

## FY 2017 Budget Narrative

**Institution Name: Clayton State University**

### Part I: Enrollment

1) Discuss enrollment trends over the past three years (fiscal years 2014, 2015 and 2016)? Discuss factors impacting enrollment. What are your enrollment projections for the next two years (Fall 2016 and Fall 2017)? What enrollment management strategies are employed at your institution? To what extent are the trends driven by dual enrollment students? For institutions with multiple locations, how does enrollment capacity at the satellite campus or site compare to that location's financial breakeven point?

Kevin, Narem, and Stephen (Others?)

2) What is the current impact and projected impact of the out-of-state tuition waivers, if applicable? What are the target areas? How do you advertise/communicate to potential students?

Kevin, Stephen, Tim D. (Others?)

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

All on cut costs and streamline

### Part II: Looking Ahead to FY 2017

4) If your institution experienced positive enrollment growth in academic year 2015, it is likely that your institution will receive additional formula funds in FY 2017. 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).***

Your institution should not respond to this question based on the enrollment decline experienced in academic year 2015.

## FY 2017 Budget Narrative

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5) The data show that your institution experienced negative enrollment growth (credit hour production) in academic year 2015. How will your institution address the related loss in funding, assuming an 8.8% reduction in state funds? Be specific. You actions should specify reductions in force (RIF) plans, if needed. ***Please use the attached Excel template to provide a list of actions with the corresponding savings (tab labeled Reduction Actions).***

Kevin, Corlis- Reddy, Scott All

6) What are your recommendations for salary/merit increases in FY 2017? Has the institution witnessed improvements in retention following the merit increases and equity adjustments from the last two years?

Kevin, Narem, Deans, Tom, Corlis, Leon, Shawn

### Part III: Auxiliary Enterprises

7) 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). The completed chart should be included below as a picture.**

Each Aux owner and Corlis, Narem, Scott

8) Provide an update on the status of Public Private Ventures (PPVs) at your institution. Have the underlying assumptions been achieved (i.e. enrollment, occupancy, etc.) If not, discuss how shortfalls will be addressed. **Please use the attached Excel template to provide PPV Reserves (tab labeled Reserve Balances). The completed chart should be included below as a picture.**

Elaine, Brandi, Jeff and Corlis

## FY 2017 Budget Narrative

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

Tim D., Corlis, Narem and Scott

### Part IV: Facility Needs

10) 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).**

Harun, Svetlana, Corlis

### Part V: Academics

11) Discuss new academic programs under consideration for startup in FY 2017. 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?

Kevin, Narem, Deans

12) Provide a high level summary of Complete College Georgia (CCG) related initiatives at your institution? Is there evidence of better outcomes through increased retention, improved graduation rates, etc.?

Kevin

## FY 2017 Budget Narrative

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**NOTE:** In addition to the FY 2017 Budget Narrative, please complete (as applicable) all four tabs included in the attached Excel file regarding the fiscal year 2017 operating budget request. The tabs are labeled (1) Trend Data, (2) Enrollment by Campus, (3) Faculty Work Load, (4) Reserve Balances (5) Reduction Actions, (6) New Funds, and (7) Facilities.

## FY 2017 Budget Hearing Data Sheet

Institution Name: \_\_\_\_\_

Clayton State University

Enrollment Trends						
	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016 (Projected)	Fall 2017 (Projected)
<b>Headcount</b>						
% Change in Headcount over prior Fall		#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
<b>FTE</b>						
% Change in FTE over prior Fall		#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
<b>State funding per Student FTE</b>	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

<b>Undergraduate Headcount</b>						
<b>Graduate Headcount</b>						
<i>The sum of graduate and undergraduate headcount must agree to the total headcount reported on row 7.</i>						
<b>Entering Freshman</b>						
<b>Number of Out-of-State Students</b>						
<b>Number of Out-of-Country Students</b>						
<b>Dually Enrolled Students</b>						
<b># of Online Students (Enrolled 100%)</b>						
<b># of Students taking at least one (1) online course but not enrolled 100% online</b>	Narem / Scott					

Academics						
	FY 2013	FY 2014	FY 2015	FY 2016 (Projected)		
Number of Degrees Awarded						
Total # of Active Programs						
Number of Low Producing Programs						
<i>Provide Graduation and Retention Rates for the four most recent Cohorts available and indicate the cohorts in the highlighted cells below.</i>						
One-Year Retention Rates for First-Time Full-Time Freshman						
Six-Year Graduation Rates First-Time Full-Time Freshman						

Funding						
	FY 2013	FY 2014	FY 2015	FY 2016		
<i>Source: Budget Compliance Report</i>				<i>1st Qtr. Budget</i>	Percent Change from FY13 to FY15	Percent Change from FY15 to FY16
State Appropriations					#DIV/0!	#DIV/0!
Tuition Revenue					#DIV/0!	#DIV/0!
Special Institutional Fee					#DIV/0!	#DIV/0!
Sponsored Revenue					#DIV/0!	#DIV/0!

<i>Tuition Revenue Analysis (Fund 10500)</i>						
	FY 2013	FY 2014	FY 2015	FY 2016	Percent Change from FY13 to FY15	Percent Change from FY15 to FY16
In-State Tuition Revenue					#DIV/0!	#DIV/0!
Out-of-State Tuition Revenue					#DIV/0!	#DIV/0!
<i>The sum of the in-state and out-of-state tuition revenue must agree to the total tuition revenue reported on row 38.</i>						
Undergraduate Tuition					#DIV/0!	#DIV/0!
Graduate Tuition					#DIV/0!	#DIV/0!
<i>The sum of the in-state and out-of-state tuition revenue must agree to the total tuition revenue reported on row 38.</i>						

Tuition Carry Forward						
Percent of Tuition Carried Forward	#DIV/0!	#DIV/0!	#DIV/0!			

Expenditures						
	FY 2013	FY 2014	FY 2015	FY 2013	FY 2014	FY 2015
<i>Source: Audited Financial Statements</i>				% of total expenditures		
Instruction				#DIV/0!	#DIV/0!	#DIV/0!
Research				#DIV/0!	#DIV/0!	#DIV/0!
Public Service				#DIV/0!	#DIV/0!	#DIV/0!
Academic Support				#DIV/0!	#DIV/0!	#DIV/0!
Student Services				#DIV/0!	#DIV/0!	#DIV/0!
Institutional Support				#DIV/0!	#DIV/0!	#DIV/0!
Plant Operations and Maintenance				#DIV/0!	#DIV/0!	#DIV/0!
Scholarships and Fellowships				#DIV/0!	#DIV/0!	#DIV/0!
Auxiliary Enterprises				#DIV/0!	#DIV/0!	#DIV/0!
<b>Total Operating Expenses</b>	0	0	0			



**FY 2017 Budget Hearing Data Sheet**

Institution Name: \_\_\_\_\_

Clayton State University

Financial Trends						
	6/30/2013	6/30/2014	6/30/2015		Percent Change from 6/30/13 to 6/30/15	Percent Change from 6/30/14 to 6/30/15
<i>Source: Audited Financial Statements</i>						
Cash and Equivalents					#DIV/0!	#DIV/0!
S-T Investments					#DIV/0!	#DIV/0!
Receivables					#DIV/0!	#DIV/0!
Current Liabilities					#DIV/0!	#DIV/0!
Lease Purchase Obligations (L-T)					#DIV/0!	#DIV/0!
Net Assets - Unrestricted					#DIV/0!	#DIV/0!

**Nareem/Scott**

Financial Ratio (See Attached Instructions)						
	6/30/2013	6/30/2014	6/30/2015			
Primary Reserve Ratio						
Viability Ratio						
Return on Net Assets Ratio						
Current Ratio						
Cash Ratio						

**Naubert**

Capital Lease Obligations						
	6/30/2013	6/30/2014	6/30/2015			
Capital Liability Burden Ratio						
<i>Capital Liability Burden Ratio = Annual lease payments (principal + interest) divided by total revenues defined as follows (the denominator of the fraction, total revenues, should include operating revenues and non-operating revenues, excluding capital gifts and grants and special item transfers).</i>						
Annual Capital Lease Payments						
Total Capital Lease Obligations						
Student Housing Occupancy Rates						
Capital Liability Per FTE	#DIV/0!	#DIV/0!	#DIV/0!			

Financial Trends - Auxiliary Operations						
	6/30/2013	6/30/2014	6/30/2015		Percent Change from 6/30/13 to 6/30/15	Percent Change from 6/30/14 to 6/30/15
<b>Auxiliary Reserve Balance:</b>						
Unrestricted					#DIV/0!	#DIV/0!
Reserved for Encumbrances					#DIV/0!	#DIV/0!
R&R Reserve					#DIV/0!	#DIV/0!
<b>Total Auxiliary Reserve Balance</b>	\$ -	\$ -	\$ -		#DIV/0!	#DIV/0!
Total Auxiliaries Cash and Equivalents					#DIV/0!	#DIV/0!

Employee Trends						
	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Percent Change from Fall 12 to Fall 15	Percent Change from Fall 14 to Fall 15
Full-Time Faculty					#DIV/0!	#DIV/0!
Full-Time Staff					#DIV/0!	#DIV/0!
<b>Total Full-Time Employees</b>					#DIV/0!	#DIV/0!
Part-Time Faculty					#DIV/0!	#DIV/0!
Part-Time Staff					#DIV/0!	#DIV/0!
<b>Total Part-Time Employees</b>					#DIV/0!	#DIV/0!
Student Workers					#DIV/0!	#DIV/0!
Graduate Assistants					#DIV/0!	#DIV/0!

**Tom/Nareem**

AY Faculty Workload (Fall/Spring) **Complete Tab Labeled Faculty Work Load**

Financial Aid						
	FY 2013	FY 2014	FY 2015	FY 2016 (As of Fall 2015)		
% of Undergraduates Receiving Pell						
% of Undergraduates Receiving HOPE						
% of Students Receiving Federal Loans						

**Pat**

Federal Student Loan Default Rate						
	FY 2010	FY 2011	FY 2012			
Three-Year Cohort Year						
Federal Student Loan Default Rate						

Note: FY 2012 are expected to be published in late September

**FY 2017 Budget Hearing Data Sheet  
Fall Enrollment by Campus**

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

**Institution Name:** Clayton State University

Fall Enrollment by Campus						
Campus/Site	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016 (Projected)	Fall 2017 (Projected)
100% Online	-	-	-	-		
<b>Total</b>	-	-	-	-	-	-
We understand that campus figures may be duplicated for students taking courses at multiple campuses.						

Kevin  
Stephen  
Nareem



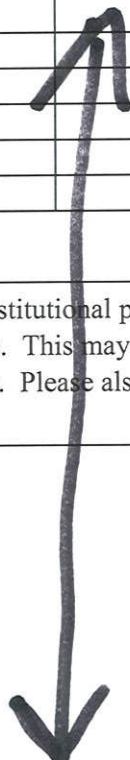
**FY 2017 Budget Hearing Data Sheet  
Faculty Work Load**

**Institution Name:** Clayton State University

Academic Year Faculty Workload					
Faculty Type	AY 2012	AY 2013	AY 2014	AY 2015	AY 2016
Instructor					
Assistant Professor					
Associate Professor					
Professor					
Other: (provide description)					

**Narrative:** In the box below, please provide a narrative description of any institutional policies about faculty workload requirements that cannot be captured through the data points above. This may include information regarding instruction vs. research time or undergraduate/graduate differences. Please also use this space to explain any changes or trends in the data above.

Kevin  
Narem





**FY 2017 Budget Hearing Data Sheet  
Auxiliary and Other PPV Reserve Balances**

Institution Name: 0

Complete Section I for All Auxiliary Enterprises including PPV activity.

**Section I: Information for Auxiliary Enterprises - For The Period Ended June 30, 2015**

Auxiliary Enterprise	Fund	Reserve Balance	Reserve Balance (excluding depreciation)	Total Revenue	Total Expenditures	Transfers - In (Out)	R&R Balance Held with Trustee
Athletics							
Housing							
Dining/Food Services							
Bookstore							
Health Services							
Parking/Transportation							

*Narem*

*Scott*

Complete Section II for all PPVs

**Section II: Information PPVs By Project - For The Period Ended June 30, 2015**

PPV Project	Fund	Reserve Balance	Reserve Balance (excluding depreciation)	Total Revenue	Total Expenditures	Transfers	R&R Balance Held with Trustee	How would you rate PPV performance - Good, Fair, Poor?

*Scott*

*Narem*

*Brandi*

*Elaine*

**Fiscal Year 2017 Budget Hearing**  
**Part II - What Actions Would You Take if State Funding Declined in FY17?**

Institution Name: Clayton State University

FY 2017  
 Reduction Target \$ 2,220,000 *8.8% of FY16 Original State Funds Budget*

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

	Reduction Action	# of Positions Impacted (if applicable)	Savings from Action (\$)		
			FY 2017	FY 2018	FY 2019
1					
2					
3	<b>Cabinet All</b>				
4					
5					
6					
7					
8					
9					
10					
<b>Total</b>			\$ -	\$ -	\$ -

**Fiscal Year 2017 Budget Hearing**  
**Part II - How Would You Use New Money in FY17?**  
*Priority Items*

Institution Name: Clayton State University

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	NARRATIVE (As In Part III of the Budget Narrative) List in Order of Priority	# of Positions (if applicable)	Requested Amount
1	<u>Your institution should not respond to this question based on the enrollment decline experienced in academic year 2015.</u>		
2			
3			
4			
5			
6			
7			
8			
9			
10			

<b>Total</b>	\$	-
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Fiscal Year 2017 Budget Hearing  
 Part IV- Facility Needs  
 Priority Items

Institution Name: Clayton State University

	NARRATIVE (As In Part IV of the Budget Narrative) List in Order of Priority	Transaction Type: Construction, Renovation, Lease, Etc.	# of Spaces, Rooms, SQ FT (if applicable)	Proposed Funding Source (i.e. GO Bonds, Private, PPV, etc.)	Estimated Cost	Proposed Start Date	Proposed Completion Date
1							
2	Cabinet						
3							
4	Facilities						
5							
6	Harun / Svetlana / Priti						
7							
8							
9							
10							
<b>Total</b>					\$ -	\$ -	\$ -