2,946	1,718	3,614	2,059	-
7055000	Soccer – Women	303,883	320,591	303,526	296,506	238,527	210,944
	Encumbrance						
7055100	Recruiting – Womens Soccer	17,388	28,774	16,981	1,903	3,502	256
7060000	Training	147,545	150,998	135,203	126,598	139,708	117,330
	Encumbrance						
7070000	XCountry – Men	76,167	79,293	45,535	43,795	57,775	52,470
	Encumbrance						
7071000	Recruiting – Mens XCountry	62	271		-	12	-
7072000	Track – Men	32,203	42,943	30,581	47,063	49,598	53,530
	Encumbrance						
7072100	Recruiting Mens Track	143	88	256	163	18	92
7075000	XCountry – Women	100,064	68,493	53,101	66,884	48,328	66,556
	Encumbrance						
7075100	Recruiting – Womens XCountry	12	99	476	-	12	28
7076000	Track – Women	35,643	49,797	47,715	60,395	51,890	77,150
	Encumbrance						
7076100	Recruiting – Womens Track	192	61	221	22	136	88
7085000	Tennis – Women	177,341	151,081	124,946	119,354	122,526	-
7090000	Golf	115,963	113,880	101,192	99,785	110,653	97,943
7091000	Recruiting – Mens Golf	447	140	-	-	-	
	Subtotal	**2,910,844**	**2,694,542**	**2,509,691**	**2,369,462**	**2,272,069**	**2,280,996**

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

   Over the past six years, private, department controlled non-student fee revenue has increased almost 5%. The improved non-fee revenue increase has been an area of focus for the Department of Athletics. The bulk of the increase comes from the following sources:

   - Camp revenue   up 32%
   - Dual Enrollment   up 29%
   - Miscellaneous Revenue   up 22%
   - Tickets   up 9%

Non-Student Fee Revenue
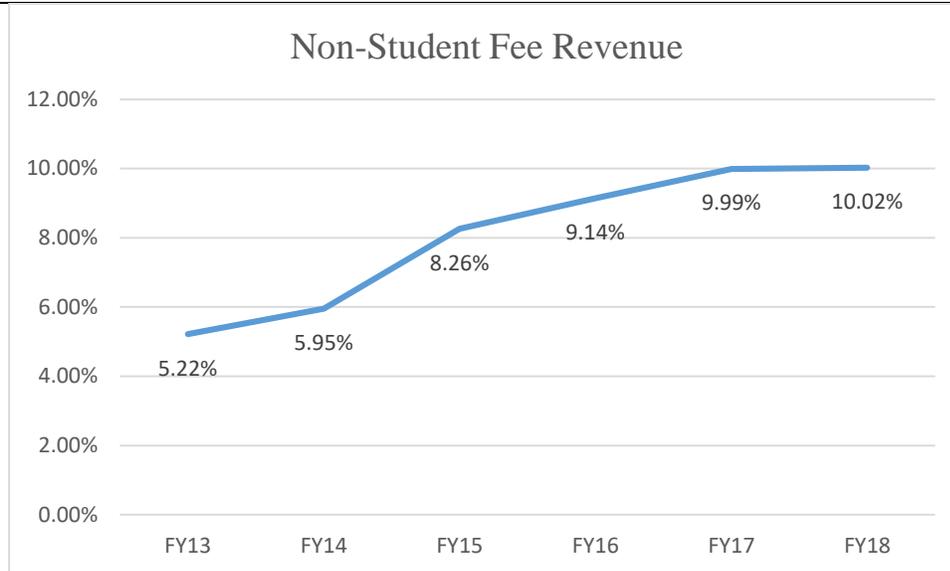
2. **Report on any shortfalls. What actions are being taken at your institution to address any shortfalls or prevent them from happening?**

   After suffering shortfalls from FY13-FY15, the Department of Athletics has experienced three straight years of a positive net position ($8,112 in FY16, $89,332 in FY17, and $114,271 in FY18).

   The primary reason for the surplus is directly related to the intentional efforts made by the Department of Athletics and our focused efforts on expense reduction, totaling over $500,000 in reductions over the past six years. Strategic reduction of operating expenses, combined with additional newly adopted spending procedures, account for the majority of the savings.

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

   Taking a proactive approach and reducing our enrollment revenue projections by $100,000 annually has allowed for greater flexible within our budget should a shortfall occur.

   Over the past four fiscal years, the average enrollment revenue shortfall has been roughly $65,000. By reducing our projection by $100,000, we are prepared for enrollment fee shortfalls. The reduction is derived from efficient spending in operating supplies and equipment (OS&E) and personnel.

In addition, during the spring of 2017, a decision was made to suspend the women's tennis team at Clayton State University. The decision allowed for the rebalance of budgetary funds and proved to be effective in aiding potential shortfalls.

Lastly, a new Director of Athletics was hired in the fall of 2018. With the new appointment, there are plans to overhaul the existing athletics development program and increase external funding opportunities aimed at supplementing athletics budgets.

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

Although we have increased our non-fee revenue by $63,137 over the past six fiscal years (FY13-FY18), student fee revenue has dipped from a high of $2,617,667 in FY13 to $2,325,833 in FY18, for a decrease of $291,834. Therefore, the biggest challenge for the Department of Athletics continues to be a lack of resources. The challenge manifests itself in the following ways:

1. Continuing to provide a great overall student-athlete experience;
2. Providing equitable opportunities for our female student-athletes, and;
3. Maintaining a safe and competitive comprehensive athletics program.

During FY17 the Department of Athletics realized that to continue the recent trend of finishing the fiscal year with more revenues than expenses, it would need to take more strategic measures to maintain financial solvency and retain the enhancement of the overall student-athlete experience.

Currently, complying with Title IX is a challenge, as we need to continuously be looking to move towards creating equitable opportunities for our student-athletes. In addition, we must continue to evaluate other sports offerings we don't currently sponsor to see if they may be a good fit for our student population.

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 12 passenger vans. While this strategy has helped reduce expenses, it has significantly increased our risks. Not only is our new mode of transportation a safety concern, but it's also a competitive disadvantage for potential student-athletes and their families when deciding on an institution to further their academic and athletic pursuits. Hiring outside drivers is being explored to reduce some of the risk associated with coaches and athletics staff driving vans to/from away competitions.

5. **Is your institution in compliance with the subsidy limit established by the Board? What actions are being taken at your institution to get in compliance?**

    Yes, our department complies with the subsidy limit established by the Board. Our subsidy percentage is 64% and the allowable subsidy for our sector is 80%.

Part V: Fiscal Year 2019 Update

12)   How are new funds appropriated for fiscal year 2019 being used to address the institutional priorities? Specifically, discuss the progress to date, achievements, challenges, etc.

A Corporate Recruiter was hired within the Admissions and Recruiting Office to partner with corporations on how we can provide access to their employees to our degree programs. The recruiter has actively engaged with multiple corporations which we anticipate will lead to new enrollments.

We have hired a Strategic Communications Unit Coordinator. This staff member is responsible for our outgoing call campaigns to prospective students as well as current students. The individual has been trained and led multiple call campaigns.

The Financial Aid Office has onboarded Campus Logic to assist with the FASFA verification process. This tool has improved our time to verify a student's record from 2 weeks to 72 hours.

The Experiential Learning Coordinator position was filled at the end of July and the new hire is currently being trained to assist the Office of Career Services in expanding experience-based learning opportunities to Clayton State students through collaborations with academic units that are embedding career related activities that focus on experiential learning. In addition, the Experiential Learning Coordinator is in the final stages of the development of an official job shadowing program that will be launched in the spring with first industry visits scheduled for summer 2019. He is also managing the student engagement in our new mentoring platform

A Business Intelligence/Data Engineer was hired in September of 2018 as a result of new funding. The goal of this position is to combine the data from several campus sources into a consolidated database and to be able to use the data to provide actionable data. This data would then be used to ensure student success. This position will both develop the data warehouse and the front-end reporting structures.

FY 2020 Budget Discussion – Clayton State University

13) How is your institution addressing the impact of fall 2018 enrollment declines or shortfalls, if applicable? Was this decline considered in your original budget? What actions are being taken to cut costs and streamline operations?	
NOT APPLICABLE.	

14) What one-time costs are anticipated or possible but currently on hold pending funding availability in fiscal year 2019? Use the attached template to provide a priority listing.		

Proposed BOR FY19 One-Time Costs Requests (Question 14 Narrative)

	Requests	One Time Funding
1	Convert the existing advising center in Nursing into a new nursing simulation lab for the Gaumard OB/GYN/Birthing and NICU simulators	60,000
2	Additional summer faculty funding needed to be able offer additional undergraduate courses during the summer semester to help students graduate on time	50,000
3	Software needed for the Bursar's Office to notify students that tuition bills and other charges are available and payment is due	140,000
4	Security enhancements for Public Safety to add more camera coverage on buildings and parking lots	21,428
5	Electronic PAF for Human Resources to be able to automate and digitize the hiring process	15,000
6	Improvements needed in Enrollment Management (EM) division to increase efficiencies: 1) Inquiry Call Campaign ($10,000); 2) Online orientation buildout ($17,000); 3) Graduate Sooner initiative refresh ($10,000); 4) Replacement of EM bank of laptops ($15,000)	52,000
7	Replace computers in the Mac Design Lab that are used for students in the Film Production program	50,000
8	Employee File Backscanning project for Human Resources	20,000
9	New workout equipment and wall graphics for Athletics weight room facility	95,000
10	Construction needed in Spivey Hall to provide temperature controls for the complete length of the organ pipes	250,000
	TOTALS	**753,428**

<table>
<tr><td></td></tr>
</table>

Part VI: Looking Ahead to FY 2020

15) The University System of Georgia was permitted to request enhancement funding in FY20. A template to collect enhancement requests related to Momentum Year/student success and student safety initiatives was distributed in August. Please provide a narrative description of the request, to include description of activity, timeline of implementation, and expected outcomes or performance indicators.

FY20 Enhancement Funding Request

Priority #	Description of enhancement request	Funding Needed	Timeline	Term of proposal (list # of years or "ongoing" cost)	Expected Outcomes or Performance Indicators
1	Increase of Supplemental Instruction for Critical Courses - Research shows that first generation students do as well as their peers who are legacy college students when they are prepared to face the challenges of college. Students enrolled in	$40,000	Fall 2019- Spring 2020	Same	We expect that this work will improve the grade distribution demonstrating an increase in student learning.

	sections with supplemental instruction (SI) earn higher grades and retain at a rate of 70%. This amount would allow supplemental instruction to almost 50 courses and improve student success at Clayton State.			
2	Update access control at Phase 1 Student Housing in Laker Village.	$83,375	As soon as funds are received and procurement process is completed- will stagger installation to lessen impact on residents.	annual license $4,176	This will be the first investment in a campus-wide effort to modernize and centralize antiquated hardware and software. Will enhance the safety and security of students.
3	Residence Education Coordinator position for the Student Affairs division - The institution began this fall the delivery of academic support services (including tutoring and advising) within residence hall facilities. Evidence already indicates that demand for those services will grow, and we request funds for an additional position to expand the scale of	$56,000	This position will be implemented in the Fall of 2019. We will advertise the role in the Spring of 2019 with this goal in mind.	Same	The goal of this position is to increase the year 1 to year 2 retention of students in the residence halls from 65% to 70+%. This role will also work to facilitate Living and Learning Communities that have proven to

	these offerings to additional students.				contribute to student retention and persistence.

16)	Credit hour enrollment growth at your institution was relatively flat in academic year 2018. In the event that a small amount of new funds were made available in FY 2020, what would be the budget priorities for your institution and how would new funds be utilized to best serve students? Please use the attached Excel template to provide the estimated cost associated with each priority (tab labeled New Funds – do not duplicate enhancement requests from question 15).

English Lecturer

Clayton State University has had a significant increase in the demand for entry level English courses largely fueled by a 48 percent increase in dual enrollment students over the past three years. Even with many full-time faculty teaching overloads to meet the demand up to 50% of these composition courses are taught by part-time faculty, far above SACS's recommendations. Finding qualified part-time faculty has become increasingly difficult in a tightening job market and a relatively low pay rate. The Momentum Year plan calls for all students to complete 1101 and 1102 in their first year to increase their likelihood of graduation, but many semesters begin with a hundred students still on waitlists because we don't have faculty to teach them. To maintain and support student success in First-Year Writing, the Department of English needs at least one additional full-time lecturer who will be an active part of the university's mission and dedicated to students' success. The cost for this position with benefits $79,175 ($50,000 + $29,175).

Nursing Clinical Coordinator

Health care agencies are required by accrediting/certifying bodies to vet each nursing student before allowing them to care for patients. Nursing school accreditors/approvers and curricular mandate required numbers of clinical hours in different types of care facilities as well. The placement, tracking and vetting of students requires a tremendous amount of time. Currently, the student clinical coordination is being done by a SON administrative assistant. As the SON added and expanded its Master of Science in Nursing Family Nurse Practitioner (FNP) program to meet the need of primary health care in Georgia, the clinical documentation, placement and tracking grew exponentially. For example, 20 FNP students were enrolled in Fall 2014. Sixty- five FNP students matriculated Fall 2017. The workload can no longer be managed by a part time effort and the Clinical Coordinator position is critical to maintaining and expanding the nursing program particularly at the graduate level. The Clinical Coordinator will develop, manage and expand clinical agency partnerships, contracts and placements for the undergraduate and graduate nursing students. The cost for this position with benefits is $92,030 ($60,000 + $32,030).

Criminal Investigators

For the calendar year 2018 alone, Public Safety has had 80 incidents that required some type of investigations. There is no clear investigator assigned to handle criminal investigations. This becomes an additional responsibility where people are assigned cases and they fit the cases into their schedule as the time arises. This can cause a delayed investigative response and missed opportunity to fully investigate an incident when it first happens. A full time Criminal Investigator will allow for one person to be assigned criminal cases to handle the 50 plus cases that the department has had over the last several years. This will also assist in making sure we are in compliance with the BOR policy 6.5.2 providing investigative services to the campus. The cost to fund one experienced investigator is about $55,000-$58,000 a year (with benefits $84K-$87K).

Assistant Professor of Business Analytics

The College of Business is revising the BBA and MBA curricula to incorporate business analytics and technology agility to the existing set of program learning outcomes to better meet economic needs for Georgia. In order to implement this change the College of Business will need to hire a faculty member with expertise in business analytics. The specific areas of focus would be data management, data analysis and visualization. The cost for this position with benefits is $104,885 ($70,000 + $34,885).

Collections/ Third Party Coordinator- Salary $45,000 total cost with benefits $72,748- The University is moving to expand our enrollment and outreach opportunities including corporate partnerships and additional scholarships. As we expand these opportunities additional strain is placed upon the Bursar's office to track these students and their balances, place holds on these students, ensure these students are dropped or not dropped for non-payment, invoices are sent correctly and timely, and payment is collected from the correct party. By adding an additional Collections/Third Party Coordinator the University is making a cognizant effort to keep accounts receivable balances at a minimum.

Security Officer (Laker Village)

This position will be a full time Public Safety security officer position that will assist primarily with providing security coverage at Laker Village. This security officer will be assigned a late night shift and will be responsible for patrolling the apartment complex at night to assist the patrol department in monitoring the activities of the apartment complex. This officer's presence will assist in keeping the students safe, assist the Residential Assistants in making their rounds, and be a constant presence overnight at the apartment complex. The cost is $24,000 a year (with benefits ~38K).

Campus Logic Financial Aid Award Tool

We realized a great benefit of adding the Campus Logic Verification Tool as part of our efforts to improve service and efficiencies for our students. The Financial Aid Award Tool would greatly improve our communication to students in regards to bringing awareness of the aid available especially as it relates to the cost associated with attending college. The cost is $20,400.

Grant Accountant

$50,000 total cost with benefits $79,175- There is no doubt that is a great benefit for the University to continue to explore grant opportunities, however the University does not currently have a grant accountant and without such, the already stretched accounting team has to stop one operation to complete the grant billing. This position would allow billing to be a forefront focus and ensure it was done timely, accurately and within compliance measures allowing the University to continue grant operations for years to come.

Buyer
$50,000 Total cost with benefits $79,175- Currently the University has a decentralized procurement model. By centralizing procurement, it would allow operations efficiencies to vastly improve as well as compliance. By adding an additional buyer, the University would slowly transition to a centralized procurement model by moving over particular areas of operation.

Part VII: Academics

17)   Discuss new academic programs under consideration for startup in FY 2020. Do you have plans to introduce a Nexus degree? 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?

Clayton State University will be proposing three new degree baccalaureate degree programs for the coming year. All three programs maximize the use of existing resources to increase overall cost effectiveness while meeting the economic needs of the local community and the State.

A Nexus degree focusing on reality based film production is being actively explored. We have faculty with experience in these types of programs and an alumnus in the industry who incorporates reality based productions into marketing campaigns. In addition to this Nexus degree, we are seeking ways to embed Nexus degrees into existing degree programs so that we can optimize the use of existing resources while providing more options for our students.

Whether it be a baccalaureate degree or a Nexus degree, we are working with community and business partners in the development of the degree programs to ensure that they meet the needs of students and the workplace. Experiential learning and career preparation are prominently featured in our Strategic Plan 2022. All academic majors now include career related outcomes such as transferability of skills, ethics and professional behavior and all academic majors provide their students with information on internship opportunities.

1. **B.S. Early Childhood Education:** At the request of local school systems and community leaders in the south metro-Atlanta region the University is developing a Bachelor of Science degree in Early Childhood Education (ECE) with Dual Certification in Special Education. Clayton State University currently provides a Bachelor of Arts in Middle Grade Education and a Master of Arts in Teaching. Resources within these

existing programs will allow for the development of the new degree without requiring any additional full-time faculty.

2. **Master of Supply Chain Analytics:** The Supply Chain Management has consistently been one of the largest concentrations in our MBA program. It has an average enrollment of around 60 students. This program will supplement existing supply chain courses within the MBA concentration within its curriculum. Supply chain management is a topic area that is well seated in our surrounding community. The close location of CSU to the airport, warehousing and distribution hubs makes it a logical location for this degree. There are opportunities with other academic institutions both domestically and internationally to partner in the online delivery of classes. There is an expressed interest for their students to take our Supply Chain courses within their curricula. The plan is to develop and deliver this program in partnership with the College of Information and Mathematical Sciences at Clayton State University. The curricula will be structured in a way to be able to offer a graduate certificate in supply chain analytics.

3. **Master of Strategic Leadership**: The Master of Strategic Leadership program is designed for professionals in the private and government sector who wish to enhance their leadership skills. One of the key trends identified by employers as critical is the need to develop "soft skills" such as communication, teamwork, problem solving, and critical thinking in the workforce. The demand for similar skills are also included in the High Demand Career Initiative. The MSLD program is well aligned with the identified needs to develop leadership capabilities and soft skills in employees across different careers and work sectors. The program has two main components. The first component equips students with theoretical knowledge and practical skills in various aspects of management, such as cross-cultural management, organizational behavior, organizational change, employee training & development, strategic management, business ethics, and social responsibility. The second component of this program includes experiential courses that aim to develop leadership traits, ability to lead others, and cultural awareness in an organizational context. The proposed program will build on existing concentrations and be used to develop a future concentration for higher education leadership. Data informed decision-making is reshaping recruiting, academic advising, pedagogy, course scheduling

18)   Discuss the success of programs created during the past 4 years. Have enrollment targets been met and have cost projections held true? How is the institution addressing any underperforming programs?

Bachelor of Science in Health Sciences

The Health Sciences (HS) major was started in Fall 2016 and by all measures has been hugely successful. The primary rationale for the new HS major was the need to create a major for students who did not get into either the Nursing or Dental Hygiene Programs so that they could graduate in the health field at Clayton State. The exponential growth seen in year two is due to the elimination of pre majors for nursing and dental hygiene. They have been combined as a Health Sciences major with Nursing and Dental Hygiene concentrations and concentrations related to other health care fields. Out of the 824 HS majors in 2017, 282 were Health Sciences only and so forth. See chart below.

Enrollment targets and actuals:

	First Year – Fall 2016	Second Year – Fall 2017	Third Year- Fall 2018	Fourth Year – Fall 2019
Target	20	35	55	65
Actuals	67	824 (282 HS only)	1002 (438 HS only)	TBA

Cost projections have held true. Even though this major is now the largest major at CSU, our full-time faculty costs have actually lowered due to losing two faculty lines. Our projected adjunct costs after the first year of $8,400 have not been exceeded.

 Bachelor of Arts in Film Production

The Bachelor of Arts in Film Production degree began enrolling students in Fall 2015. The degree was established to prepare students for careers in Georgia's expanding film industry and contains content related to the pre-production, production, and post-production of filming. Students in this degree program are also given the option to transfer courses from the Georgia Film Academy offerings through prior learning credit. The major continues to see growth in terms of enrollment. See charts below.

Enrollment targets and actuals:

	First Year – Fall 2015	Second Year – Fall 2016	Third Year- Fall 2017	Fourth Year – Fall 2018
Target	15	35	50	65
Actuals	19	94	134	167

The above numbers resulted in a significantly higher number of credit hours and revenue generation.

	First Year	Second Year	Third Year	Fourth Year – **Fall 2018 Only**
Target	$82,000	$174,300	$240,700	$241,700
Actuals	$250,000	$320,000	$445,000	$200,000

Revenue has exceeded the overall instructional costs associated with the program and the B.A. in Film Production has exceeded institutional expectations with respect to viability and productivity. As mentioned previously, a Nexus degree with a focus on reality based programming is now under consideration.

---

19)   What existing programs have low degree production? What measures are you taking to improve the enrollment in these programs?

Bachelor of Science in Mathematics (FY2016-FY2018 Average: 7 – Combines B.S. in Mathematics & Mathematics with Teacher Certification)

The Department of Mathematics is responsible for the teaching of 11 different courses within the Core Curriculum. In the period FY2016-FY2018, the department generated an average of 10,077 undergraduate credit hours and 270 graduate credit hours during the three-year period. In terms of enrollment, the number of students currently enrolled in the Mathematics and Mathematics with Teacher Certification degrees is 55 and the number of students enrolled Mathematics Minor is 13. Upper division undergraduate and graduate mathematics courses to support the major and graduate programs are offered in a rotation that maximizes enrollments while allowing students to progress. In addition, mathematics majors must have at least 12 upper division credit hours in laboratory science or an approved minor, which reduces the number of mathematics elective courses offered each term. The department is working to revise program outcomes with a heavy focus on career readiness so that the department can attract more mathematics majors who wish to enter the workforce instead of going to graduate school or becoming teachers.

Bachelor of Science in Chemistry (FY2016-FY2018 Average: 5)

While the B.S. in Chemistry 3-year average is below the threshold of 10, when combined with the A.S. in Integrative Studies (Pre-Engineering and Pre-Pharmacy Concentrations) that are also housed within the department, the 3-year average (FY2015-2017) is 12 and therefore, above the minimum threshold.

The Department of Chemistry and Physics generated an average of more than 6,675 undergraduate credit hours during the 3-year period. In addition to the courses for the Chemistry Major, the department's programming supports general education and provides other service courses for many STEM programs at Clayton State. In terms of enrollment, the Department currently has 149 students enrolled in the B.S. program and the A.S. Integrative Studies Pre-Engineering and Pre-Pharmacy concentrations. Additionally, there are 33 students currently enrolled in undergraduate minors of Chemistry and Forensic Science that are within by Department of Chemistry and Physics. The program recently hired a new department chair and are in the process of revamping the curriculum to better meet the demands of students as well as those of business and industry. The Department is developing a plan of action to seek and gain external funding and support to increase recruitment, retention and matriculation in the major. Last year the department won a major

instrumentation grant to improve student learning outcomes in upper level courses and will continues to seek out additional research and instructional resources.

Bachelor of Arts in Philosophy (FY2016-2018 Average: 3)
There are currently 6 students enrolled in the philosophy major and 7 students enrolled in the minor. Several philosophy courses that are part of the core curriculum and the program generated an average of 6,739 credit hours over the past three years. The large number of core courses taught by the department and the low number of majors presents a difficult challenge. The core classes tend to run at capacity and require a large number of faculty to teach them. Conversely, the non-core classes have section enrollments that are about half the average section size for the college (11 students per section compared to an Arts and Sciences average of 21 students per section). During the 2017-2018 academic year, the Bachelor of Arts in Philosophy underwent a comprehensive program review. While the philosophy degree program meets the quality standards of the University the current enrollment does not meet institutional expectations and the institution has placed the program on monitoring status.

Part VIII: Facilities

20)   Highlight any projects in your existing Capital Plan that are integral to the goals and outcomes discussed elsewhere in this document (enrollment, academic, student success, etc.).

Facilities Management at Clayton State University is completing third phase of the Academic Core renovations during first half of FY2020 – the Mini-Chiller plant and a chilled water loop for Athletics Center, Harry S. Downs Center, Spivey Hall, Music Education Building and will allow upgrade for future extensions (Student Activities Center and new buildings). The Academic Core renovations project has helped with reducing deferred maintenance list of aging facilities and assisted with infrastructure upgrade promoting centralized and improved climate control in the buildings, allow redundancy of the chillers and energy efficiency. Lecture Hall was completely renovated and received restrooms while Arts & Sciences and Library have completed previously started renovations and Magnolia Hall has added student lounge.

Another milestone that scheduled to be completed by the end of FY2019 is an egress road via East side of campus also will help to reduce infrastructure needs upgrading IT loop to the East side and improve vehicle traffic conditions on campus.

As the renovation of the Academic Core and other upgrades are 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, water and sewer infrastructure upgrade. 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. The University's cabling 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 below.

Campus and Facilities shifts focus on a new facility on campus to facilitate space to support academic programs for the College of Health.

Construction of the new building for the College of Health is in current CSU Facilities Master Plan and will directly support Strategic Goal #1: Increase Enrollment, Retention and Graduation rates. It will have impact on Georgia and National economy with meeting Health Care needs while exclusively improving centralization of all College of Health programs at Clayton State University, increase inter-professional collaboration and expand the number of graduates within the CSU health program.

These items are all in pursuant and discussed in our Master Plan, (See the Executive Summary at http://www.clayton.edu/portals/1/fmp/ExecutiveSummary2010.pdf).

1)Upgrade of the Campus Network and Fiber Optic Wiring

Access to computing resources, both the Internet and the campus-computing resources, is vital to the day-to-day operations of the campus. The campus network infrastructure (the network) enables Clayton State's students, faculty and staff to access these resources. The network consists of many individual pieces of equipment and many thousands of feet of cable, primarily fiber optic cable. Neither the equipment nor the cable has gone through a total replacement since the installation in the 1990s. A failure of one or more of the components, or a problem with the cable, could result in a major part of campus being without service.

The cabling infrastructure was designed and built in a star topology, meaning there are several places on campus where a single disturbance can affect an entire section of campus. Additionally, there are several places where the congestion of fiber makes new connections impossible. Technologically, much of the cable is capable of only one gigabit per second (gbps) of data transmission. With the current standard of ten gbps, and network speeds increasing every year, our cabling cannot support current technology.

This proposed project will both eliminate congestion and reroute the fiber into a loop around campus with dual entry points to most buildings, while ensuring that Clayton State can remain state-of-the-practice with current network speeds. With the new design, a single cut or disturbance of the fiber will not affect the users, our students, faculty and staff. The campus began working on replacing the equipment with new state-of-the-practice Extreme equipment several years ago. This was necessitated by the obsolescence

of our existing equipment. This project will allow us to complete the replacement of the network gear to ensure reliable operation of the campus network for the foreseeable future.

Needs: Replace remaining obsolete Enterasys equipment, including switches and routers in various building to complete the campus network refresh. This project will also build a fiber optic ring around the campus, ensuring reliable, redundant access to the vital campus network for all members the campus community.

2) Health Sciences 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 classroom and faculty office space, outdated technology and stimulation labs. The new 55,000 square feet 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, classrooms, patient suites, observation decks, and debriefing areas, and centralization of other healthcare programs in the building.

3) Convocation Center and Parking: Per our Master Plan, the existing athletics district in the West side of campus will be strengthened by creating a new Athletics / Convocation Center. Construction of 105,000 GSF venue for multipurpose functions - arena for the commencement and other events with two large classrooms.

Needs: President's offices, administrative offices, conference area, and classrooms. The project will also entail parking.

4) Campus Infrastructure – High Voltage Line and Transformer Upgrade
Due to an aging and outdated electrical power infrastructure that was initially constructed 49 years ago, the main campus has experienced several power outages that disrupted academic and support activities. High Voltage lines and transformers need upgrading to ensure the campus' day to day flow of business and academic activities.

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.

5) Utility Services CSU East Site
CSU East infrastructure is residential type and facilities are detached from the main campus but the temporary IT infrastructure has been installed. CSU East was purchased in 2008 and the n leased out for almost 2 years; its infrastructure is basically a residential type. Currently CSU East has three buildings - one academic, and two administrative type buildings. Currently the location is supplied with a separate and detached from main campus IT and power infrastructure. In addition, waterlines should be upgraded to commercial grade 8" or higher size to provide proper pressure and be in compliance with fire code. Sewer line needs 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. In addition, an emergency egress road will need to be installed with appropriate lighting and sidewalks.

Needs: Upgrade water line to 8" and sewer line to commercial grade, reroute IT cable underground and permanently connect it to main campus, high voltage loop needs extended to the main campus or construct a new loop, improve site lighting for safety, improve storm drainage system, install overflow inlet for retention pond.

6) Campus Infrastructure – Water Line and Sewer Upgrade
Fifty-year-old water and sewer infrastructure need replacement and upsizing to maintain adequate water residual pressure due to existing line being 6", to comply with fire code requirements for the buildings on the loop, and to avoid emergency repairs to water and clay sewer lines.

Needs: Close to 4,000 linear feet of underground piping need replaced and upsized from 6" to 8" with steel piping.

7) Air Handlers/Controls Upgrade Campus Wide: Equipment that is over 50-year old including air handlers and controls campus wide need upgrade.

Needs: Upgrade controls from pneumatic to DDC, replace secondary VAV/PIUs for the following buildings - Lucy Huie Hall, Clayton Hall, Spivey Hall, Edgewater Hall, Continuing Education, and Music Education Building.

8) Campus Infrastructure – Roads and Pedestrian Walk Resurfacing, New Walk Path to Student Activities Center
The roads, sidewalks and lighting need upgrading. This will address problem areas and stop continuing deterioration. The new walkway shortcut will be a time saving feature for the residential students to get to West side of campus from their apartments.

Needs: Campus road resurfacing and construction of a new sidewalk.

9) Hydrology Works CSU East to main Campus

Hydrology of the CSU East site needs to be evaluated and site grading improved to correct surface water runoff to the retentions pond/ storm water system to comply with EPA requirements.

Needs: Trammell retention pond dredging and correction of storm water runoff.

10) Campus Infrastructure- Underground Asbestos Chilled Water Piping Abatement and New: Existing underground chilled and hot water piping loop for nine buildings is asbestos cement pipes and met their life expectancy. Have failed several times in the past and needs replaced to avoid emergency cost.

Needs: Underground pipes replaced with environmentally acceptable and reliable ones.

---

21)   Are there any facility expenses, including one-time or ongoing maintenance needs, which are not discussed in the Capital Plan that will have a major impact on operating budget planning for FY20? Provide details and budget impacts.

1	Add additional parking light poles and lights upgrade	$40,000	Increase campus security.
2	Spivey Hall stratification construction	$250,000	Protect organ pipes from temperature changes.
3	Laker Village Fence (CSU-East)	$600,000/$250k	Increase campus Security with fencing at Laker Village and Fencing at CSU East
4	Laker Village trash collector area	$40,000	Replace outdated Compactors.
5	Purchase of a mini excavator	$50,000	Facilities will be able to do more repairs in house and save.
6	Signage	$35,000	Better wayfinding on campus.
Total		$1,015,000 / $1,265,000	

The facilities department works hard to leverage all funds that it receives. However, there are certain needs that would enhance campus safety and security associated with improving lightening and better control of ingress and egress in the university's residential corridor. In

addition, the university wishes to preserve the investments in the Spivey Hall organ and ensure that its organ pipes are maintained in the correct temperature-controlled environment. The university needs to update the trash collection process on campus in facilities where students generate a more residential type trash. Finally, the University could do more underground repairs inhouse with the mini excavator. The University's facility's staff are highly credentialed and licensed and could save the University the cost of renting the equipment –when available- or hiring outside companies for many repairs.

Part IX: Information Technology (IT)

22)   What are the trends in the overall IT expenditures of the institution over the last three years and where has the institution strategically invested in IT solutions to improve student outcomes or administrative efficiencies.
Our IT expenditures have been relatively flat between FY16 and FY 18 but should show a slight increase in 2019. During that time, we invested heavily in infrastructure, which had grown to be obsolete and near obsolete in many areas. Since 2015, the VMware infrastructure, SAN infrastructure and some of the network infrastructure has been replaced. These investments allow the campus, students, faculty and staff to have an IT infrastructure that is reliable and robust enough to facilitate student learning.   As the investments in infrastructure began to pay dividends, IT began to look at strategic partnerships in applications. Implementation of Office 365, and the rollout and support of its many collaboration tools have aided many departments in their productivity as well as taken a place as tools that faculty can use in the classroom to help students learn. Additionally, the acquisition of ServiceNow, and the rollout of work flows have begun, and will continue, to help administrative departments increase their efficiency.

23)   Discuss the investments your institution has made in relation to cybersecurity operations, including multi-factor authentication. What cybersecurity related services would your institution be interested in having the USO/ITS provide?
One of our primary investments in security came in 2016 when CSU hired its first Information Security Officer or ISO.   The University has made several investments in security products to keep Clayton State's IT resources, faculty, staff, and students, secure. In 2017, we replaced our firewalls with Next-Gen Palo-Alto Firewalls, which gave us a great deal more visibility on edge traffic on our network. Also, in 2017 we implemented a small pilot with Cylance next generation endpoint protection.   As the first implementation of Cylance in the USG, we expanded our implementation to the entire campus in 2018.

The University has implemented DarkTrace as a substitute for log monitoring, with permission of the USG CISO, and are able to comply with the monitoring requirement at a much lower cost.

The University has implemented MFA for OneUSG using Microsoft's MFA product which was included in a previous Microsoft purchase (Azure AD) so essentially, this implementation of MFA was done without additional cost. We are currently testing MFA for email and will roll out MFA for Banner 9 when it is available. We will also have MFA for our new VPN, which we are now testing.

The University is excited to hear that the USG is currently discussing cyber insurance opportunities at the system level and we are excited to utilize those services.

---

24)   Discuss the information technology needs of your institution other than cybersecurity. What is the FY20 annual projected IT spend concerning the remediation/mitigation of audit findings, legislative mandates, or regulatory requirements? IT needs that have been identified as top priorities for your institution should be included as a part of your FY20 funding request (Question #15) if your institution has been permitted to request new funds.

Our spend on audit findings and legislative mandates are not an issue at this time. **(NOTE TO TH- Remove or remove AT THIS TIME- presumes future issues)**. We are in compliance with legislative mandates and have no audit findings.

Our primary IT need is with the minor capital project currently at the top of our capital list. This will allow us to complete our network refresh, which has been done so far with end-of-year funds, and also reinforce and rebuild, where necessary, our fiber optic infrastructure. Currently, our infrastructure is a physical star topology functioning as a logical loop with many highly congested pathways and many buildings with single points of failure. A fiber cut in the wrong place would leave more than half of the campus without network services. The capital project will allow us to have a physical, as well as logical loop and redundant entries to most buildings.

Part X: Major Success/Accomplishment

25)   Use this section to highlight one major success/accomplishment at your institution that is in alignment with one or all of the Chancellor's three priorities.
- Degree Attainment: ensure more Georgians enter the workforce with a college degree.
- Affordability: make college more affordable for Georgians.
- Efficiency: find opportunities to be more efficient and control costs.

Please attach a one-pager that succinctly presents this success/accomplishment. This is an opportunity to brag on yourself.   The information provided may be used in external communications.

Please include the following elements as you deem appropriate:
- Background
- Who benefited?
- Impact on student success
- Impact to the State of Georgia
- Savings ($), if applicable

A number of years ago, the University identified the need to reinvent University Development and Advancement. An in-depth assessment of all functional areas within Advancement was undertaken, strategy developed, and over successive years, implemented. The effects of reinvention are now bearing significant fruit for the University. Clayton State recognized its single best year of fundraising in FY18. Gifts and pledges dedicated to the support of the University's mission totaled more than $4.1million, a 261% growth over fund raising efforts the year previous. The University has continued to make great strides as it nears the conclusion of the campaign, Greater In Mind. With a goal of raising $12 million, the university ended FY 18 at the $10.8 million mark. In total, 484 donors gave just over $1.08 million in both annual and endowed scholarships compared to $543,622 the year prior. While we are proud that we have grown the number of donors engaged in philanthropy, the real results are represented in actual scholarship dollars provided to our students pursing higher education.

Additional benefits from the reinvention of University Development & Advancement are recognized in the Alumni Association. Academic 2018 saw growth of 340% in membership to the alumni association over the year previous by way of implementing a new communications strategy and engagement opportunities.

In an effort to more closely align academics with career readiness, Clayton State's College of Information & Mathematical Sciences formed a partnership with Atlanta based tech company,

Mailchimp, in what we hope will become a model for industry engagement. Mailchimp created eight scholarships and made a significant investment in the creation of a program called Launchpad with the purpose of expanding access and equity to students in South Metro Atlanta. Launchpad is a leadership academy at Clayton State University that helps students and faculty adapt to technical, social, and business expectations of the 21st century workforce. The academic program will provide 8 to 12 students with technical hands-on projects, tailored instruction from key professors and business leaders, and internship opportunities. Participants in the Launchpad experience will, at the end of the program, have a portfolio of work to present to future employers.

Through a grant from the Atlanta Women's Foundation Clayton State University was also able to expand opportunity to six women from either Clayton or Fulton Counties, at risk of not continuing their education due to financial insecurity and lack of affordable and qualified child care options. This grant in conjunction with the BOOST program has allowed for students at Clayton State who demonstrate both financial need and the need for quality child care, to enroll in reliable child care thus allowing the parent to focus on their academic pursuits.

Informed by the University's strategic plan, funds were sought from and awarded by the Coca-Cola Foundation to create fifty new scholarship opportunities for our students- 25 scholarships for Women in Stem fields of study, and 25 First Generation Scholarships, 10 of those being designated to the study of Supply Chain Management. Not only were these fifty students awarded academic scholarships, they were also awarded funds that can be applied to an experiential learning opportunity outside of the classroom. Qualifying activities fall within the range of professional conferences, research, internships, and study abroad.

*see supplement

NOTE: In addition to the FY 2020 Budget Discussion Template, please complete (as applicable) all tabs included in the attached Excel file regarding the fiscal year 2020 budget request. The tabs are labeled (1) Enrollment Trends, (2) Academic & Financial Aid Data, (3) Financial Trends, (4) Employee Data (5) Auxiliaries & Student Activities, (6) FY19 One-Time Projects, (7) New Funds, and (8) Reduction Actions.

Fiscal Year 2020 Budget Hearing
How Would You Use New Money in FY20?
Priority Items

Institution Name: Clayton State University

	DESCRIPTION (Based on Part VI, Question 16 of the Budget Discussion Template)	# of Positions (if applicable)	Requested Amount
	List in Order of Priority		
1	English Lecturer: Clayton State University has had a significant increase in the demand for entry level English courses largely fueled by a 48 percent increase in dual enrollment students over the past three years. Even with many full-time faculty teaching overloads to meet the demand up to 50% of these composition courses are taught by part-time faculty, far above SACS's recommendations. Finding qualified part-time faculty has become increasingly difficult in a tightening job market and a relatively low pay rate. The Momentum Year plan calls for all students to complete 1101 and 1102 in their first year to increase their likelihood of graduation, but many semesters begin with a hundred students still on waitlists because we don't have faculty to teach them. To maintain and support student success in First-Year Writing, the Department of English needs at least one additional full-	1	$ 79,175.00
2	Nursing Clinical Coordinator: Health care agencies are required by accrediting/certifying bodies to vet each nursing student before allowing them to care for patients. Nursing school accreditors/approvers and curricular mandate required numbers of clinical hours in different types of care facilities as well. The placement, tracking and vetting of students requires a tremendous amount of time. Currently, the student clinical coordination is being done by a SON administrative assistant. As the SON added and expanded its Master's of Science in Nursing Family Nurse Practitioner (FNP) program to meet the need of primary health care in Georgia, the clinical documentation, placement and tracking grew exponentially. For example, 20 FNP students	1	$ 92,030.00
3	Criminal Investigator: For the calendar year 2018 alone, Public Safety has had 80 incidents that required some type of investigations. There is no clear investigator assigned to handle criminal investigations. This becomes an additional responsibility where people are assigned cases and they fit the cases into their schedule as the time arises. This can causes a delayed investigative response and missed opportunity to fully investigate an incident when it first happens. A full time Criminal Investigator will allow for one person to be assigned criminal cases to handle the 50 plus cases that the department has had over the last several years. This will also assist in making sure we are in compliance with BOR policy 6.5.2 providing investigative services to the campus. The cost to fund one experienced investigator is about $55,000-$58,000 a year.	1	$ 58,000.00
4	Assistant Professor of Business Analytics: The College of Business is revising the BBA and MBA curricula to incorporate business analytics and technology agility to the existing set of program learning outcomes to better meet economic needs for Georgia. In order to implement this change the College of Business will need to hire a faculty member with expertise in business analytics. The specific areas of focus would be data management, data analysis and visualization.	1	$ 104,885.00
5	Collections/ Third Party Coordinator: The University is moving to expand our enrollment and outreach opportunities including corporate partnerships and additional scholarships. As we expand these opportunities additional strain is placed upon the Bursar's office to track these students and their balances, place holds on these students, ensure these students are dropped or not dropped for non-payment, invoices are sent correctly and timely, and payment is collected from the correct party. By adding an additional Collections/Third Party Coordinator the University is making a cognizant effort to	1	$ 72,748.00
6	Security Officer (Laker Village): This position will be a full time Public Safety security officer position that will assist primarily with providing security coverage at Laker Village. This security officer will be assigned a late night shift and will be responsible for patrolling the apartment complex at night to assist the patrol department in monitoring the activities of the apartment complex. This officer's presence will assist in keeping the students safe, assist the Residential Assistants in making their rounds, and be a constant presence overnight at the apartment complex. The cost is $24,000 a		$ 24,000.00
7	Campus Logic Financial Aid Award Tool: We realized a great benefit of adding the Campus Logic Verification Tool as part of our efforts to improve service and efficiencies for our students. The Financial Aid Award Tool would greatly improve our communication to students in regards to bringing awareness of the aid available especially as it relates to the cost associated with attending college.	1	$ 20,400.00

8	Grant Accountant: $50,000 total cost with benefits $79,175- There is no doubt that is a great benefit for the University to continue to explore grant opportunities, however the University does not currently have a grant accountant and without such, the already stretched accounting team has to stop one operation to complete the grant billing. This position would allow billing to be a forefront focus and ensure it was done timely, accurately and within compliance measures allowing the University to continue grant operations for years to come	1	$ 79,175.00
9	Buyer: Currently the University has a decentralized procurement model. By centralizing procurement, it would allow operations efficiencies to vastly improve as well as compliance. By adding an additional buyer, the University would slowly transition to a centralized procurement model by moving over particular areas of operation.	1	$ 79,175.00
10			

Total		8	$ 609,588.00