

FY 2023 Budget Hearing Agenda Clayton State University

Please recommend 3 to 5 agenda topics that you would like to cover at your budget hearing.

1. ALL
2. ALL
3. ALL
4. ALL
5. ALL

FY 2023 Budget Narrative

Clayton State University

1) Discuss enrollment trends during fiscal years 2020, 2021, and 2022. What are your enrollment projections for Fall 2022 and Fall 2023? Discuss factors impacting enrollment and discuss strategies for recruitment and enrollment. If you have multiple campuses, please include in the discussion any distinct trends at your different locations. Discuss trends in online enrollment. Discuss trends in dual enrollment, including impacts of the recent legislative changes to the dual enrollment program.

Stephen/Narem

Jill/Wally Jean-Graduate

2) Please describe major actions that you have undertaken as part of your Momentum Year and Momentum Approach implementation and discuss any results to date.

Stephen/Eric/Jill

3) Provide information on graduation and retention rates. Explain positive or negative trends. Discuss student success in Freshman Math & English or other gateway courses.

Stephen/Eric/Narem

4) What measures are you taking to raise awareness of Know More, Borrow Less and what successes have been achieved to date? Describe enhancements to the financial aid, bursar, and registrar offices related to student financial aid.

Stephen/Becky/Dolapo- Financial Aid and Registrar

Corlis/Akwai

5) What actions not described already do you intend to take this coming year to improve student success? How is your institution making efforts to remove barriers to access and success? In what ways will you know that these steps are succeeding? What actions has your institution taken to reduce the cost of education to students in recent years, including low-cost or no-cost textbooks?

Stephen/Eric

Jill-Barriers & Low cost-No cost textbooks (Corlis-Julie available to liaison with B&N) proportion of courses with no costs & New Inclusive Access Proposal)

ALL-reduce costs to students

FY 2023 Budget Narrative

Clayton State University

6) Discuss new academic programs under consideration for inclusion in your next Annual Academic Forecast, including any Nexus degrees. Discuss how these programs align with labor market needs and any high impact practices planned for the program. Will your institution need to make financial investments in the program beyond what will be covered by revenue from enrollment and how will this investment be funded? How do the proposed programs line up with your institution's mission?

Jill and ALL Deans

7) What steps has your institution taken to review existing academic programs for alignment with the institution's mission, industry needs, and budget capacity? Discuss your review of enrollment patterns, program productivity, course schedule efficiency, or other metrics. What existing programs have low enrollment and/or low degree production and what measures are you taking to improve the enrollment in these programs? What metrics will you monitor to inform your decision to retain or deactivate the program and what is the timeline for monitoring?

Jill/Narem and ALL Deans

8) What steps has your institution taken to implement a culture of continuous improvement throughout your organization? What significant process improvements have been implemented as a result? Please address improvements in academic, administrative, and support units. How have the savings from any such improvements been redirected within your institution? Discuss how your operating units are reviewed for efficiency and effectiveness.

ALL

9) Describe the actions taken to build your FY22 original budget, including investments for increased revenue or reductions due to declining revenue. Were there any significant deviations from your FY22 budget plan presented in last year's narrative? As you consider your upcoming budget, what tools (voluntary separation plan, as an example) might be useful to have available to achieve your budgetary goals?

Corlis/Akwai/Scott/Rodney

10) Please discuss any long lasting, significant, or strategic improvements your institution has been able to accomplish through the use of HEERF funds. How is your institution going to be better through your use of these funds? Please consider those items you charged directly to the grant, as well as any initiatives that may have been funded with funds you recovered as lost revenue. Are any HEERF funds being used to support

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Clayton State University

ongoing operations at your institution? If so, provide the amount and actions the institution will take to adjust for the loss of HEERF funds in future years?

ALL

11) What is the financial impact of the actual fall 2021 enrollment achieved at your institution? Describe the enrollment assumptions used in the original budget and the subsequent changes in revenue (increase or decrease) as compared to the original budget. What actions are being taken to invest new revenue or to cut costs and streamline operations?

Corlis/Akwai/Scott/Rodney & ALL-last sentence

12) Provide an update on potential actions to address FY23 revenue changes for state funds, tuition, and the special institutional fee (SIF). Due to FY21 credit hour production at your institution, you are permitted to request increased state funds for FY23. Use the attached template to list specific investments you may make with an increased budget. Projected changes in tuition and SIF revenue should be based on enrollment projections for next year. The actions can include additions, reductions, and redirections.

ALL -Strategic Investments

Corlis/Akwai/Scott

Narem/Stephen

13) Discuss the key financial metrics that explain the financial health of your institution, using the June 30, 2021 annual financial statements as the basis. This discussion should include, at a minimum, trend data for cash, reserves, and student receivable balances. Include other key financial measures or ratios you find important and use charts and graphs as necessary. Discuss any material audit findings.

Corlis/Akwai/Scott

Ceimone

14) Discuss trends over the last three years in students who pay fees, as well as students in enrollment categories that are exempt from fees. How has the institution adjusted fee-funded operations to adjust for these trends? Describe any reductions in services from fee-funded units due to decreased demand or revenue declines. Describe any plans the institution is considering to redirect fee budgets or enhance services without increasing student fee burden.

ALL

Mandatory Fee Holders

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15) Discuss the financial health of your Auxiliary Enterprise, Athletics, and Student Activities funds. Include an update on the status of the Public Private Venture (PPV) projects at your institution. Specifically note any enterprises or projects that have operated in a deficit and actions to address. Describe expenditure trends, reserve balances, major capital repairs, and the anticipated coverage ratio of your PPV projects in the current year. Include in your discussion any anticipated fee increase requests or need to draw from the capital liability reserve.

ALL Auxiliary

Shakeer/Allen/Polly/Brandi

Ryan E.

Bill/Charles R.

Julie/Norman

Antonio

Corlis/Akwai/Scott

16) Where has the institution strategically invested in IT solutions to improve student outcomes, administrative efficiencies, or cybersecurity over the last three years? What major new or increased IT expenditures are expected in the next two years?

Bill/Charles R./Todd

ALL

17) Are there any facility expenses, including one-time or ongoing maintenance needs, which are not discussed in the Capital Plan that will have a major impact on operating budget planning for FY23? Provide details and budget impacts.

Corlis/Akwai/Harun