

FY 2019 Budget Discussion

Institution Name: Clayton State University

Part I: Enrollment

- 1) Discuss enrollment trends over the past three years (fiscal years 2016, 2017 and 2018)? Discuss factors impacting enrollment. What are your enrollment projections for the next two years (Fall 2018 and Fall 2019)? What enrollment management strategies are employed at your institution and how effective are these strategies? Discuss trends in online enrollment. To what extent are the trends driven by dual enrollment students? For institutions with multiple locations, discuss enrollment challenges/concerns.

Enrollment Trends Over the Past Three Years (fiscal years 2016, 2017, and 2018)

Clayton State's fiscal enrollment has increased over the past three years. FY2016 (Summer 2015, Fall 2015, Spring 2016) total enrollment was 16,458, FY2017 total enrollment was 16,821, and projected FY2018 total enrollment is 16,964. Previous declines in summer enrollment had been a primary cause for fiscal year declines. The 2.2% growth from FY2016 to FY2017 is largely due to a 12.2% increase in our summer 2016 enrollment over summer 2015. For FY2018 we anticipate a slight increase over FY2017 of 1%. While fall 2017 enrollment remained steady with 0.1% change (increased by 2 students) we project a growth in spring and summer enrollment contributing to the overall FY increase. While fall 2017 enrollment headcount remained steady, the FTE improved by 1%. In addition, the credit hours generated have increased as well. In fall 2017, the credit hours generated increased 1.1% from fall 2016 and 1.5% from fall 2015.

Enrollment Projections for Fall 2018 and Fall 2019

	Fall 2015	Fall 2016	Fall 2017	Projected Fall 2018	Projected Fall 2019
Headcount	7,012	6,996	7,000	7,064	7,160
Credit Hours	73,042	73,289	74,072	74,756	75,813

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. The 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 the past 5 years DE enrollment has been a growth area for Clayton State while our undergraduate enrollment has been decreasing. Our strategies are having a positive impact as we have significantly grown our new undergraduate enrollment and brought the year to year gap for total undergraduate enrollment from a 2.8% decrease from fall 2015 to 2016 to a 0.2% decrease from fall 2016 to 2017. Factors impacting enrollment will be addressed within each of the three significant categories with our strategies employed following.

FY 2019 Budget Discussion

Dual Enrollment

Clayton State University has seen significant growth in DE enrollment. DE enrollment increased 30.3% from FY2016 to FY2017 and 1.5% from fall 2016 to fall 2017. This growth has been realized through targeted outreach efforts, a greater understanding of the DE program by high school counselors and parents, 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 DE program, serving the students as a college academic advisor, and proactively recruiting new students into the program. Our strategy has worked and we anticipate the spring 2018 and summer 2018 DE enrollments to continue to grow.

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. The evidence suggests the strategies worked. In fall 2017 Clayton State realized an overall undergraduate new student enrollment of 1,355 which is a 7.3% growth over fall 2016. Within that growth we realized a new freshmen class of 551 students (4.8% growth from fall 2016) and an 8.8% growth in new transfer students from fall 2016 to fall 2017.

Student engagement, academic advising, and ensuring tuition is paid are significant factors impacting continuing student enrollment. A recent study of new student enrollment 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 was a significant effort over FY2016. Our University effort named “Graduate Sooner” urged students to attend the summer, save money during the fall and spring to afford the summer, and to take 15 credits every term. This effort coupled with a strategy to offer high demand courses in the summer in online formats led to an increase in summer 2016 enrollment of 12.2%, the greatest percentage increase of FTE’s in the USG of 14.1%, and a 14.6% increase in credit hours. In addition, we developed a semester long weekly communication plan aimed at engaging students and ensuring they resolve any account or financial aid issues. In planning for fall 2017 we made significant steps as a University to ensure we had students resolve their balances since in prior years we had significant opportunities to improve on complying with having all students resolve or have a guarantee for outstanding balances. In prior years we had a threshold in which students were not dropped and this year we eliminated that threshold. Recognizing the impact that would have on our fall 2017 enrollment, we made a significant effort to proactively communicate with students regarding their balances and methods in which they are able to account for any balance.

Graduate Enrollment

Graduate enrollment increased by 1.4% from fall 2016 to fall 2017 and 8.5% from FY2016 to FY2017. Three factors influenced this growth: enrolling international student markets, new

FY 2019 Budget Discussion

graduate programs, and targeted communication to potential students. Graduate program one-year retention rates are near 80% and graduation rates are 67%. Once students enroll and begin there are fewer issues impacting persistence than for undergraduate students.

Strategies Employed

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

Targeted Recruitment – We continued to develop our targeted recruiting strategy and sought to improve our yield with those who expressed an interest in attending Clayton State. We aimed to increase the number of students visiting the campus, increase communication to inquiries and applicants, and to improve the orientation experience yield. These efforts led to an increase of our new student yield (percentage of students who enrolled after starting an application) by 2.4 percentage points. This coming year, we have utilized the Vinson Data identifying opportunities to enroll students from different high schools based on uncaptured rates. We have identified opportunities to grow our enrollment from current high schools, which high schools we should drop from our strategy, and which high schools we should add based on demand. We will be expanding our automated communication strategy to include phone calls to all leads, direct mail pieces to potential students identified through market research, improved communication to purchased leads, the development of partnerships with local technical institutions, continuing to develop international recruitment effort, and increase our corporate partnerships.

Evaluation of Our Acceptance Criteria – This year we studied historical acceptance data as it relates to student persistence. Based on this data analysis we found that the student index, SAT/ACT performance, and high school GPA do not predict persistence for our students. We also analyzed data from our Bridge Program which permitted students to enroll during the second session in the summer as presidential exceptions with a significant support structure in place, can outperform our traditional cohort in regards to GPA, persistence, and credit attainment. Based on this data analysis we realigned our freshman admissions criteria to the BOR sector guidelines. We have established strategies to engage with students who we have now admitted with a lower index than historically was permitted to ensure they succeed. Due to realigning our admissions criteria we realized an additional 54 new traditional enrollments for fall 2017.

We also analyzed 10 years' worth of transfer student data that demonstrated transfer GPA was also not a predictor of student success. Based on this data we created a Transfer Opportunity Program that provides significant student support to students enrolling as transfer limited. This program was new for summer 2017 and fall 2017. We are continuing to monitor student success within this program that permitted 25 new enrollments for fall 2017.

Proactive Messaging - Clayton State University has established a Strategic Communications Unit (SCU). This unit is responsible for proactively contacting students to nudge influence specific behaviors that have the potential to impact their enrollment status. Such behaviors include but are not limited to, completing the FASFA, accepting financial aid offered, signing

FY 2019 Budget Discussion

up for the payment plan, scheduling an advising appointment, and registering for classes. This unit has greatly contributed to mitigating factors that would prevent students from maintaining enrollment.

Undergraduate Centralized Advising - Through our centralization of academic advising and the targeted outreach the advisors conduct to connect and retain our students we increased our re-registration rate from 89.1% of fall eligible students for spring 2016 to 89.5% of eligible students for spring 2017 registration while also increasing the number of graduates. While re-registration is a primary focus of the advising team, we have also increased the average number of credits a student enrolls in. The average undergraduate student (excluding move on when ready students) took 11.03 credit hours in fall 2015, 11.13 credit hours in fall 2016, and 11.21 credit hours in fall 2017. These efforts resulted in an increase in total credit hours of 1.5% while realizing a 0.2% decrease of headcount enrollment from fall 2015 to fall 2017.

Graduate Sooner Messaging - Clayton State has been engaged in a student campaign to reduce the cost of education through accelerating the pace at which our students graduate called Graduate Sooner. The Graduate Sooner campaign encourages students to enroll in 15 credits each term and attend the summer term as a means to save money over the course of completing their degree. We are also working to increase the number of credit hours dual enrollment students enroll in prior to matriculating as a means of reducing time to completion of their degree. Below is an estimate savings based on the cost of attendance by graduating sooner or reducing the number of credit hours needed through completion of the dual enrollment program.

Annual Cost of Attendance (On-campus resident)	Cost Associated with Completing a Degree in 4 Years	Cost Associated with Completing a Degree in 6 Years	Savings for Students Completing Their Degree in 4 Years
\$22,162	\$88,648	\$132,972	\$44,324

Dual Enrollment Credits Earned Prior to Matriculation	Annual Cost of Attendance (On-campus resident)	Number of Terms Needed to Complete 120 Credits Based on 15 Per Term	Cost Associated with Completing a Degree in 4 Years	Savings Due to Dual Enrollment Credit
0	\$22,162	8	\$88,648	-
15	\$22,162	7	\$77,567	\$11,081
30	\$22,162	6	\$66,486	\$22,162

As we head into the second year of our Strategic Enrollment Management (SEM) Plan, increasing enrollment continues to be one of the University's goals. During the second year of this plan, we are focused on developing strategies which will impact our retention, graduation, and re-registration rates. We have analyzed retention data for all student types, not just our freshman cohort, to determine where we need to place strategies to improve our re-registration rates. Strategies to assist transfer students in the maximization of their earned credits, child care for adult students, changes in withdrawal policies, and the review of courses with significant

FY 2019 Budget Discussion

D/F/W's are all part of our efforts to improve retention through our SEM Plan. Our goals for 2022 associated with the SEM Plan are to increase freshman cohort retention to 75% and increase graduation rates from 32% to 40%.

Trends in Online Enrollment

Our online enrollment has increased greatly. Approximately 15% of our students were 100% online and 35% were taking at least one fully online course but not 100% online in fall 2017. We have increased 13% in our 100% online students from fall 2016 to fall 2017. We have increased 7% in the number of students taking at least one fully online course but not enrolled 100% online. Based on continued innovations in online course design and an increase in the number of online course and degree offerings, we anticipate a continued growth in online course enrollment.

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

Clayton State University has grown in dual enrollment (DE) students from 644 students in fall 2015 to 789 students in fall 2017. This growth has come from targeted outreach and advising for populations in Fayette, Henry, and Clayton Counties. The continued growth of this program provides a continued feeder of potential students into our matriculated programs. Our growth in DE has been significant. This year we are focusing on strategies to convert more of the DE students into matriculated students as well as increasing the number of DE students who earn associate degrees upon completion of their high school degrees. We have established strategies to increase the number of DE students in their senior year of high school attending Clayton State into matriculated students the following year from a 2015 conversion rate of 6.8% to a five-year goal of 20%.

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

Clayton State University offers courses at two off-campus locations, Fayette County and Henry County. A significant portion of the courses offered at the Fayette location are aimed at Dual Enrollment (DE) students. We also have a cohort of students enrolled in the MBA program. 62% of the students at Fayette location are DE, 31% undergraduate students, and 7% of graduate students. The Henry County location serves DE students (94% DE and 6% undergraduate students).

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

FY 2019 Budget Discussion

2) BOR 7.3.4.1 Out-of-State Tuition Waivers states that “should the Chancellor determine that cause exists to activate the Border Residents waiver, the Chancellor or his designee will present the list of institutions to the Academic Affairs Committee of the Board of Regents for approval.” Please provide sound justification if your institution could benefit from out-of-state tuition waivers to students from bordering states (Alabama, Florida and South Carolina). Simply respond N/A to this question if you do not want to be considered for this waiver.

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 2016-2017 year the average in-state tuition and fees for public institutions in South Carolina was \$7,896 with multiple public universities just over \$10,000 (South Carolina State - \$10,876 and Coastal Carolina - \$10,420). Clayton State’s in-state tuition and fees for 2016-2017 was \$5,340. Our affordable tuition and fees would 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.

3) How is your institution addressing the impact of fall 2017 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?

The University did NOT have a fall 2017 enrollment decline. However, we wanted to take an opportunity to mention several actions that we have taken to cut cost and streamline operations.

The University has either cut or delayed the hiring of multiple staff and faculty positions, and developed cross-departmental sharing of resources in Student and Academic Affairs to decrease costs and worked to make focused invests in new strategic initiatives to improve enrollment and retention. The institution has been able to make reductions without eroding academic quality or hurting the overall student experience. CSU has cancelled contracts for services and conferences saving thousands of dollars in travel and contractors’ fees, held positions open for additional months, restructured shifts for its custodial workers, reorganized a department and is suspending a sport. These changes will help save close to \$100,000. The University is also renting its facilities for film location work and adding \$25k to \$30k in revenue with minimum disruption to the campus.

FY 2019 Budget Discussion

The largest budgetary item remains employee salaries. The University has not filled positions to meet the realities of the past several years of fiscal challenges. The chart below shows the net decrease this past year in total employee count.

Charts. Employee Count Comparisons March 1 census date to September 15, 2017.

September 15, 2017			
Type Faculty	March 1, 2017	Current Totals	+/-
Full Time	245	240	-5
Part-Time Non-Benefits Eligible	153	154	+1
TOTAL	398	394	-4

September 15, 2017			
Type Staff	March 1, 2017	Current Totals	+/-
Full Time	399	383	-16
Part-Time Benefits Eligible	13	12	-1
Part-Time Non-Benefits Eligible	54	56	+2
TOTAL	466	451	-15

Part II: Savings to Students

4) What 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.

Athletics

- The Department of Athletics has contributed to the reduction of education costs to students by allowing all students complimentary admission to all home athletics events.
- We have maintained costs by reducing our expenses by over \$500,000 since FY13.

We plan to continue to provide complimentary admission to athletic events to students.

Bookstore

- CSU's bookstore, The Loch Shop, offers many different options and programs to aid in textbook affordability for our student customers resulting in ~740k in savings.
- Used Textbooks: the average used textbook retails for 25% less than a new textbook. In FY17, students who purchased used textbooks collectively saved about \$140,000 off the price of new textbooks. Further, many of the used books are purchased back from our students, lowering their overall investment.

FY 2019 Budget Discussion

- 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 \$100,000 in FY17.
- Open Educational Resources (OER): In FY18, OER adoptions will save our students approximately \$500,000 in course materials expenses.
- PriceLoch.com: our online price comparison tool compares the Loch Shop's prices to those of more than 10 online retailers.
- Digital Delivery Codes (DDC): In the spring of 2018, the Loch Shop will begin offering new DDCs that provide low rates negotiated with publishers to be more than 50% off the price of a new print book.

Dining Services

The per-meal price on our unlimited **residential** plan is competitively priced in the middle of the range among other USG schools. Our **voluntary** commuter plans have 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% per meal.

We are in our final year of our agreement with Sodexo, and we are currently evaluating a proposal from Elior/Aladdin, the dining vendor on state contract. Our goal is to hold meal plan prices very close to current rates for the next academic year. If Elior/Aladdin is unable to meet our needs, we will issue an RFP for dining services.

IT

Information Technology and Services has helped the students save over \$600,000:

- \$183,000 saved through the use of the HUB for hardware/software issues that would normally require a for-pay service such as the Geek Squad.
- \$416,000 saved on Microsoft products, such as Office, by utilizing Office 365 rather than purchasing the products themselves.

Part III: Institutional Health

5) Discuss the financial health of your institution using the June 30, 2017 annual financial statements as the basis. This discussion should include trend data for key financial measures (i.e. cash, reserves, etc.). Discuss any material audit findings. (*Insert charts and graphs as appropriate*)

Clayton State University's financial health is improving after time spent addressing the clean-up of our financial statements with the support of the system office and an overhaul of the University's accounting team. The University is meeting its commitment to the Board of Regents as expressed by the President at the March 2017 Board meeting. The University has developed and implemented a multi-pronged plan to address those issues.

Our Condensed Statement of Net Position indicates that we had a decrease in net position of \$10,247,716 that was caused by two main factors-the combination of the change in total assets and deferred outflows of resources and the change in total liabilities and deferred inflows of resources. Major contributors to the decrease was adding the Lease purchase obligation of a

FY 2019 Budget Discussion

capital lease and the addition of CSU's proportionate share of the actuarially determined deferred loss on the defined benefit pension plan administered by Teachers Retirement System of Georgia and Employees' Retirement System of Georgia. Our net pension liability increased more than \$8 million.

CONDENSED STATEMENT OF NET				
POSITION	June 30, 2017	June 30, 2016	Increase/ (Decrease)	% Change
ASSETS				
Current Assets	\$ 14,776,749	\$ 11,562,895	\$ 3,213,854	27.79 %
Capital Assets, Net	130,471,928	137,091,345	(6,619,417)	(4.83)%
Other Assets	584,393	2,134,441	(1,550,048)	(72.62)%
TOTAL ASSETS	145,833,070	150,788,681	(4,955,611)	(3.29)%
DEFERRED OUTFLOWS	8,573,076	2,727,743	5,845,333	214.29 %
LIABILITIES				
Current Liabilities	7,465,945	6,000,044	1,465,901	24.43 %
Non-Current Liabilities	113,160,149	101,842,439	11,317,710	11.11 %
TOTAL LIABILITIES	120,626,094	107,842,483	12,783,611	11.85 %
DEFERRED INFLOWS	1,009,664	2,655,837	(1,646,173)	(61.98)%
NET POSITION				
Net Investment in Capital Assets	51,503,046	61,578,861	(10,075,815)	(16.36)%
Restricted, Non-Expendable	1,647,959	1,498,797	149,162	9.95 %
Restricted, Expendable	8,835	54,196	(45,361)	(83.70)%
Unrestricted	(20,389,452)	(20,113,750)	(275,702)	1.37 %
TOTAL NET POSITION	\$ 32,770,388	\$ 43,018,104	\$ (10,247,716)	(23.82)%

Our Condensed Statement of Net Cash Flows indicates that we were stable year over year with a moderate restatement of the beginning year balance that provided slightly more cash on hand than at the end of the fiscal year.

Cash Flows for the Years Ended June 30, 2017 and 2016, Condensed

CONDENSED STATEMENT OF NET CASH FLOWS		
	June 30, 2017	June 30, 2016
Cash Provided (Used) by:		
Operating Activities	\$ (37,211,818)	\$ (41,282,172)
Non-Capital Financing Activities	40,357,360	44,636,584
Capital and Related Financing Activities	(4,379,765)	(3,451,172)
Investing Activities	1,336,771	2,169
NET CHANGE IN CASH	\$ 102,548	\$ (94,591)
Cash, beginning of year (restated)	6,300,021	6,394,612
CASH, end of year	\$ 6,402,569	\$ 6,300,021

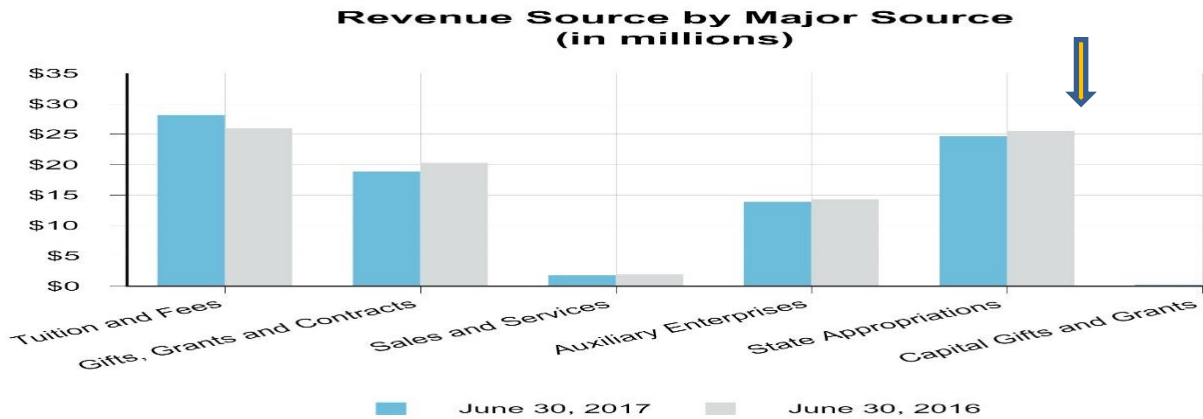
Another positive sign supporting the fiscal condition of the University is that the Operating Revenue increased while the University decreased its operating expenses. Tuition and fee revenues, increased by a net of \$2,192,676 (8.44%) in fiscal 2017 when compared with FY16 because of Board of Regents approved tuition and fee increases.

OPERATING REVENUES AND EXPENSES	June 30, 2017	June 30, 2016	Increase/ (Decrease)	% Change
Operating Revenue	\$ 46,216,215	\$ 44,319,561	\$ 1,896,654	4.28 %
Operating Expense	87,729,201	89,730,058	(2,000,857)	-2.23 %

FY 2019 Budget Discussion

A major distinction between FY16 and FY17 is the GSFIC “gifting” of more than \$25 million for the value of the new science building in 2016. This accounts for the dramatic change in Other Revenues, Expenses, Gains, Losses and Special Items. The chart below of sources of revenue clearly shows the impact of the gift on FY 16 and provides context for the FY17.

EXPENSES AND CHANGES IN NET POSITION	June 30, 2017	June 30, 2016	Increase/ (Decrease)	% Change
Other Revenues, Expenses, Gains, Losses and Special Items	223,228	25,367,915	(25,144,687)	-99.12 %



The University has controlled and decreased operational costs as discussed in question 3. Total operating expenses were \$88,074,732 in FY2017, a decrease of \$1,655,326 (2%) when compared with FY2016.

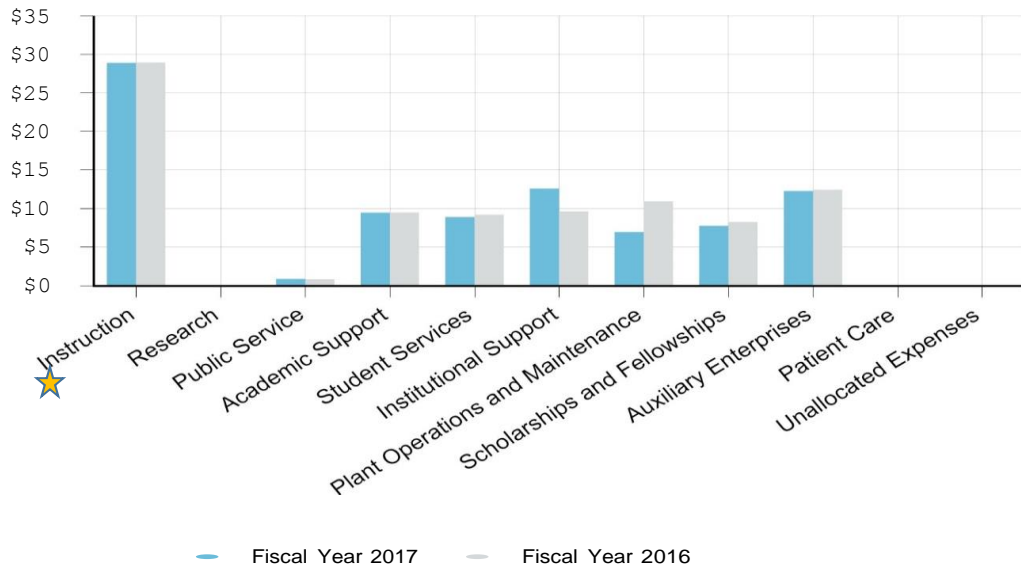
FY 2019 Budget Discussion

EXPENSES	June 30, 2017	June 30, 2016	Increase (Decrease)	% Change
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Total Expenses	111,483,388	115,418,346	(1,934,958)	(1.68)%
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The chart below depicts the university's use of its resources to support its primary mission of educating students.

**Operating Expenses by Functional Classification
(in millions)**



Tuition and Fee revenues increased by a net of \$2,192,676 in FY2017. However, this was offset by a total state appropriation decrease of \$842,913 (3.3%) and grants and contracts revenue decrease of \$560,281 in FY2017.

Chart State Appropriation/Tuition FY13-FY17

Fiscal Year	State Appropriation	Tuition
FY13	\$22,799,099	\$26,520,536
FY14	\$23,251,922	\$27,338,759
FY15	\$24,067,121	\$27,333,575
FY16	\$25,198,595	\$27,831,086
FY17	\$24,687,217	\$28,401,909

FY 2019 Budget Discussion

CSU is using standard measures to evaluate the overall financial health of the institution. The chart below provides our figures based on the System Offices' use of key financial ratios. The ratios provide a quick but limited overview of the current health of the institution and can be used *with other factors* to help make assessments about the status of the institution.

Ratios

	6/30/2015	6/30/2016
Primary Reserve Ratio	(0.23)	(0.218)
Viability Ratio	(0.21)	(0.201)
Return on Net Assets Ratio	(0.06)	0.888
Current Ratio	1.96	1.811
Cash Ratio	.73	.605

The primary reserve ratio measures the financial strength of the institution by comparing net assets to total expenses. The ratio changed due primarily to a new capital lease and the increased interest expense on capital leases. Capital lease debt was incurred to provide affordable, on-campus housing for the students. The University made the decision a decade ago to acquire debt for its strategic housing goals. The institution also had to take on additional obligations to work with its partners to enhance the egress safety at the Clayton Station now known as Laker Village residential facility. This has led to an increase in the University debt ratio. CSU is currently working to refinance part of its housing debt. There are challenges, but the University has had to tighten its belt figuratively and literally but continues to manage this debt strategically and will continue to maintain sufficient expendable net assets (or resources) to cover its expenses and obligations.

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. For fiscal years 2016 and 2017, the ratio increases from (.201) to (.263). Although the VR ratio decreased, this was expected given the large cut in state support of the University's FY17 budget. The one-time addition of the new science building led to the large increase and subsequent decrease of the Return on Net Assets.

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 FY17 the University had \$1.97 in current assets for each \$1 in current liabilities.

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 FY17 the ratio showed a decrease due in part to budget cuts.

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.

FY 2019 Budget Discussion

and is a generally accepted method of measuring an institution's capacity to enter into additional PPV capital lease arrangements. For FY2017, our capital liability burden ratio was 6.1%, which exceeds the five (5) percent benchmark established by BOR. This was caused by the additional resources needed to make repairs at Clayton Station. The ongoing refinance should bring us lower to the 5%. CSU has no plans to enter any other PPV projects for the next several years and is actively refinancing its Student Activity Center and Laker Hall residential facility that will result in possible savings of more than \$5 million dollars. Anticipated transaction completed before December 1, 2018.

We use these ratios as indicators that would suggest a variety of actions to strengthen the long and short-term financial health of the University. They help us determine future courses of action. However, these ratios should not be the only measures that should be considered when ascertaining the health of an institution. The university works hard to contain cost even though the cost of personnel, goods and services are increasing, the FY18. The FY 18 and 19 budget years will 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.

We have faced challenges, but have navigated them in a prudent manner, and we have sufficient resources and revenue to meet our needs. And as discussed earlier, 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.

Audit Findings

The University's current FY17 state audit (Agreed Upon Procedures) is ongoing as the date of this writing October 18, 2017.

The most recent BOR 2016 with a February 2017 Management Response contained two material audit findings: 1) weakening fiscal performance and 2) ineffective reconciliation controls. The auditors made specific recommendations that we are and have implemented. Addressing these findings will result in restatements caused by wrong accounting treatment and the need to correct previous poor documentation and failure to strictly adhere to USG business procedures, etc.

The auditors recommended specific actions for both findings.

1. Weakening Fiscal Performance

Development and implementation of an effective enrollment and retention strategic plan; right sizing operations and revision of the strategic budget mitigation;

2. Ineffective Reconciliation Controls

Researching unexplained dated bank reconciliation items and Banner to PeopleSoft variances; correcting the investment account overstatement; documenting processes and implementing

FY 2019 Budget Discussion

effective controls to ensure proper completion of reconciliations in a timely manner; and recruiting and cross-train capable accounting staff.

Management's Actions.

The University has completed the development of a five-year comprehensive *Strategic Enrollment Management (SEM) Plan*. This task was completed in February 2017 and implementation of the multi-faceted enrollment and retention strategic plan designed to increase enrollment. See discussion in question 1 regarding the plans goals to not only stabilize but also increase enrollment, retention, and graduation rates for student populations.

The University frequently reviews its fiscal position and takes actions based on those reviews. The institution has non-renewed and cut positions that eliminated FTEs. CSU increased class sizes and decreased the number of low-enrollment courses. The University follows a faculty and staff hiring priority and critical vacancy process. The University consistently engages in a wide array of efforts to reduce costs. We strategically address any changes to our budget and operating expenses by reviewing and revising any budget mitigation plans. Our previous plans contained reductions resulting that resulted in concrete cost savings. The University met its FY17 budgetary reductions and is on track to meet the FY18 reductions. The University has produced concrete savings and we continue to explore and implement cost saving strategies and revenue enhancements.

The Budget and Finance staff has spent the past six months researching other institutions' processes, revising and strengthening our reconciliation processes. We are working with staff from Dalton to finalize the resolution of the bank reconciliation and Banner to PeopleSoft variances. Our Budget & Finance staff have been identifying the root causes of the reconciliation issues and is revising our current internal controls to ensure that they are effective. We have updated our internal control documentation and training each employee with reconciliation responsibilities on the new/revised internal controls. We have reviewed other entities' reconciliation processes and updated CSU's desktop procedures for key positions' reconciliation duties--and will continue to update as needed. In addition, each staff member worked to update their desktop procedures. We have started cross-training.

Finally, the Vice President and Controller have completed a restructuring of the accounting department and strategically hired key personnel. At the time of this writing, six individuals, (87% of the department) have been replaced. The new team has several years of USG experience, and we will continue to recruit capable and skilled accounting staff to ensure that the findings are addressed.

Part IV: Auxiliary Enterprises

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

FY 2019 Budget Discussion

Bookstore (Loch Shop)

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

Two state funded programs continue to affect the Loch Shop's profitability and create operational challenges:

- Affordable Learning Georgia provides for open educational resource grants that will continue to result in approximately \$500,000 in annual lost revenues.
- Provisioning course materials for Dual Enrollment takes many staff hours to administer, and non-returned books have cost about \$30,000 over the last two years.

Despite these challenges, the Loch Shop has remained profitable. In FY17, as part of a comprehensive, campus-wide accounting clean up, the Loch Shop had some one-time inventory and accounting adjustments that resulted in a net loss for the year. Without these adjustments, net income would have been over \$100,000. To increase revenue, we have invested in a mobile point-of-sale system that can accept credit cards that has resulted in higher sales at off-site events, such as graduation. We have also decreased expenses in several areas, including reducing our staff. In FY17, we took advantage of several vacancies and consolidated positions, which will result in an annual savings of approximately \$135,000.

Dining Services

Dining Services are contracted out to Sodexo. Our dining program includes residential and commuter meal plans. We receive commissions from Sodexo on meal plans and retail and catering sales.

Dining Services' net income has been consistently positive prior to planned project expenses. In FY17, we accrued a commission of over \$30,000 for block meal plan sales that should have been recognized in the same year, but was accounted for in FY18 instead. This commission revenue should have resulted in a net income of over \$22,000 had it been accounted for in FY17.

We are in our final contract term with Sodexo. For FY19, we are currently finalizing a proposal from Aladdin, the dining vendor on state contract.

LakerCard and Other Auxiliary Services (SmartPrint & Vending)

The LakerCard is the official campus ID card. The LakerCard Center staff also sells meal plans and supports SmartPrint and Vending. The majority of funding for the LakerCard Center budget comes from a \$20 mandatory student fee. The LakerCard Center would have had a net gain in FY17 had it not been for a year-end adjustment for several years of doubtful revenue. SmartPrint (student printing) and vending continue to provide a consistent revenue stream.

Parking Services

The Department of Public Safety relies heavily on student fee revenue to fund the needs of Parking Services. The parking student fee \$34 per semester has been in place since 2009. Additional sources of revenue for Parking Services include the receipt of payments for parking

FY 2019 Budget Discussion

citations and the sale of parking permits. There are no major changes to service offerings anticipated at this time.

Initiatives have been implemented to enhance revenue. These included: increase of the campus parking fine structure; citations for additional vehicular administrative violations occurring on campus; and in Spring 2017, faculty and staff began paying parking fees each semester. Also, to reduce Parking Services expenses, the purchase and distribution of four-year parking permits was approved to replace the annual permits. All of these initiatives have resulted in increased revenue and cost savings, as reflected in the end of year Parking Services net assets of \$4,195 for 2016 and \$21,743 for 2017.

A Parking Services reserves fund is maintained. However, it decreased in previous years due to the need to use the reserves to supplement the expenses of critical needs, e.g. new patrol vehicles, a new parking services management software program, and the acquisition of a parcel of property with dwelling, which separates the main campus from Clayton State East. This acquisition will facilitate further campus developments, to include a much-needed emergency exit roadway from the rear of main campus.

Initiatives have been implemented to enhance revenue. These included: increase of the campus parking fine structure; citations for additional vehicular administrative violations occurring on campus; and in spring 2017, faculty and staff began paying parking fees each semester. Also, to reduce Parking Services expenses, the purchase and distribution of four-year parking permits was approved to replace the annual permits. All of these initiatives have resulted in increased revenue and cost savings, as reflected in the end of year Parking Services net assets of \$4,195 for 2016 and \$21,743 for 2017.

Student Activity Fees and Student Activity Center Fees

The Student Activity Fee and the Student Activities Center Fee are mandatory fees at Clayton State University (CSU). The 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. The \$100 Student Activity Center (SAC) Fee supports the operations, maintenance and debt service needs of the Student Activities Center. The SAC is part of a PPV project at Clayton State (along with Laker Hall which was a part of the same bond project) and is overseen by Clayton State Foundation LLC Real Estate I and campus partners. The SAC will be discussed in more detail in question 7 below.

Student Activity Fees demonstrated a positive cash flow for FY17. The Student Activity Fee fund balance after FY17 is \$548,500.80. The Student Activities Center also demonstrated a positive cash flow for FY17, and the SAC fund balance after FY17 is \$699,816.28. 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.

University Health Services (UHS)

FY 2019 Budget Discussion

UHS provides primary healthcare services to the campus community through a contracted medical director and six full-time staff. UHS generates “other revenue” to support its departmental operations from fee-for-service charges for services not covered by the mandatory fee. In FY17, UHS generated \$91,086 in “other revenue” in addition to its revenue from mandatory student fees and had overall revenue over expense of \$55,322.

UHS continues to be a self-supporting auxiliary department. There are no plans at this time to outsource services and no plans to significantly change the scope of services offered.

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

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

Laker Hall, primarily a freshmen residence hall, has a required occupancy of 90% and ended fiscal year 2017 with an 80% average occupancy level across both semesters. This occupancy rate is lower than the average 89% occupancy rate across both semesters in FY2016, which was primarily due to the use of Laker Hall for Laker Village residents affected by the structural concerns at Laker Village during 2016. The project did not cash flow in fiscal year 2017. However, for fall semester 2017, the occupancy level for Laker Hall is 88 percent. Implementation of components of our Strategic Enrollment Management (SEM) plan discussed earlier 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 components of the SEM plan that addressed first-time freshmen included collaboration on strategic placement of new marketing and communication materials within the communication flow that goes to all admitted and accepted first-time students and the successful integration of 66 summer bridge students into the living learning environment. The continued implementation of the SEM plan and the proposed refinancing for Laker Hall will enable the project to cash flow in the future. The 88% occupancy for Fall, 2017, demonstrates the move toward that outcome.

Laker Village, an apartment style residence hall has a required occupancy of 80% and ended fiscal year 2017 with an average 79% occupancy rate across both semesters. The 79% occupancy rate is calculated across total facility beds (844) and not available beds (748) as there are two buildings (96 beds) still offline. Laker Village achieved a positive cash flow of \$63,077 for fiscal year 2017. Successful completion of the renovation work in FY2016 in response to the structural

FY 2019 Budget Discussion

concerns in the facility were key in getting Phase I of the property ready for fall 2016 occupancy and the ability to work toward full capacity. In addition to the renovations done in Phase I, additional work based on the Facilities Condition Assessment Report (FCAR) for Phase II of Laker Village was completed during the year and over the summer months when residents did not occupy the space. The work included site work, concrete repair and pressure grouting, and stair replacement. For fall 2017, the occupancy level for Laker Village is 78% of total facility beds (844) and 87% of available beds (748).

In order to contain costs and operate the housing facilities in an efficient manner, the maintenance, custodial, and residence life supervision staff were shared across both residence halls during FY2017 and all prior fiscal years. As of July 1, 2018, the maintenance and custodial functions for the housing properties were transitioned to Facilities Management at CSU in order to take advantage of 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. 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.

Clayton State University requested and received a \$25 fee increase for the Student Activities Center (SAC), one of the projects in LLC I, that began Fall semester, 2013; the increase along with the cost saving measures employed by the SAC staff have enabled the financial assumptions to continue to be met during *most* fiscal years for this facility. Each year staff members who operate and manage the SAC work to contain costs in the building yet maintain the building at a high level, manage the work of full time staff and student assistants, and fulfill the debt service payments. The SAC staff also provides opportunities for external constituents to rent and use the ballroom when available and not used by students, thus adding to the revenue to support the operations of the building. In FY2017, the SAC PPV project had a positive cash flow of \$48,881. As noted earlier in this document, an impending refinancing opportunity will present opportunities to more effectively manage the building and its budget and revise a proforma that was designed with 3% enrollment growth assumption each year.

Available operating reserve balances for the PPV projects at the end of fiscal year 2017 are: \$699,816 for the SAC; \$194,846 for Laker Hall; and \$521,389 for Laker Village. The amounts held by the Board of Regents in the PPV Pooled Reserve are as follows: \$212,540 for Laker Hall; \$199,927 for Clayton Station (Laker Village); and \$160,739 for the SAC. There are no current and projected future conditions that indicate a need to draw from the capital reserve maintained at the system office.

The debt coverage ratio for the SAC for FY2017 was 1.04; for Laker Hall .91; and for Laker Village 1.03.

8) Provide an update on the financial health of the athletics program at your institution. Specifically, provide the revenue generated, total spend by fund source and reserve balance for the past five years. What percent of revenue comes from student fees and what percent comes from private donations? Report on any shortfalls. What actions are

FY 2019 Budget Discussion

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? 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 in the past five years (see the spreadsheet below). Specifically, the Department has shown a tremendous improvement over the past four years. From a deficit of \$181,628 in FY14 to realizing a net position of \$32,801 in FY17, the improvements reflect the collaborative efforts of Athletics and Business and Operations.

In FY14, Business Operations financed a portion of the Athletics Business Manager position for the first time. Since that time, Business Operations and Athletics have held quarterly meetings to review revenues and expenses. In FY17, those meetings became even more productive when the discussion also included the Statement of Net Position and the Statement of Revenue, Expenses and Changes in Net Position. The inclusion of those reports in the quarterly meetings have created a more complete picture of the Athletics financial health.

ATHLETICS						
		FY13	FY14	FY15	FY16	FY17
REVENUE						
Student Fees		2,617,667	2,509,371	2,391,605	2,330,007	2,314,303
Fee Waivers		(93,410)	(134,396)	(145,301)	(168,191)	(218,982)
Other Sources						
Camps		68,597	69,022	71,647	46,897	31,776
Concessions		8,091	4,754	16,659	22,486	30,064
Ticket Sales		12,775	5,316	5,514	10,398	11,314
NCAA		22,826	20,548	42,181	18,156	16,117
Interest Income		467	445	1,939	8	1,107
Other Misc		27,457	51,042	63,987	71,616	39,836
MOWR					21,267	28,184
Facility Rental					26,529	84,052
Game Guarantees					-	-
Doubtful Revenue		(1,233)	(952)	424	-	(9,805)
	Subtotal	2,663,237	2,525,152	2,448,656	2,379,172	2,327,965

FY 2019 Budget Discussion

		FY13	FY14	FY15	FY16	FY17
	EXPENDITURES					
7010050	Athletic Administration	554,795	398,039	531,319	398,524	387,490
	Encumbrance			21,248	1,837	17,819
7011000	Concessions	6,205	2,950	8,052	15,216	21,529
7015000	Sports Information	70,795	64,829	46,517	69,505	78,504
7020000	Basketball - Men	393,404	418,797	372,658	350,336	338,302
	Encumbrance	100		2,550		
7021000	Recruiting - Mens Basketball	4,524	6,089	2,341	1,703	2,878
7025000	Basketball - Women	370,682	413,716	299,381	343,197	318,466
	Encumbrance	100	5,727	2,550	452	
7025100	Recruiting - Womens Basketball	10,564	7,712	2,750	1,723	3,588
7035000	Summer Camps	64,820	80,684	59,903	49,337	34,452
7040000	Cheerleading	8,266		2,659	3,723	4,846
7046000	Student Athlete Association				1,228	811
7050000	Soccer - Men	283,549	292,962	312,354	268,822	256,459
	Encumbrance		37	2,305	-	-
7051000	Recruiting - Mens Soccer	4,928	2,946		3,614	2,059
7055000	Soccer - Women	298,328	323,121	303,526	296,506	238,527
	Encumbrance		36	1,718	-	-
7055100	Recruiting - Womens Soccer	17,388	28,774		1,903	3,502
7060000	Training	147,545	150,998	135,203	122,663	139,708
	Encumbrance			16,981	-	1,339
7070000	XCountry - Men	76,167	79,595	45,535	43,795	57,775
	Encumbrance					747
7071000	Recruiting - Mens XCountry	62	271	8,578	-	12
7072000	Track - Men	32,203	42,943	30,581	47,063	49,598
	Encumbrance					1,400
7072100	Recruiting Mens Track	143	88	-	163	18
7075000	XCountry - Women	100,064	68,493	53,101	66,884	48,328
	Encumbrance					631
7075100	Recruiting - Womens XCountry	12	99	256	-	12
7076000	Track - Women	35,643	49,797	47,715	60,395	51,890
	Encumbrance					1,159
7076100	Recruiting - Womens Track	192	61	476	22	136
7085000	Tennis - Women	177,341	153,400	124,946	119,354	122,526
7090000	Golf	115,963	114,474	101,192	99,785	110,653
7091000	Recruiting - Mens Golf	447	140	-	-	-
	Subtotal	2,774,230	2,706,779	2,536,395	2,367,749	2,295,164
	Surplus/(Deficit)	(110,993)	(181,628)	(87,740)	11,423	32,801
	Transfers	145,000			(9,000)	
	Prior Year Fund Balance	(33,961)	3,026	(178,602)	(0)	2,423
	Prior Year Adjustments	2,979		266,342		
		3,026	(178,602)	(0)	2,423	35,224

FY 2019 Budget Discussion

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

Over the past five years, private, department controlled non-student fee revenue has increased from 5.22% to 10.39%. The improved non-fee revenue increase has been an area of focus for Athletics. The bulk of the increase came the following sources:

- Concessions up 25%
- MOWR up 24%
- Miscellaneous Revenue (facility rentals, Vivature) up 20%
- Tickets up 8%

Non-Student Fee Revenue

Fiscal Year	FY13	FY14	FY15	FY16	FY17
Percentage	5.22%	5.95%	8.26%	9.14%	10.39%

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

After having shortfalls from FY11-FY15, the Department of Athletics has had two years in a row of revenues outpacing expenses (\$11,423 in FY16 and \$32,801 in FY17). The surplus was attained even though enrollment revenue was down for the fourth consecutive fiscal year.

The primary reason for Athletics’ surplus in FY17 was a continued focus of expense reduction. In the past five fiscal years, expenses have been reduced by over \$500,000. We were able to accomplish the dramatic reduction by:

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

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

We are pleased to report that our strategy to address and prevent shortfalls has been effective for the past two fiscal years. We now reduce our enrollment revenue projection by \$100,000 before we spend any money against expenses.

- Over the past three fiscal years, the average enrollment revenue shortfall has been roughly \$90,000.
- By reducing the 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.

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

FY 2019 Budget Discussion

Although we have increased our non-fee revenue by \$101,694 over the past five fiscal years (FY13-FY17), student fee revenue has dipped from a high of \$2,617,667 in FY13 to \$2,314,303 for a decrease of \$303,364. Therefore, the biggest challenge for the Department of Athletics continues to be a lack of diversity in revenue sources. The challenge manifests itself in the following ways:

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

In April 2017, the Department suspended the women's tennis program for up to three years. The decision is an unfortunate reality however; the move will further reduce expenses by \$80,000 annually. With the suspension of women's tennis, we have negatively impacted the diversity of the campus.

- 75% of the women's tennis were international students.
- Nearly 40% of all Clayton State international students are student-athletes.

Currently, complying with Title IX is a challenge and we need to create additional opportunities for female student-athletes. Our plan is to add more female students to our track and field and soccer teams. Within the next three years, we will continue to explore opportunities to reinstate women's tennis and to add sport programs which assist with meeting our Title IX responsibilities.

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

An increase in student fees will allow us to provide more opportunities to that underserved population, further strengthen our commitment to Title IX and create safer and more efficient ways for our teams to travel to their competition.

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 is in compliance with the subsidy limit established by the Board and has been for FY16 and FY17. Our subsidy percentage is well below the threshold and is steady at 68%. We have taken great care to remain within the subsidy percentage by receiving very limited institutional funds to support Athletics.

FY 2019 Budget Discussion

Part V: Fiscal Year 2018 Update

9) How are new funds appropriated for fiscal year 2018 being used to address the **institutional priorities**? Specifically, discuss the progress to date, achievements, challenges, etc.

The University's Budget allocation for FY18 provided:

FY 2018 Formula Funding - Enrollment and Other Allocations

	Amount	Notes
Enrollment Earnings (Loss)	\$ (354,552)	
Maintenance & Operations (M&O)	\$ 29,041	
Health Insurance & Retiree Fringes	\$ 151,903	
Merit Based Pay Adjustments (State's share of 2%)	\$ 632,885	Includes State's Share of 2% Merit plus 24.6% for FICA & Retirement
Teacher's Retirement System	\$ 472,002	Rectangular
Legislative Adjustments	\$ -	
Transfers & Other Adjustments	\$ -	
Department of Administrative Services Premiums (DOAS)	\$ (12,065)	
Prior Year Health & Retiree Allocation Adjustment (50%)	\$ (67,008)	Continue portion of funding into FY 2018
Total of Enrollment and Other Allocations	\$ 852,206	

These funds have been used as allocated above. The University did use salary savings to fund strategic enrollment one-time funding needs for software and consultants to accomplish specific goals to assist with recruitment.

Part VI: Looking Ahead to FY 2019

10) Preliminary data show that your institution experienced positive enrollment growth in academic year 2017 and it is likely that your institution will receive additional formula funds in FY 2019. What are the budget priorities for your institution? How will 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).*

The two priorities for new funds will be the implementation of the Strategic Enrollment Plan and the University's Strategic Plan initiatives to increase the career readiness of graduates.

Strategic Enrollment Plan

Strategic Communications Unit Full-time Staff

One of the challenges in recruiting and retaining students is contacting those whose enrollment is at risk unless they take a required action – such as submitting a missing

FY 2019 Budget Discussion

application document or formally accepting their financial aid. In 2015 Clayton State created the Strategic Communications Unit (SCU) that has had a significant impact in our outreach to current and potential students. This unit has made thousands of proactive calls to students regarding student applications, accounts, financial aid, registration, housing, and more. Through this work we have seen increases in re-registration rates, positive impacts with students accepting financial aid and resolving their account issues. Currently this unit is staffed with three student workers making calls three days a week for a total of 15 hours each. The SCU and our proactive efforts to communicate and nudge students and potential students would benefit greatly from having a full-time employee dedicated to making calls throughout the week.

The following positions and activities are directly related to the University's Strategic Plan goals of increasing enrollment, the retention and graduation rates and creating experiential learning opportunities in the community and workplace.

Corporate Recruiter

At the core of Complete College Georgia is the recognition of the demand for workers who have a college degree. Some of these workers are already employed but do not have the education they need to advance into more skilled positions. Clayton State's Strategic Enrollment Management Plan includes developing corporate partners who are seeking to hire more employees with college degrees. The new corporate recruiter in the Office of Admissions and Recruitment will focus on attracting corporate partners, recruiting potential students, and ensuring that the students are progressing.

Campus Logic Verification Software

Historically, 33% of students submitting their FASFA to Clayton State are selected for financial aid verification. This process requires the review of multiple documents to ensure the FASFA application has been submitted accurately. Based on this verification rate, this translates into having nearly 6,000 student records selected for verification. Currently our review process is manual requiring students to submit forms in the office or through email. Campus Logic provides a more efficient process through their software solution using electronic update forms, the capturing of images, and a data check prior to submission by the student. This software will allow us to improve our process of reviewing student files and serve the students by simplifying the verification process. This recommendation is in line with the University Strategic Plan Goal 6, Continue investing in infrastructure improvements as well the Strategic Enrollment Management Plan Goal to Improve administrative functions associated with student progression.

Student Success Analyst

Clayton State has worked closely with EAB to utilize data analytics to improve academic advising. Efforts are now underway to use the same proactive, data based approach for student support services across campus. This project includes building a single portal for scheduling all support services (e.g. tutoring, writing center, veteran's center, career

FY 2019 Budget Discussion

services...) and developing a common database for tracking student use of services and feedback from service providers. This integrated network will create a database that can be used for further identifying at-risk students and for assessing the effectiveness of various intervention efforts. The Student Success Analyst will be responsible for the ongoing development of the common database and for generating reports to support University efforts to improve retention and graduation rates. This position may report to the Division of Information Technology and Services to avoid duplication of the technical support services.

Increase Scalability and Effectiveness of Online Learning

Adaptive learning technology that customizes online content to the proficiency level of the student are a demonstrated way to increase the scalability of online courses while also improving student learning outcomes. Courses that employ adaptive learning require specialized software to assess student needs and provide them with the course content necessary to improve to the next level. These funds will be used to purchase software and train faculty in adaptive learning techniques.

Career Readiness

Internship Coordinator

Internships are a high impact learning practice that increases student learning, improves retention, and helps students find employment after graduation. Clayton State is increasing the number of programs that require an internship experience prior to graduation. The internship coordinator will build partnerships with employers to develop student opportunities for student experiential learning experiences which also meet the interning organizations' needs. The coordinator will conduct site visits to evaluation the appropriateness and relevance of internships for students and identify the best fit of students with available internships, and place students in the internships. The coordinator may report to the Office of Career Services to ensure consistent standards for internships experience.

Career Engagement Director

Clayton State prioritizes community engagement and career preparation in its strategic plan. The University's Partnering Academics and Community Engagement (PACE) program was highlighted at the August meeting of the Board of Regents. This program is successful because faculty integrate service learning directly into the curriculum. A similar model will be applied in a career readiness initiative that will help students identify and apply the skills they need to successfully enter the workforce. The proposed Director will work with academic departments to identify best practice methods that assist students in transferring academic content into industry and community-related competencies. Additionally, the Director will work collaboratively with Career Services, Alumni Relations and Student Affairs to build relationships that foster interaction

FY 2019 Budget Discussion

between industry, alumni, community leaders and our students toward an increase in community involvement as well as internship and career opportunities.

11) With the conversion to the OneUSG Connect platform, a number of processes and responsibilities have shifted from the institutions to either the Shared Services Center or the outsourced benefits provider. Because of these centralization efforts, it is expected that institutions will need fewer staff members devoted to the administrative processing of payroll and benefits. An engagement with Accenture has estimated that the time devoted to routine payroll and benefits tasks on USG campuses will be reduced by 30% and 50%, respectively. Please see the attached list of tasks that have moved away from the institution.

Describe the process that your institution is using to evaluate the level of staff needed post-conversion. Who is responsible for evaluating capacity and reassigning duties as needed? What positions are expected to have time redirected to new duties? What positions are contemplated for elimination?

The University is using a cross divisional and departmental team to evaluate the level of staff needed after the implementation of OneUSG Connect. The institution will communicate with Cohort 1 institutions to obtain actual impact on staff time. CSU is a moderate sized institution with 5 FTE professionals to serve all Human Resources department functions.

The job descriptions of departmental personnel will be reviewed and two positions will need to take on any additional oversight or facilitator activities associated with OneUSG and they will have some percentage of their time redirected to other key tasks such as reconciliation. Additionally, there have been tasks that have not been given full resources such as compensation and classification, recruitment, as well as training and development, which may be allocated resources.

HR assumed Payroll Administration from Budget & Finance in 2014. Prior to the transition, there were 2.5 FTE's allocated for payroll processing in the Budget office. HR received one FTE (Payroll Manager) which required the Associate Director to perform the work of one-half FTE and the Payroll Manager to perform the work formerly being done by two FTEs.

In August 2016, the Benefits Administrator role (.8 FTE) was cut from HR as part of the budget cuts. Approximately half of the role was distributed to three of the other FTEs, but the cut left the Associate Director with the other half (.4 FTE) of that Benefits Administrator Role. The Associate Director was performing ~two FTE role until benefits were outsourced in June 2017. The outsourcing of benefits allowed the Associate Director to reduce her workload back to approximately 1.4 FTE. However, this does not include her current role as HR Functional Lead on the OneUSG implementation.

Strictly looking at the expected reallocation of responsibilities after OneUSG, it is suggested that as much as 25% of the Payroll Manager and Associate Director responsibilities for benefits and payroll administration may be eliminated. However, the additional reconciliation and deduction research incurred as a result of the benefits outsourcing and new weekly retro deduction tasks require approximately 5% more input. The collaborating required between the

FY 2019 Budget Discussion

institution, Alight and SSC to complete the general deduction input for transfers and general deduction review for new employees and changes due to life events assumed by Alight now requires another 5% input from the institution. The research, review, and corrections required coordinating the onboarding and off boarding of benefits billing for employees on unpaid leave now takes 5% input - more time than it did when the institution performed the task. Even though SSC will be processing off-cycle checks, the institution will still have to collect the data, submit a request, and act as go-between to coordinate the process. This is 99% of the off-cycle check process – the minute that will be saved by the SSC actually running the report and printing the check on the paper will save a couple of minutes at best, and the required coordination will likely add time to the process, not create a time savings. Another 5% additional time will be required to submit requests and coordinate tasks to be completed by Alight or SSC that were once completed by the institution. The real-time savings on tasks other than the benefits-related ones will be negligible.

Other than the Benefits outsourcing that has already occurred, no additional reduction in responsibilities for the Associate Director is expected after OneUSG goes live, but the reorganization of tasks after OneUSG will leave all five professional HR FTE roles performing at approximately 1.5 FTEs each.

Three of the five also currently perform a lead role on the OneUSG Project Implementation Team and one has a secondary role on the project. After OneUSG has been in place for a sufficient time, we will continue to assess its impact on workload.

Were it not for OneUSG, the university would need to add at least 2 FTEs to address the workload, compliance and personnel needs.

Consequently, no positions are contemplated for elimination.

12) Please list any third-party costs of Human Capital Management incurred during FY17, including software, professional consultants, or outsourced services, that will no longer be needed by the institution in FY19 or beyond.

Outside of the Prolamin applicant tracking system (current contract \$17,515.49 per year), and ADP, the human resources information system; which are both anticipated to be replaced with PeopleSoft's all-inclusive system as part of the OneUSG Connect initiative. Much of the ADP cost should be shifted to OneUSG.

It is also important to note that ADP will still be used for W-2's and garnishments – so some costs will be retained and paid to ADP for those continued services. Human Resources does not anticipate any third-party costs will be eliminated and no longer needed by CSU for FY19 and beyond.

FY 2019 Budget Discussion

Part VII: Facility Needs

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

Facilities Management at Clayton State University is constantly looking for ways to improve the condition of the existing facilities and support programmatic needs with appropriate facilities. With the recent completion of our new science building, the Lakeview Science and Discovery Center (LDSC) building, our focus is on completion of the Academic Core which consists of improvements directed towards infrastructure upgrade and reviving/renovating older campus buildings.

The Academic Core projects will be completed with the specific purpose of supporting all academic programs to support the University's Strategic plan, and mission and the Complete College Georgia initiative. The Academic Core Renovations project is nearing completion of Phase I that is replacement of two academic building roofs – Arts and Sciences and Magnolia Hall. The next Phase II is upon bidding process and commencement of construction phase for renovations at Arts & Sciences Theater, Lecture Hall upgrade and new restrooms build out, enclosure of existing canopy for Magnolia Hall, Library mechanical upgrade, Athletics & Health Center modification for two classrooms and lobby upgrade and roof ladders addition to James M. Baker University Center.

One of the identified paths for enhancement is sustainability and energy efficiency. New construction of mini-chiller plant will replace existing air-cooled chillers for the individual buildings with centralized HVAC and electrical system, adjust mechanical system to support chilled water loop and infrastructure of the West Side of Campus will assist with energy savings, efficiency of HVAC system, centralized and improved climate control in the buildings, and allow redundancy of the chillers. The project will complete the last phase of the ongoing Academic Core Capital Project.

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

Campus growth requires updated power, 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.

1) Academic Core Renovation (Construction of Mini-Chiller Phase III of J272)

Academic Core Renovation – Spivey Hall Mechanical Upgrade: Spivey Hall is one in the cluster of buildings to be on the centralized mini-chiller loop. Currently building's heating system is all

FY 2019 Budget Discussion

electrical approach. To prepare the building system to be compatible with mini –chiller loop, electrical heating needs to be converted to gas-fired boiler system. The design has been completed.

Mini-Chiller for Harry S. Downs Center for Continuing Education, Spivey Hall and Music Education Building: Individual air-cooled chillers for buildings are highly inefficient. Construction of a new centralized utility infrastructure loop in the West side of campus will assist with energy-efficiency measures for the three existing buildings in that area of campus and allow upgrade possibility for the future expansion. Campus is planning to replace electrical system, adjust mechanical system to support chilled water loop infrastructure. Buildings' combined square footage is 152,630 sq. ft. (Athletics & Health Center; 43268 GSF Harry S. Downs Center; 47,877 GSF; Music Education Bldg. 28,620 GSF; and Spivey Hall 32,865 GSF).

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

2) 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. CSU East was purchased in 2008 and then 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 High Voltage Line and transformers, replace Underground faulty power cables, replace transformers for buildings built before year 2000, main switch gear for each building, upgrade water line at East side to commercial grade 8", sewer at East side, improve storm drainage at East side, construct High Voltage loop at East side to connect to main campus high voltage loop, improve site lighting at East side.

3) IT Network Equipment and Fiber Upgrade Campus Wide

IT and Networking support is vital for campus daily operations. The network equipment supports the operation and infrastructure of the entire campus, all systems, the Internet and Ethernet services for faculty, staff and students, Continuing Education and online programs, as well as satellite centers. This provides the backbone to run PeopleSoft, Banner, and all other back office functions and operations. A failure in the University's networking equipment could result in major operational issues.

FY 2019 Budget Discussion

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

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

4) Nursing Classroom Building Construction

School of Nursing moved to its current location in 2007 occupying space previously designed to house the Continuing Education department. The nursing program at that time offered entry level Bachelors of Science in Nursing and RN to BSN programs. Since that time, the school has added graduate level nursing which includes an RN to Master of Science in Nursing program. Due to this expansion, the current nursing program is challenged by the limited classroom and faculty office space, outdated technology and stimulation labs. The new 55,000 square foot building will provide space where students will be able to conduct research, practice, learn, engage and succeed in the various programs. High-tech classrooms equipped with latest technology to collaborate with peers and to practice in an active environment as if they involve in real-life patients with real medical and personal histories if they are to be successful in today's clinical environments.

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

5) 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.

6) Library HVAC and Electrical System Upgrade: The Library had a major interior upgrade completed in 2015 with some campus funds and air handlers replaced with MRR funds in 2017. Mechanical and electrical systems remain to be upgraded.

Needs: Project scope will entail replacing switch gear, replacing existing duct work, electrical wiring upgrade, replacing asbestos chilled / hot water pipe, and replacing 5-0-year old secondary boxes before catastrophic failure happens.

7) Laker Village Phase I (CSU Real Estate LLC II Foundation Funds)

In the past two years Laker Village did undergo major structural and exterior site remediation with CSU Real Estate LLC II Foundation funds.

FY 2019 Budget Discussion

Needs: Buildings 300 and 400 Upper are still in need of major rehabilitation.

8) Laker Village Entrance Security Improvement (CSU Real Estate LLC II Foundation Funds)

Laker Village housing facilities has several unrestricted accesses to the parking area and create concerns for safety of students that live in the apartments.

Needs: Entrance gates as Phase I and fence around Laker Village perimeter as Phase II.

9) 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.

10) 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.

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.

11) 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.

12) Facilities Management Building Expansion

In accordance with CSU Master Plan and due to mechanical system for Lakeview Discovery and Science Center taking over portion of plant operations space, the Facilities Management building need to expand by 12,000 square feet of space to house workshops, equipment storage, training room, and other space to support facilities related operations including upgrading existing building systems.

Needs: Construction of additional 12,000 GSF of space and building systems upgrade.

13) Athletics & Health Center Systems Upgrade

The Facility that will be hosting academic program need building systems upgrade - electrical, plumbing and building envelope.

FY 2019 Budget Discussion

Needs: Building envelope upgrade, electrical system and switch gear replacement, plumbing and fixtures upgrade.

14) Dredging Athletics & Health Center Pond and Swan Lake

Swan Lake provides capacity for retention of water runoff from campus and neighborhoods. The campus uses sustainable approach to irrigation from retention ponds, decreased capacity of the pond/lake will affect irrigation and harmfully affect the lake habitat.

Needs: Remove bottom sediments to retain the original depth of the lake, replace primary and secondary overflow drains to stop constant water leaking by.

15) Spivey Hall Renovation

Spivey Hall is a unique concert venue that provides a stage for world renowned artists, supports the performing arts program at Clayton State University and the campus community engagement program PACE. It is imperative to keep facility in the right condition. Failure to do so would have impact on several very expensive one-of-a-kind instruments.

Needs: Upgrade Energy Management System and controls, improve building envelope, upgrade interior, install loading dock lift and awning for weather protection.

16) Buildings Envelope Upgrade

To improve humidity control and prevent mold spores' growth in several academic buildings building envelopes must be upgraded.

Needs: 1. Windows and storefronts upgrade for several buildings (Library, Harry S. Downs Hall, Edgewater Hall, Facilities Management Building and Lucy Huie Hall) 2. Roof replacement for Edgewater Hall, Lucy Huie Hall, Lecture Hall.

17) Miscellaneous Campus Projects by Facilities Advisory Committee:

Campus Miscellaneous Projects: Center for Justice \$66,230, Recreation & Wellness \$630,000, Separate office area from the lobby at UC to provide privacy to faculty and students \$15,000, Office Suite for School of Nursing \$60,000, IT requests for office reconfiguration \$18,226, entrance lobby and two offices of Office of Advancement reconfiguration \$40,000, College of Business conference room and MBA suite entrances adjustment \$12,000, CSU East Security \$27,000. Total \$868,456

18) Implementation of Exterior Signage Replacement Program: With the University growth, the need for new signage on campus has become increasingly apparent. The signs need to be legible for navigation, more informational, welcoming, and branded to be distinctive to CSU.

Needs: Implementations of Phase I exterior signage includes monument location building signs, vehicle directional and pedestrian wayfinding.

19) Classrooms IT Equipment Upgrade Campus Wide: Project encompasses replacement of aging AV projectors, doc cameras, and other miscellaneous equipment in various buildings on

FY 2019 Budget Discussion

campus with advanced technology to ensure that Clayton State Faculty have teaching spaces with state-of-the-practice technology as the technology develops.

Needs: Update projectors, doc cameras and implement newer technology to support teaching.

20) 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.

21) Bookstore Expansion: CSU is working on initiatives to more efficiently utilize our retail space. There are plans to be able to use the current Public Safety roll call space as additional storage and admin space once Public Safety relocates from existing space and build out of additional construction to existing building.

Needs: Space for storage and additional retail space.

22) ADA Upgrades: In accordance with ADA 2010 Standards for Accessible Design, any building that undergoes more than 50% space renovation would need to upgrade ADA to the newer standards. Having more than 50% of the campus space built in 1970 there are a lot of upgrades required to elevators, room accessibility, restrooms, wayfinding, and exterior walkways.

Needs: Walk paths slope adjustment for wheelchair accessibility, access to building entrances, building elevators upgrade, ADA signage upgrade.

23) 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.

24) Henry County: Collaborative effort to provide educational services for an Advanced Learning Academy to serve the citizens of Henry County.

Needs: The space classification includes classrooms and a few offices.

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

Part VIII: Academics

FY 2019 Budget Discussion

13) Discuss new academic programs under consideration for startup in FY 2019. 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?**

While we have several degree programs that are under consideration we are focusing our efforts on developing concentrations, minors or certificates within existing programs to meet high demand workforce needs – such as cybersecurity and data analytics. After we prove the concept we will decide whether to create a new baccalaureate or master’s degree program.

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

The B.S. in Mathematics and the B.S. in Chemistry are below the 3-year average low-production threshold of 10 for bachelor’s degree programs. No associate’s degree or graduate programs are currently below the low-production thresholds of 5.

Bachelor of Science in Mathematics (FY2015-FY2017 Average: 6 – Combines B.S. in Mathematics & Mathematics with Teacher Certification)

The Department of Mathematics offers courses for the mathematics major, the Mathematics with Teacher Certification degrees, general education, and other service course for many STEM and non-STEM undergraduate programs at Clayton State. In terms of enrollment, the number of students currently enrolled in the Mathematics and Mathematics with Teacher Certification degrees is 51 and the number of students enrolled Mathematics Minor is 7. The following steps are being taken to increase enrollment in the major:

1. Working with local schools to promote awareness of our programs. In addition to on campus events such as the Math and Science Day at Clayton State, where Math and Science Faculty interact with area students to stimulate their interest in STEM, we will also send faculty to local high schools for presentations and/or math club activities.
2. Revising our curriculum to better meet student needs and improve student success and retention. This includes analyzing the upper division course sequence in the major and rearranging the course rotation schedules as needed.
3. Engaging all faculty in the discussion of student success in beginning courses for mathematics and other STEM students, such as pre-calculus/trigonometry and calculus.

Bachelor of Science in Chemistry (FY2015-FY2017 Average: 6)

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 180 students enrolled in the B.S. program and the A.S. Integrative Studies Pre-Engineering and Pre-Pharmacy concentrations. Additionally, there are 38 students currently enrolled in undergraduate minors within the Department of Chemistry and Physics.

1. Outreach: Faculty members from the Department of Chemistry and Physics are engaged in campus events that involve STEM workshops for middle school and high school students. We host approximately 3-4 events per year. Faculty members also

FY 2019 Budget Discussion

mentor students on science fair projects. Student organizations on campus also participate in some of these activities. It is our expectation that by hosting these events will stimulate interest in our Chemistry Program.

2. Curriculum: The Department of Chemistry and Physics recently launched its Forensic Science minor. Forensics is a popular area of interest for science majors. Students are advised to major in Chemistry if they want to seek a career in forensics since the preparation for that career involves mastery of chemistry principles. The Forensics minor pairs perfectly with the BS in Chemistry major and would not require any more than the 120 credit hours required for the major.
3. Student Success: We are now requiring students to enroll in a recitation section when enrolled in the freshman year Chemistry courses required for the Chemistry major. The recitation section will increase student success in these courses which will result in a larger number of students who will be maintained in the Chemistry major.

Bachelor of Arts in Philosophy (FY2015-FY2017 Average: 3)

The philosophy faculty of the Department of Humanities offers courses for the Philosophy major, the Critical Thinking course required for all students in the Core Curriculum in Area B, and three additional Core Curriculum courses in Area C. The number of students currently enrolled in the Philosophy degree is 5, and the number enrolled in the Philosophy minor is 37. The following steps are being taken to increase enrollment in the major:

1. Introduce more students to Philosophy as a discipline and possible choice of major by hosting an Annual Southeast Philosophy Congress which invites submissions from undergraduates, graduate students and postdoctoral researchers in any area of philosophy.
2. Developed promotional material for their major and minor programs.
3. Visited high schools and promoted their program.
4. Developed "philosophy major interest surveys," distributed them in their Critical Thinking courses, and followed up with interested students.

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

No programs are currently under consideration for termination.

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

Clayton State has identified increasing enrollment as one of the goals connected with our new Strategic Plan for the next five years. Within this goal, we are seeking to improve one-year freshmen cohort retention to 75% and increase graduation rates to 40%.

Over the past year the First-Year Advising & Retention Center has required and will continue to require first-year students to proactively meet with their advisor monthly. The IPEDS cohort retention rate has gone from 68.1 (2013 cohort), 70.1 (2014 cohort), 71.3 (2015 cohort), and 67.8 (2016 cohort based on preliminary Fall 2017 enrollment numbers) with the six-year graduation rates going from 33.3 (2008 Bachelor's Degree Seeking cohort), to 31.9 (2009 Bachelor's Degree Seeking cohort), to 33.00 (2010 Bachelor's Degree Seeking cohort), to 30.6

FY 2019 Budget Discussion

(2011 Bachelor's Degree Seeking cohort unofficial). It is important to note that prior to our revised fee payment deadline policy to eliminate a threshold from which to drop students we were flat year to year with our retention rate. While this change in policy impacted our retention and graduation rates this year, we are confident that with our strategies to engage students, increase academic support, and our proactive communication plan we will be able to get closer to our goal of having a 75% retention rate.

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

17) What initiatives do you intend to introduce this coming year to improve student success?
In what ways will you know that these initiatives are succeeding?

Early Alert System

This fall faculty and staff are participating in a pilot of an early alert notification system that supports 2,328 students, 36% of all undergraduate students. 720 students will have more than one faculty or staff member asked to evaluate them for being at risk of not being successful. An email notification is automatically sent to the student and the associated student support office when a student is marked as at risk. Within two business days the associated student support office will reach out to the student by phone. The success of this initiative will be measured by use of academic support services by those identified as at risk.

Centralized Scheduling for Student Support Services

This year we will be using an EAB platform which will track student support service usage. We will use this student engagement data along with student retention data to determine the correlation of student engagement visits with retention. In addition, this platform will provide an improvement in service to our students.

Major Based Recommendations for Math Placement

This fall the centralized advising system in conjunction with the Department of Mathematics is implementing a plan to ensure 95% of all students are in the correct math course for their major. National and USG data indicate that placing a student in the correct math course for his/her major directly impacts degree progression and graduation. Historic data from Clayton State University revealed students who are not in a major that requires calculus are five percent more

FY 2019 Budget Discussion

likely to be successful if they enroll in MATH 1101 Math Modeling than MATH 1111 College Algebra. The success of this initiative will be measured by an increased percentage of students who are in the best-fit mathematic course for their major.

Course Withdraw Counseling

Currently, students may withdraw from a course online without meeting with their advisor. Such decisions often have a negative impact on a student's financial aid status and their timely progression towards graduation. We are developing a new system that ensures that students are informed of the potential consequences before they withdraw from a course. The success of this initiative will be measured by a reduction in the number of course withdraws.

Clayton Success Initiative

This year we will be piloting a collaborative effort to integrate students who have been identified as at-risk based on admissions data. This effort will involve the Center for Advising and Retention, Center for Academic Support, Career Services, Financial Aid, and Enrollment Management. The team will meet every other week to evaluate approximately 150 students who have been identified as at risk and develop a separate strategy to integrate the student into our respective support networks. The success of this initiative will be measured by a comparison of retention rates for this pilot group compared to those not in the group.

Part IX: Information Technology (IT)

18) Discuss the information technology needs of your institution to include hardware needs, software needs, etc. IT needs that have been identified as top priorities for your institution should be included as a part of your FY19 funding request (Question #10) if your institution has been permitted to request new funds. Have funds been allocated or requested to resolve issues identified by audit findings?

Clayton State has systematically rebuilt the data center over the past three years. Servers, storage, data center networking, back-up and power have all been replaced and upgraded. Additionally, wireless has been enhanced and we have reinforced critical areas of the network with new core routers and new firewalls. Primary current needs include:

- Hardware – many of our current building switches are beyond support from the manufacturer. Replacing these in a systematic fashion is our highest priority.
- Security – We need advanced threat protection for Office 365 to reduce the number of spam/phishing attacks on campus. We spend considerable time mitigating compromised accounts.
- Software – We are investigating applications which would allow for scaling of on-line courses without significantly increasing faculty workload. This will likely involve some form of AI.

19) What is the FY19 annual projected IT spend across the institution, including IT expenditures paid to the System Office? Provide detailed information for planned single expenditures or projects over the institutional IT purchase authority using the table below or in a separate attachment. Also, please indicate which USG enterprise managed services you are currently taking advantage of at your institution.

FY 2019 Budget Discussion

2019 IT Spend

	Personnel	OS&E
Central IT	\$2,618,376	\$1,327,582
Tech Fee	\$560,127	\$278,141
Auxiliary Services		\$122,114
CID	\$620,454	\$283,443
University		\$13,400
Business and Ops	\$84,251	
Total Campus Spend	\$3,883,208	\$2,024,680
Grand Total		\$5,907,888

Purchases

Vendor	Purpose	\$ Amount	Est. Date
Various	Faculty Laptop Refresh	\$195,000	March 2019
Extreme	Replace out of service network switch	\$156,000	June 2019
Extreme	Replace out of service network switch	\$117,000	June 2019
Extreme	Replace out of service network switch	\$200,000	June 2019

Enterprise Managed Services

<input type="checkbox"/>	Ellucian (Banner)	<input checked="" type="checkbox"/>	PeopleSoft (Financials)
<input type="checkbox"/>	Degree works	<input checked="" type="checkbox"/>	PeopleSoft (HCM)
<input checked="" type="checkbox"/>	Desire2Learn	<input checked="" type="checkbox"/>	PeachNet

Part X: Major Success/Accomplishment

20) We are very interested in knowing about the wonderful things that happen on campus! We know the list could be very long, but please 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.**

FY 2019 Budget Discussion

In April of 2017, Clayton State University announced its first ever comprehensive campaign – Greater in Mind – with a goal to raise \$12 million in current and planned gift expectancies by 2019 to support academic completion, real-world experiences, and innovations in teaching and learning. A major focus of this campaign will be to build on the Dream Makers Scholarship Initiative announced four years ago. At the end of FY17, the University surpassed its Annual Fund goal of \$865,000, raising just over \$892,000 – a 109% increase in five years. Total Gifts and Pledges also surpassed the goal of \$1.55M with nearly \$1.59M raised.

This number includes \$543,622 in gifts and pledges directed towards scholarships (annual and endowed) – a 97% increase since FY14. Annual Scholarships gifts and pledges totaled \$375,842 – a 134% increase since FY14. The majority of these scholarships are need-based.

Since FY14, Clayton State has placed an emphasis on raising scholarship dollars. The Dream Makers Scholarship Initiative was launched in an effort to increase the number of annual and, over time, endowed scholarships available for students. In FY17, as a result of this ongoing initiative, 121 more students received support from scholarships established during the past four years (in addition to those receiving support from already existing scholarships). Nearly 80% of the new scholarships have a needs-based component including a segment focused on completion scholarships targeting students who are within a year of graduation and demonstrate need. Since inception, 86% of the students who have received completion scholarships have graduated.

As part of the Greater In Mind Campaign, Clayton State has launched a \$1 Million Scholarship Challenge. As part of the challenge, our goal is to get 100 new donors to commit to \$1,000/year for five years for a total of \$500,000. This would impact an additional 500 students over that time period.

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

NOTE: In addition to the FY 2019 Budget Discussion Template, please complete (as applicable) all tabs included in the attached Excel file regarding the fiscal year 2018 budget request. The tabs are labeled (1) Trend Data, (2) Enrollment by Campus, (3) Scholarships, (4) Research Activity (5) Reserve Balances, (6) Reduction Actions, (6) New Funds, and (8) Facilities.

FY 2019 Budget Discussion

Institution Name: Clayton State University

List the top three to five strategic topics for discussion at the FY 2019 budget hearing. It will be important to discuss serious challenges facing the institution, but equally important to discuss major successes.

1. **Strategic Plan**
 - a. **Student Engagement**
 - b. **Program Successes**
2. **Enrollment**
3. **Financial Progress**