

FY 2018 Budget Discussion

Institution Name: Clayton State University

Part I: Enrollment

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

KEVIN, STEPHEN S, NAREM, STEPHEN J, (JILL?)

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

Not applicable.

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

ALL We are not expecting a decline.

KEVIN, STEPHEN S, NAREM, CORLIS, DONAL

Part II: Savings to Students

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

**KEVIN, STEPHEN S, NAREM, STEPHEN J,
ELAINE, CORLIS, CAROLINA, DONAL,
(REFI, HOUSING FLEX, TEXTBOOKS)**

FY 2018 Budget Discussion

Part III: Institutional Health

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

**CORLIS, DONAL, SCOTT,
CEIMONE, AUDIT AREA MANAGERS**

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).**

ALL AUXILIARY HEADS

- 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?

ELAINE/JEFF/BRANDI/CORLIS/DONAL/SCOTT

FY 2018 Budget Discussion

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

TIM D. SHERRY

(CORLIS. DONAL, SCOTT, NICOLE)

Part V: Fiscal Year 2017 Update

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

ALL

Part VI: Looking Ahead to FY 2018

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

ALL.

FY 2018 Budget Discussion

Part VII: Facility Needs

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

Corlis, Harun, Jim, Darren Svetlan, Priti

Part VIII: Academics

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

Kevin, Deans

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

Kevin, Deans

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

Kevin, Stephen

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

FY 2018 Budget Discussion

Institution Name: Clayton State University

List the top three to four strategic topics for discussion at the FY18 budget hearing. It will be important to discuss serious challenges facing the institution, but equally important to discuss major successes.

- 1.
- 2.
- 3.
- 4.

ALL

FY 2018 Budget Hearing Data Sheet

Institution Name: _____

Clayton State University

1030a L0Sg LL0F002 L0r0

Enrollment Trends						
	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017 (Projected)	Fall 2018 (Projected)
Headcount						
% Change in Headcount over prior Fall		#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
FTE						
% Change in FTE over prior Fall		#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
State funding per Student FTE	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Undergraduate Headcount						
Graduate Headcount						
<i>The sum of graduate and undergraduate headcount must agree to the total headcount reported on row 7.</i>						
Entering Freshman						
Number of Out-of-State Students						
Number of Out-of-Country Students						
Dually Enrolled Students						
# of Online Students (Enrolled 100%)						
# of Students taking at least one (1) online course but not enrolled 100% online						

Stephen / Kevin

Academics						
	FY 2014	FY 2015	FY 2016	FY 2017 (Projected)		
# of Degrees Awarded						
# of Degrees Awarded Through Reverse Transfer						
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						

Stephen

Kevin

Funding						
	FY 2014	FY 2015	FY 2016	FY 2017		
<i>Source: Budget Compliance Report</i>				<i>1st Qtr. Budget (Annualized)</i>	<i>Percent Change from FY14 to FY17</i>	<i>Percent Change from FY16 to FY17</i>
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 2014	FY 2015	FY 2016	FY 2017	Percent Change from FY14 to FY17	Percent Change from FY16 to FY17
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 39.</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 39.</i>						
Tuition Carry Forward						
Percent of Tuition Carried Forward	#DIV/0!	#DIV/0!	#DIV/0!			

D. J. Scott

Expenditures						
	FY 2014	FY 2015	FY 2016	FY 2014	FY 2015	FY 2016
<i>Source: Audited Financial Statements</i>				<i>% of total expenditures</i>		
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!
Total Operating Expenses	\$ -	\$ -	\$ -	#DIV/0!	#DIV/0!	#DIV/0!

D. J. Scott

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FY 2018 Budget Hearing Data Sheet
 Clayton State University

Institution Name:

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Financial Trends

	6/30/2014	6/30/2015	6/30/2016		Percent Change from 6/30/14 to 6/30/16	Percent Change from 6/30/15 to 6/30/16
<i>Source: Audited Financial Statements</i>						
Cash and Equivalents					#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!
Accounts Receivable Written Off (Approved by SAO)					#DIV/0!	#DIV/0!

Financial Ratios (See attached Instructions)

	6/30/2014	6/30/2015	6/30/2016			
Primary Reserve Ratio						
Viability Ratio						
Return on Net Assets Ratio						
Current Ratio						
Cash Ratio						

Capital Lease Obligations

	6/30/2014	6/30/2015	6/30/2016			
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

	6/30/2014	6/30/2015	6/30/2016		Percent Change from 6/30/14 to 6/30/16	Percent Change from 6/30/15 to 6/30/16
Auxiliary Reserve Balance:						
Unrestricted					#DIV/0!	#DIV/0!
Reserved for Encumbrances					#DIV/0!	#DIV/0!
R&R Reserve					#DIV/0!	#DIV/0!
Total Auxiliary Reserve Balance	\$ -	\$ -	\$ -		#DIV/0!	#DIV/0!
Total Auxiliaries Cash and Equivalents					#DIV/0!	#DIV/0!

Employee Trends

	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Percent Change from Fall 13 to Fall 16	Percent Change from Fall 15 to Fall 16
Full-Time Faculty					#DIV/0!	#DIV/0!
Full-Time Staff					#DIV/0!	#DIV/0!
Total Full-Time Employees					#DIV/0!	#DIV/0!
Part-Time Faculty					#DIV/0!	#DIV/0!
Part-Time Staff					#DIV/0!	#DIV/0!
Total Part-Time Employees					#DIV/0!	#DIV/0!
Student Workers					#DIV/0!	#DIV/0!
Graduate Assistants					#DIV/0!	#DIV/0!

Financial Aid

	FY 2014	FY 2015	FY 2016	FY 2017 (As of Fall 2016)		
% of Undergraduates Receiving Pell						
% of Undergraduates Receiving HOPE						
% of Students Receiving Federal Loans						

Federal Student Loan Default Rate

Three-Year Cohort Year	FY 2011	FY 2012	FY 2013			
Federal Student Loan Default Rate						

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

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

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

Institution Name: Clayton State University

Fall Enrollment by Campus						
Campus/Site	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017 (Projected)	Fall 2018 (Projected)
100% Online*	-	-	-	-	-	-
Total	-	-	-	-	-	-

* Information reported should agree to line 20 on Trend Data Tab
We understand that campus figures may be duplicated for students taking courses at multiple campuses.

*Kevin
Nareem
Stephen
Jill*

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

Institution Name: Clayton State University

Complete for all auxiliary enterprises including PPV activity (12XXX) and student activities (13000)
Information for Auxiliary Enterprises - For The Period Ended June 30, 2016 (Source AFR, include actuals, GAAP and Capital Ledgers)

Auxiliary Enterprise	Fund Code	Total Revenue	Total Expenditures, excluding depreciation and interest expense	Depreciation	Interest Expense	Revenues net of Expenditures, Before Transfers	Transfers In (Out)	Revenues net of Expenditures, After Transfers	Fund Balance	Unrestricted Fund Balance	Does activity include a PPV?
Athletics						\$ -		\$ -			
Housing						\$ -		\$ -			
Dining/Food Services						\$ -		\$ -			
Bookstore						\$ -		\$ -			
Health Services						\$ -		\$ -			
Parking Transportation						\$ -		\$ -			
List other auxiliaries as appropriate:						\$ -		\$ -			
						\$ -		\$ -			
						\$ -		\$ -			
Student Activities						\$ -		\$ -			
						\$ -		\$ -			
						\$ -		\$ -			
						\$ -		\$ -			
						\$ -		\$ -			

Donal & Aux Heads

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

Institution Name: Clayton State University

FY 2018 Reduction Target \$ 533,000

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

	Reduction Action	# of Positions Impacted (if applicable)	Savings from Action (\$)		
			FY 2018	FY 2019	FY 2020
1					
2					
3	GO				
4	GO				
5					
6					
7					
8					
9					
10					
Total			\$ -	\$ -	\$ -

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

Institution Name: Clayton State University

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

	DESCRIPTION (Based on Part VI, Question 10 of the Budget Discussion Template) List in Order of Priority	# of Positions (if applicable)	Requested Amount
1	<u>Your institution is not required to respond to this question.</u>		
2			
3	OK		
4			
5	we need to think internally about redirection for strategic plan & what we want to discuss at Budget Hearing		
6			
7			
8			
9			
10			
Total		-	\$ -

Fiscal Year 2018 Budget Hearing
 Part VII- Facility Needs
 Priority Items

Institution Name: Clayton State University

Information provided should be within the scope of the approved Master Plan.

	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							
3							
4	Capital Plan						
5							
6	ecore						
7	Affordable						
8	Learnings						
9	Grant						
10							

Total		\$	
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