

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. Enrollment
2. Strategic Plan
3. Marketing and Branding Funding
4. Update Facilities Master Plan

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.

Enrollment Trends during Fiscal Years 2020, 2021, and 2022

Clayton State is committed to realizing enrollment growth going into FY23 and is confident we will reach that goal with our plan reflected below.

Within FY21 the summer term was flat in regard to headcount while full-time equivalents (+2.7%) and credit hours (+1.8%) both increased. The fall headcount (+2.5%), full-time equivalent (+0.4%), and credit hours (+0.2%) all increased over the prior fall. The spring semester headcount was flat while FTE (-4.2%) and credit hours (-4.8%) decreased contributing to the overall decrease in FTE and credit hours for FY21 while headcount increased.

Table 1: Fiscal Year Enrollment

FY Enrollment	Headcount	% Change	FTE	% Change	Credit Hours	% Change
FY20	16,810	-1.54%	13,136	-0.36%	167,030	-0.55%
FY21	16,980	1.01%	12,980	-1.19%	164,284	-1.64%
FY22	16,540	-2.59%	12,466	-3.96%	158,858	-3.30%

Fall 2021 has realized our second highest new first-year enrollment, second highest overall dual enrolled student enrollment, and a significant increase in the percentage of undergraduate students returning from spring or summer into the fall. We realized significant decreases in new transfer student enrollment (-20.3%) and an overall flat graduate student enrollment. With both populations we had significant decreases in applications and conversion rates within the admissions funnel. We believe this is associated with the impact of the pandemic as well as the thriving economy. We are excited to realize a 5.3 percentage point increase in our 6-year undergraduate graduation rate bringing that rate to 35.9%, our highest rate ever. We also realized a 6.4 percentage point gain in our 5-year rate bringing that rate to 31.4% which is also our highest rate ever.

Overall, we do project FY22 headcount, FTE, and credit hours to decrease.

Table 2: Enrollment Projections for Fall 2022 and Fall 2023

	Fall 2019	Fall 2020	Fall 2021	Projected Fall 2022	Projected Fall 2023
Headcount	6,879	7,052	6,820	7,000	7,100
Carl Vinson Projections	-	-	7,100	7,124	7,112

Note: Carl Vinson Projections from June 2, 2021.

FY 2023 Budget Narrative

Clayton State University

Factors Impacting Enrollment and Strategies Being Employed

Clayton State has launched a campus-wide enrollment effort. Through this effort we are institutionalizing our efforts across all departments to focus on enrollment which will be captured in divisional strategy plans. Multiple factors that have impacted and continue to impact our enrollment with strategies are below.

In Person Prospective Recruitment. Throughout this past year we have been limited in our ability to recruit prospective students in person. As in person opportunities open, we will be expanding participation in recruitment work to ensure we have maximized each visit as well as expand in the opportunities to partner with institutions. This includes the development of an enrollment partnership with Atlanta Metropolitan State College. This partnership will provide a path for our denied students to enroll in classes with Atlanta Metropolitan State College on the Clayton State campus and ultimately seek transfer admission. We anticipate having a MOU signed in fall 2021. This includes a focused effort to increase the percentage of dual enrolled (DE) seniors who matriculate at Clayton State. This also includes the expansion of partnerships with corporations seeking to provide educational opportunities to their employees. Finally, we are expanding the number of institutions which we have articulation agreements with and establishing partnerships which lead to a greater number of undergraduate transfers and new graduate enrollments. This includes but is not limited to Georgia Gwinnett College, Southern Crescent Technical College, and Georgia Piedmont Technical College.

Academic and Social Engagement. Over the past year, in person student visits to support services decreased. We have also realized academic challenges for the fall 2020 traditional students who were enrolled in hybrid courses. To address these factors, we have built a greater collaborative effort to address proactive support for our incoming fall 2021 traditional students as well as the fall 2020 traditional students who did not realize the typical fall semester. This plan is a partnership between Academic Affairs, Student Affairs, and Enrollment Management and Student Success seeking to ensure all student have active engagement with support strategies being delivered in and outside of the classroom. We have launched a monthly survey seeking to measure student belonging to the fall 2020 and fall 2021 traditional new students. The results have provided an opportunity for us to adjust our strategy and understand if our students are connected. We have developed weekly student engagement reports that measure if students have participated in academic support or a social activity. Students who have not had both are followed up with to ensure we are increasing engagement. We have increased the number of in-person social activities as well as academic support activities with proactive calls and emails recruiting students to attend. We are encouraged that our work is having a positive impact as evident in the percentage of students enrolled in the spring or summer who returned for the fall.

Table 3: Spring and Summer Re-Reg. Rates for Fall Continuing

	SP15 and SM15	SP16 and SM16	SP17 and SM17	SP18 and SM18	SP19 and SM19	SP20 and SM20	SP21 and SM21
Undergraduate							
Spring/Summer Re-reg. Rate for Fall	77.5%	78.8%	77.1%	78.1%	80.9%	80.2%	84.3%

Student Funds for Tuition and Fees. Students continue to realize challenges financially. We are strategically using our HEERF funds to assist students with the greatest need. This work seeks to reduce student balances which will reduce the number of students dropped for failing to meet the fee payment deadline. This is in addition to our continued work to include gap grants to students with balances of \$1,200 or less seeking to

FY 2023 Budget Narrative

Clayton State University

reduce their balance. This strategy contributed to reducing the number of students dropped from 8.1% in fall 2020 to 4.9% in fall 2021.

Trends in Dual Enrollment (DE)

Clayton State has made an effort to increase the number of high schools being served through our DE program. This fall we added three new locations or offerings seeking to expand our DE enrollment. This work includes teaching DE within two new locations and expanding online offerings to another. We are continuing to grow the high school partners through this work going into the fall 2022 semester. The legislative changes did contribute to the reduction of average DE credit hours enrolled per student by 1.51 credits which has significantly impacted our overall credit enrollment. Our efforts to add high schools to our service area have been able to assist in making up for the reduction of overall credit hours due to the recent legislative changes.

Table 4: DE Enrollment by Fiscal Year

	Headcount	FTE	Credit Hours
FY19	2,134	1,356	16,797
FY20	2,013	1,303	16,142
FY21	2,034	1,048	12,974
FY22	1,983	958	12,506

Our strategies to increase DE enrollment this year are specific to our sites as stated in the bullets below:

Main Campus (predominately serving Clayton County)

- We will offer courses for DE enrollment within two additional Clayton County high schools which have a lower enrollment.

Fayette County Instructional Site (predominately serving Fayette, Fulton, and Coweta County)

- We will increase the number of course offerings as we relocate our site to a new facility owned by the Fayette County Board of Education. New course offerings will seek to build a funnel into our Nursing program.
- We will seek to increase the enrollments from Fulton County by teaching in an additional high school and increasing our online offerings.

Henry County Instructional Site

- We will increase our outreach to current feeders who currently send their students to our location which is housed within a Henry County Board of Education Academy.

Rockdale Instructional Site

- We began offering courses at the Rockdale Career Academy in fall 2021. We will increase this enrollment as we expand our offerings.

Trends in Multiple Campus Enrollment

Clayton State currently has two additional instructional sites. The sites serve dual enrollment, new first-year students, transfer, and undergraduate continuing students. The sites enrollment and credit hours are below:

FY 2023 Budget Narrative Clayton State University

Table 5: Fall Instructional Site Enrollment and Credit Hours

	Fayette Site		Henry Site	
	Students Enrolled	Enrolled Credit Hours	Students Enrolled	Enrolled Credit Hours
2019	381	2,060	204	1,167
2020*	524	2,316	318	1,350
2021	274	1,149	268	1,236

- *Note – The majority of fall 2020 instructional site courses were moved to a virtual instructional method. These courses were then made available to all students resulting in the increase of students enrolled to increase significantly.

The drop in enrollment for the Fayette County Instructional Site from 2019 to 2021 is attributed to a decrease in DE students at the site and the ending of a cohort Master of Business Administration program.

Table 6: Trends in Online Enrollment

The percentage of students taking one online class but not 100% online continued to rise to a new high while the percentage of student enrolled in 100% online courses decreased significantly from fall 2020 but still remained higher than past years.

	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021
Percent of students taking at least one online course but not 100% online	34.8%	36.8%	36.9%	43.3%	44.4%
Percent of students taking 100% online	14.9%	17.2%	20.8%	52.6%	42.1%

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.

Clayton State’s commitment to the Momentum Year has positively contributed to gains in IPEDS (Integrated Postsecondary Education Data System) cohort retention and graduation rates which are discussed further in question three. The pandemic caused us to modify several of our approaches to our momentum work for AY 22. Our commitment to the principles of the Momentum Approach remains unwavering. Based on lessons learned over the past year, Clayton State changed our internal structure to further embedded momentum work into our campus culture. This resulted in a new working group structure that created sub-groups that are chaired by department chairs. The official home of the momentum work was moved from the Division of Enrollment Management and Student Success to the Division of Academic Affairs.

Initiative: Math, English, and 15 credits for incoming students

Results: Fall 2021 realized an 8.7% increase in first-year students currently being on track to complete math, English, and earn 30 credits by the end of their first year (71.2%). Much of this continued gain is attributed to the focus on pre-registering students to a default schedule of 15 credits and the expansion of the utilization of eCore. Overall, 88.3% of our incoming first-year students were registered as full-time (1% increase from fall 2020) with 44.8% registered for 15 or more credits. We continue to experience challenges getting students to attempt 15 credits. These challenges include students unable to afford the full cost of a 15-credit semester with housing and meal plan charges, concerns about work and family commitments outside of school, co-requisite

FY 2023 Budget Narrative

Clayton State University

placement that results in a student stopping at 13 or 14 credits rather than enrolling in 16 or 17 credits. Improving the percent of enrolled first-year students in English and math remains a priority. Due to staffing limitations, Clayton State will explore how to further strategically leverage instructional capacity provided through our eCore partnership.

Table 7: Fall Freshmen Enrolled or Earned Credit in English and Math

Fall	% English	% Math
2016	96.4%	97.9%
2017	95.1%	94.4%
2018	82.2%	85.5%
2019	97.2%	93.3%
2020	83.9%	63.7%
2021	88.4%	89.8%

Initiative: Embedding faculty with student academic mindset

Results: For fall 2021 Clayton State changed our administration of the mindset survey. Due to challenges with completion rates during virtual orientation sessions Clayton State moved the administration of the survey into our ENGL 1101 courses. The pre and post surveys were distributed via D2L and faculty also encouraged their students to participate in the survey. We anticipate this will help address our historically low participation rate on the post survey. In addition to the Student Mindset Survey shared with students in these courses, the Faculty Mindset Survey was piloted with all faculty teaching core classes in which first-year student were enrolled. These results will be combined with the student results to inform our work on next steps for addressing student mindset and faculty mindset.

Initiative: Centralization of student engagement and alert data

Results: For fall 2021 we centralized the collection of student engagement and faculty alert data. Clayton State will continue to track real-time numbers of academic and non-academic engagements of our first-year cohort in advising, student affairs, the Center for Academic Success and other offices across campus. Moreover, we targeted our early alert program on 11 key gateway courses that had historically high DFW rates.

- BLAW2106 Legal Environment of Business
- ENGL0999 Support for Engl. Composition
- ENGL1101 English Composition I
- ENGL1102 English Composition II
- HIST1111 Survey-Pre-Modern World History
- HIST2112 US HIST Since Reconstruction
- MATH0998A Support for Math Modeling
- MATH0998B Support for Math Modeling
- MATH1101: Math Modeling
- POLS1101: American Government

FY 2023 Budget Narrative

Clayton State University

- PSYC2103 Intro to Human Development

We also implemented an anytime student success faculty referral and embedded that tool within our D2L course structure so that any faculty member could submit a referral if a student was not engaging with the course or was not achieving academic success. These efforts resulted in a 29.8% increase in the utilization of our Center for Academic Success for fall 2021. Moving forward, we plan to analyze the academic and non-academic engagement data to identify key metrics to automate interventions based on student engagement patterns.

Initiative: Updating Pathways and Pressure Testing

The Academic Engagement and Student Success Committee spent several weeks during July and August 2021 reviewing the recommended course plans of study for every academic degree program at Clayton State to determine adherence to Momentum Year guidance and pressure test the curriculum to determine if roadblocks to degree completion existed. Based on this analysis, we determined that all the program plans are aligned with Momentum Year guidance and include one major-related course in the first semester and 9 hours of major-related coursework in the first year. In reviewing the scheduling that took place from spring 2017 through spring 2021, it was determined that the scheduling of classes was aligned with the established course plans of study so course offerings were available to help students progress toward degree completion. In the year ahead, we plan to work with USG Academic Affairs to pilot a pressure testing tool that further analyzes the curriculum.

Initiative: Analysis of Success Rates in Key Gateway Courses

A subcommittee of the Academic Engagement and Student Success Committee with assistance from Institution Research conducted an analysis of success rates in key gateway and core classes to ascertain a list of historically high DFW rate courses. In conducting this analysis, any course that was identified as required for completion in one or more degree programs were tagged as such. Using a threshold of 33.3% DFW rates for required courses as a potential barrier to degree completion, the committee identified 21 courses that fell within the threshold. Based on the finding, funds were requested from the Higher Education Emergency Relief Act (HEERF) and the Federal Department of Education Predominantly Black Institution Grant to provide support for student learning assistants who work in concert with the faculty member teaching the course to provide peer academic tutoring and in-class support.

Initiative: Math Pathways (MATH1401)

In response to the Math Pathways Initiative, MATH 1401 (along with co-requisite MATH 096) was added to Core Curriculum Area A over this past summer to offer another option for non-STEM students who are not required to take a calculus course and whose major requires a standard elementary statistics course. The course also remains as an Area D option (previously approved) for all majors. Course plans have been adjusted to include this new option.

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

FY 2023 Budget Narrative

Clayton State University

The most recent 6-year graduation cohort graduation rate increased 5.3%% to our highest rate ever of 35.9%. During the same 4-year period we realized a 6.4% gain in our 5-year graduation rate with our highest 5-year graduation rate ever at 31.4%. These gains were achieved while eliminating the degree achievement gap between PELL and non-PELL eligible students.

Overall trends for the IPEDS cohort remained consistent with pre-pandemic retention rate gains. The 2-year (+3.6%) and 3-year (+4.1%) retention rates project to be the amongst the highest rates achieved by Clayton State. We realized a decline in our first-year retention rate to 64.3% from 69.2%. In analyzing our first-year retention rate, we identified three populations of students that contributed to the decline: PELL eligible students, African American men, and students living in our first-year residence hall. An analysis of course related success rates in question 2 identified that the move to fully online courses disproportionately impacted first-time first-year students. Clayton State redoubled our efforts this fall to proactively engage with these populations through our AAMI grant funded living-learning community, targeted outreach and engagement efforts from our student success located in Laker Hall, as well as prioritizing in-person courses to incoming first-year students and returning sophomores.

Improvement in Overall University Re-Registration Rates and Overall Degrees Conferred

The majority of our undergraduate population is not part of an IPEDS cohort. Therefore, we place significant emphasis on the re-registration rate of all undergraduate students. Our fall 2020 to spring 2021 undergraduate re-registration rate saw a decline of .8% from 90.6% to 89.4%. For spring and summer 2021 we realized the highest re-registration in more than six years. This resulted in a 4.1% increase in undergraduate re-registration from 80.2% to 84.3%. We credit this improvement in re-registration rate to our fully centralized proactive intervention academic advising model and our increased emphasis on academic support services that have shown impact on overall student success metrics. We also believe that funding from HEERF removed previous barriers to re-enrollment.

In AY21 the total number of degrees conferred remained consistent with AY 20. Undergraduate degrees awarded remained at pre-pandemic levels. Graduate degree awarded paralleled the enrollment growth in the school of graduate studies.

Table 8: Total Degrees Awarded

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
UNDERGRADUATE	1066	1094	1150	1107	1050	1106	1090	1156	1114
GRADUATE	126	131	140	157	163	155	130	163	201
TOTAL	1192	1225	1290	1264	1213	1261	1220	1319	1315

Table 9. DFW Rates for English and Math

	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020
	% DFW	% DFW	% DFW	% DFW	% DFW
ENGL 1101	15%	13%	10%	12%	24%
ENGL 1102	22%	24%	19%	19%	32%

FY 2023 Budget Narrative Clayton State University

MATH 1101	32%	32%	35%	31%	47%
MATH 1111	36%	24%	21%	21%	18%

Overall, success in English and math gateway courses have been improving prior to the pandemic. However, the move to a majority of online classes and the loss of SAT/ACT for use in admissions had an impact on the rates during fall 2020. The only exception was found within MATH 1111 which saw an increase in pass rates from 76% in AY20 to 81% in AY21. With a return to a majority of on-campus classes during the fall 2021 semester we believe the downward trend will reverse. In addition, we are using Peer academic writing mentors in ENGL 1101 and ENGL 1102 along with Learning Assistants in MATH 1101 and MATH 1111 to provide students with additional academic support. Peers in these classes attend class, offer extra practice sessions, and hold office hours for tutoring to increase student understanding of course content and improve pass rates.

Table 10. MATH 1101 and MATH 1111 Student Pass Rates by Semester

	Fall 2020			Spring 2021			Fall 2020 and Spring 2021		
	N	# Pass	% Pass	N	# Pass	% Pass	N	# Pass	% Pass
Learning Support									
MATH 1101	264	116	44%	164	88	54%	428	204	48%
MATH 1111	22	14	64%	7	6	86%	29	20	69%
No Learning Support									
MATH 1101	296	180	61%	127	91	72%	423	271	64%
MATH 1111	357	296	83%	97	73	75%	454	369	81%
Overall Total									
MATH 1101	560	296	53%	291	179	62%	851	475	56%
MATH 1111	379	310	82%	104	79	76%	483	389	81%

Since fall 2018, students not meeting placement score requirements are placed into co-requisite support for MATH 1101 (non-STEM majors) and Math 1111 (STEM majors). Student success rates in MATH 1101 have historically averaged around 68-69% and success rates in MATH 1111 have historically averaged 78-79%. In spring 2020, active-learning activities were introduced into several sections of MATH 0998 (Support for Math Modeling) to try to better engage students and increase the success rates in MATH 1101. These activities encouraged students to communicate with each other and work together on understanding concepts and promoted fluency in foundational skills. The activities were well received by students. Unfortunately, COVID-19 and physical distancing requirements during fall 2020 and spring 2021 resulted in many of the activities in MATH

FY 2023 Budget Narrative

Clayton State University

1101 being put on hold. As a result, the pass rates in these classes declined. With the return to on campus classes during fall 2021, we are hoping to return pass rates in MATH 1101 to pre-pandemic numbers.

The pass rates for MATH 1111 overall saw an increase from 76% to 81% in the 2020-2021 academic year. The pass rates in learning support classes increased from 45% to 69% while the pass rates in the non-learning support classes remained flat at 81%. We are encouraged by this increase in pass rates despite the pandemic and its effect on student learning.

It is significant to note that many of our student success strategies have been funded by a Federal Title III Predominately Black Institution (PBI) grant of just over \$1.2 million annually. This grant has directly impacted our increased 4-year graduation rates as well as supported our work associated with the Momentum Year and Momentum Approach. This 5-year grant has contributed to our student support such as:

- a. Tutoring or supplemental instruction within high impact courses which directly relates to our successes in academic performance with the results highlighted earlier in this section.
- b. Peer Academic Writing Mentors and Learning Assistants embedded within courses to provide students with extra support both during class and in special office hours.
- c. The Laker Hall Student Success Center provides on campus students with academic support, a student success seminar for at-risk students, and providing social engagement opportunities through collaboration with student life.
- d. Peer Financial Counseling for current students and phone call support to students who are entering their loan repayment period. This service has assisted in lowering our loan default rate from 10.8% to 9.3%.
- e. Funding for faculty professional development in online teaching through Quality Matters as well as support for online course redesign.

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.

Clayton State continues to realize the benefits of Know More, Borrow Less. We were able to launch the advisor chatbot and look forward to adding additional questions to the platform throughout this year that will provide responses to non-financial aid issues.

In regard to verification, we have continued to see a significant impact with the utilization of Campus Logic verification. For the 2020-2021 award year we received nearly 12,478 Institutional Student Information Record records with 20.1% being selected for verification. Through the use of Campus Logic, students completed their transactions in an average of 27 days for dependents and 21 days for independents. The average time across all schools is 52 days. The Financial Aid Office reviewed student records in an average of 1.62 days in April, 0.94 days in May, 1.33 days in June, 2.53 days in July, 0.53 days in August, 0.34 days in September, and 0.29 days in October. The average across all schools is 4.66.

Additional enhancements to financial aid include:

- Clayton State has partnered with ProEd for phone support associated with the Financial Aid and Bursar Offices. This work has assisted with increasing our phone answer rate from below 50% during peak periods to above 90%. ProEd is staffed with professional financial aid counselors who are able to answer

FY 2023 Budget Narrative

Clayton State University

all financial aid questions. This work has contributed to our overall efforts to nearly eliminate complaints on social media in regard to Financial Aid and Bursar Offices.

- Clayton State is now approved for the District of Columbia Tuition Assistance Grant (DCTAG). We have successfully implemented the process and awarded student(s) accordingly. If eligible and awarded, DCTAG can pay the difference between in state and out-of-state tuition, up to \$5,000 per semester, not to exceed \$10,000 annually. Eligible students have up to 6 years or \$50,000 (whichever comes first) before the DCTAG funds expire.
- Clayton State University is now approved to offer Teacher Education Assistance for College & Higher Education Grant (TEACH) to eligible students. If eligible and awarded, TEACH Grant can pay up to \$4,000 per scheduled award, until the aggregate limit is reached (\$16,000/undergraduate and post-baccalaureate; \$8,000 master’s level). TEACH is specifically for students seeking to become teachers, in a high-needs field and in a low-income school.
- The College Financial Plan is now available to all registered students. The College Financial Plan simplifies costs and financial aid information so that students can easily understand, compare, and make informed decisions.
- Pending Loan Process – Clayton State is working with other institutions to determine a student's loan eligibility when they have pending loans that have not been canceled by the other institution. Instead of the student having to contact their prior institution to cancel loans, Clayton State will offer loans based on their remaining eligibility and contact the institution to cancel any pending loans that disburse.
- Plus Loan Process – Clayton State has implemented a paperless plus process beginning the aid year 2021-2022. Borrowers are only required to complete the plus application and credit check online. No additional documentation is required which is a change from our prior process. This change will make the process more convenient, quicker, and efficient for our students and staff.

Each area of the University is committed to having our students graduate with less debt, so that they can begin or continue their education, profession and careers and not be burdened with debt. The payment plan allows our students the ability to make payments towards their tuition and fees balances over time within a given semester instead of a one lump sum payment by the stated payment deadline. Students have the option to sign up with Nelnet for up to six monthly payments (depending on the semester) with a 0% down payment. After the first two enrollment deadlines offered by Nelnet in any given semester, students are required to pay a down payment anywhere between 20%-50% and an enrollment fee ranging from \$50-\$70. Students receive communications when payment plans are available and encouraged to enroll in the Nelnet Payment Plan as soon as possible to reap the benefits of the 0% down payment. In instances where students are not eligible for PELL, HOPE, scholarships, etc., the Nelnet payment option gives students an alternative to loans to cover their outstanding balances.

Table 11. NELNET Participation

Semester	Number of Students Participating
Fall 2019	850
Fall 2020	1006
Fall 2021	705

Billing – Clayton State continues using the early billing requirement by assessing and billing students at least 60 days in advance of the semester starting. This gives our students an opportunity to strategize a plan to pay their

FY 2023 Budget Narrative

Clayton State University

balances in full by the set payment deadline. The early billing process is a gentle reminder for students to follow up with other departments on campus or outside agencies if they are anticipating financial assistance from a third-party for the upcoming semester.

In the spring 2021 semester, Clayton State launched TouchNet e-Bill as its official method of sending student account balance due notifications. Students receive notifications via e-mail and text messaging, enabling students to review their account detail and make payments online. The e-bill gives students a clear breakdown of account balances including any financial assistance received. Students have the option to add an authorized user (i.e., parent, guardian, financial guarantor, etc.) to receive notifications of the student's most recent billing statement. The authorized user can log into TouchNet and make payments on behalf of the student.

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?

We have realized success with our 5- and 6-year graduation rates while our first-year retention and 4-year graduation rates decreased this past year. The initiatives below have been a collaborative effort among multiple divisions as we are creating a University approach to student success.

Implementation of a Student Success CRM (Customer Relationship Management)

In January 2021 we began onboarding TargetX Retention to replace EAB's Navigate. We now have departments from Academic Affairs, Student Affairs, and Enrollment Management and Student Success utilizing TargetX Retention. We are capturing student engagement with the Center for Academic Success, Career Services, Advising, Residential Life, Recreation and Wellness, and more. Our goal is to measure the number of student engagements a student needs in order to realize an increase in their likelihood of retaining. We are excited that we now have our first student engagement dashboard capturing new students from fall 2021 and 2020 who have engaged with us academically or socially and who has not. This is informing our strategies to engage all new students. Through this platform we have also launched a new version of early alerts which is targeting classes which over the past year have realized increased DFW rates and created an "anytime alert" for any faculty wishing to submit an alert. As a follow-up to the alerts, we are monitoring active and closed alerts by student and ensuring each alert is getting two touches.

Laker Hall Student Success Center

With an increase of students residing in on campus housing this fall, we have increased our services in the Laker Hall Student Success Center. The Center is providing the location for wrap around services during the hours students need them (i.e., 3pm – 11pm). Some of the services being utilized include academic advising, counseling services, and financial aid. This work has led to an increased utilization of our academic coaching which focuses on students in housing with below a 2.0 GPA or who have enrolled with a high school GPA below 2.6. We are tracking weekly engagements focusing on study skills, time management, tutoring, and other transition to college skills.

Student Support Website

We are currently in process of reformatting the student success website which will provide one site for students, staff, and faculty to see our support services. Our goal is to have one location online for our support services

FY 2023 Budget Narrative

Clayton State University

instead of having multiple locations for individuals to have to seek out resources. The site will also house our CSUHelp@clayton.edu email which provides one point for any question regarding challenges students may have.

Academic Affairs

Affordable Learning Georgia

Clayton State faculty have actively supported the Affordable Learning Georgia program. Over the past six years, 21 of 27 proposals were awarded, and 65 unduplicated faculty have worked on project teams. All projects were successfully completed. Seven of 27 projects came in under budget and Clayton State was able to return \$10,44.37. Over a 6-year period, we have been awarded 77.77% of proposals submitted to the Affordable Learning Georgia Textbook Transformation program, resulting in \$1,329,754 in student savings.

Low Cost/No Cost

In the fall 2021 semester, 911 out of 2,212 sections of courses (i.e., 186 low-cost; 725 no cost) with 6,766 students enrolled (duplicated count due to students enrolled in sections from both Low Cost and No Cost) that used no/low-cost textbooks. This represents 41% of sections offered. The current system in place to track these courses uses the USG suggested codes of ZNCM and ZLCM when the schedule for each semester is created. In this way, Clayton State can track the sections that offer the savings along to the students. The savings associated with these designations are discussed below under bookstore since no costs text are primarily OER (Open Education Resources). Additionally, the Clayton State Library provides resources and OER materials via GALILEO to students at no cost to them. Students have access to over 300+ databases that covers the instructional curriculum and research needs of the campus. In the coming year, we are exploring the First Day Complete option that will allow students to pay a flat \$25 per credit hour rate for all of their textbooks. While all students will be given the opportunity to opt-out of this pricing model, special notices will be sent to students taking classes where all no cost materials are to be used.

Business & Operations

Each unit in Business and Operations works closely together to ensure that our back office and front facing activities help our students move forward successfully.

Human Resources impacts student success through student employment. Over the past year, we have partnered with the Career Center to give them access to the careers module to post student positions. The posting of the student positions in Careers has improved the speed of onboarding student hires through the use of the electronic onboarding tools in Careers and through Equifax. Human Resources has improved the process of hiring student employees during summer breaks and eliminated the need to terminate student employees during the summer and hire them back as temporary labor. The new improved process allows students to remain in student assistant positions during the summer if they are enrolled for classes during the fall semester. This streamlines the time it takes for managers and departments to hire students during the summer. It makes planning for summer programs easier on departments, and it removes the barrier from students having on campus employment during the summer. Human resources is also working on a process improvement to decrease the time it takes to clear a background investigation during the student hiring process.

Auxiliary Services is working with our bookstore contractor, Barnes & Noble (BNC), and campus administration to explore the feasibility of implementing BNC's First Day[®] Complete course materials program. First Day[®] Complete is an innovative course material delivery model designed to provide our students with equitable access

FY 2023 Budget Narrative

Clayton State University

to required course materials by the first day of class. Based on recent survey results, this has had a positive impact on both retention and academic success in the classroom. This would be a University-wide program that would result in a per credit hour cost for course materials. Initial calculations for our campus estimate that our students would pay \$25 per credit hour for all course materials adopted for their classes.

Auxiliary Services works each year with our dining contractor, Aladdin, to minimize meal plan price increases. We were able to negotiate no increase in meal plan price in FY19 and FY22 and no change in retail prices for FY20 and FY21. We have negotiated no increase in catering prices for the past three fiscal years.

Budget and Finance plans to tackle the following projects to improve student success:

a. international payments – International students have challenges paying tuition and fees ranging from relatively high exchange rates to risks associated with wiring funds to Clayton State. Plans are underway to offer students an innovative and streamlined way to make international payments by wire transfer. Students will be able to pay for tuition and fees securely from any country, any bank, and in home currency. Students will be offered preferential foreign exchange rates with no bank transfer fees. Students will have access to 24/7 customer service and the ability to track the progress of the payment process using a student dashboard.

Measure of success – increased number of payments prior to fee payment deadline

b. student orientation – one barrier to student success is little to no knowledge about the financial obligation to stay enrolled. In addition to our regular student orientation sessions, the Bursar's Office, in collaboration with other offices, will hold periodic sessions throughout the semester to help students understand their charges, financial resources available to them, and provide guidance for students who owe a balance for one reason or another.

Measure of success – decrease in the number of students with outstanding balances.

The Department of Public Safety has strived to work within the budget and has not raised student parking fees since 2009. We are not seeking to raise fees this year as well. The department also will look for grants to assist with the budget. The department upgraded the cameras in the residential facilities to help reduce property crimes /thefts. This action eliminates students having to spend extra money to replace items and provides peace of mind so that students can focus on their studies and feel safer and secure.

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?

Academic Affairs

New Academic Programs

Clayton State is proposing three new degree programs for AY23. All of these programs address critical workforce needs and are aligned with labor market trends. The curriculum for the undergraduate programs will include high impact practices such as experiential learning, internships, and undergraduate research opportunities.

Bachelor of Science in Engineering Technology: Engineering is a high-demand field with high-paying jobs available for new graduates in many concentrations. According to the U.S. Bureau of Labor and Statistics, job

FY 2023 Budget Narrative

Clayton State University

growth in engineering fields is projected to increase by 5% over the next 10 years. Companies established in Georgia have caused an increased demand for computer engineers and other related engineering majors, especially inter-disciplinary fields such as bio-engineering and medical engineering. The Engineering Technology program would be housed in the College of Information and Mathematical Sciences with collaborative efforts from math, biology, inter-disciplinary studies, and other related departments, due to its inter-disciplinary feature.

Bachelor of Business Administration in Sustainable Entrepreneurship and Social Innovation: This program is to promote economic growth and sustainable development in Clayton County and other south metro counties. A new major in Sustainable Entrepreneurship and Social Innovation will give the students the necessary knowledge, skills, and abilities to create new business ventures that will aid in sustainable and economic development of the region, and nation. The proposed program will have an internship requirement where students will work in consulting teams under the mentorship of faculty and entrepreneurs to assist small businesses develop business plans and feasibility studies and thus prepare them to receive assistance from the Small Business Development Center and similar entities.

Master of Science in Optimizational Data Analysis: This master's degree will focus on the analysis of large collections of data with an emphasis on statistical analysis, combinatorial optimization, and machine learning algorithms. The program provides a strong mathematical and computational background for solving problems that are complex and industrially relevant problems. Graduates of the program will be ready for employment in the industry or to pursue doctoral programs.

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?

Academic Affairs

All existing academic programs submit yearly academic assessment reports that indicate the quality of the program with respect to student attainment of learning outcomes. In addition, all programs are on the prescribed cycles for comprehensive program reviews which include alignments with the institution's mission along with a review of quality, viability, and productivity. When programs fall short in any area, they are placed on a one-year monitoring plan to determine if further action needs to be taken.

Currently, only the *Bachelor of Arts in Philosophy* falls below the threshold for low production with only 2 degrees awarded in the past 3 years. The institution has made the decision to deactivate the degree in spring 2022. No new majors will be accepted into the program once it is deactivated. The courses necessary for the 7 students currently enrolled will be offered over the course of 2 academic years. We will maintain the Philosophy minor, but the major will be terminated by May 2024.

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

FY 2023 Budget Narrative

Clayton State University

improvements been redirected within your institution? Discuss how your operating units are reviewed for efficiency and effectiveness.

Business and Operations

The Operations Services unit moved the contract review process to a digital process that saves time, paper and ensures that contracts are routed in a timely manner and identifies when individuals have not timely moved the process forward. Human Resources embraced the transition from a paper-based environment to an electronic transactional environment. Human Resources actively utilizes the ServiceNow platform to streamline and improve human resources processes such as the critical vacancy process, the new hire process, and collection of various auxiliary fees such as parking permit fees. Electronic onboarding documents has been another process improvement implemented over the past fiscal year that has improved efficiencies. Electronic onboarding documents have resulted in a reduction in “time to hire” metrics. This efficiency has allowed managers to bring new hires on board quicker and reduced the stress on the existing workforce. The new critical vacancy process has also resulted in a more detailed review of positions and the tasks performed in those positions. Many tasks have been redirected or assigned to existing positions and the savings from those positions have been redirected to initiatives that contribute to student success and retention. Human Resources is subjected periodically to various audits related to USG policy implementations such as the background investigations policy and salary administration policy. We are also asked to supply data regularly to the Board of Regents regarding our adherence to required policy and efficiency guidance.

In the past year, Auxiliary Services and the LakerCard Center have implemented several services that have streamlined operations and provided improved services for our students. These improvements include:

- o **Photo upload:** Allows cardholders the option of uploading their own ID photo. This reduces both lines and wait times in the ID card.
- o **Meal Plan Portal (MPP):** MPP allows cardholders the option of purchasing a meal plan online with a credit or debit card. Meal plans are automatically added to the cardholder’s ID card. This eliminates a visit to the ID card office to purchase a meal plan and reduces traffic in the ID card office for those visiting in person.
- o **The LakerCard agreement** is now part of the student handbook. In the past, new cardholders were required to complete a paper LakerCard agreement before receiving their LakerCard. This required a significant amount of employee time, along with paper and toner to prepare and distribute forms. These issues were eliminated by incorporating the agreement language in the student and employee handbooks.
- The combination of the three process improvements has allowed us to leave open a vacant full-time clerk position for the LakerCard Center. For now, the payroll savings are going to our reserves but going forward they will be used for addressing two priorities.
- We have several processes in place to review the efficiency and effectiveness of our departments:
 - o We conduct monthly financial reviews of our income and operating expenses, which allow us to monitor month-over-month and year-over-year trends and capture detailed notes of any variances in income and expenses.
 - o We monitor responses on our campus wide Tell Us survey and address any issues.
 - o Barnes & Noble, our bookstore contractor, conducts an annual survey. We review feedback and address issues as needed and look for areas of improvement.

FY 2023 Budget Narrative

Clayton State University

- o Aladdin, our dining contractor, conducts a survey each fall and spring semester. We review feedback and address issues as needed and look for areas of improvement. In addition, Aladdin provides comment cards in each dining location and online. We work with Aladdin as needed to address any concerns.
- o We monitor social media through Cision for feedback and comments and address them as necessary.

The Department of Public Safety continues to review processes and policies for improvement opportunities. We are currently working on process improvements that will streamline the following:

- Parking requests
- Parking appeals
- Request for visitor passes
- Uniform and equipment issuance documentation

Additionally, we are reorganizing the department so that office supplies, uniforms, and equipment are better organized to increase the effectiveness of office operations, inventory, and equipment management.

Facilities Management has adopted ServiceNow for the processing of requests for changes to physical spaces at the University.

Information Technology and Services (ITS)

It is hard to find a recently produced narrative from Clayton State that does not directly or indirectly mention ServiceNow; it has truly changed the way that we administer. ServiceNow allows us to execute an idea more quickly than ever, we have become very efficient in adapting existing processes to digital workflows; we do it so often that we even have a ServiceNow form and workflow that is used to request a new ServiceNow application. Some notable successes this year include automating the student reinstatement process, our teleworking agreement approval workflow, and numerous forms and workflows created to smooth pandemic-response logistics.

In addition to the enhancement mentioned above, ITS has also implemented services such as a custom text alert system, cutting edge containerization technology, and enhanced security offerings that we can afford and implement thanks to the forward thinking of leadership and create development opportunities in the future at reduced costs and enhanced reliability.

University Advancement

After the data breach in 2020 of South Carolina based company, Blackbaud and Blackbaud Raiser's Edge, a decision was made to move away from the expensive legacy fund raising platform to a cloud-based solution that does not track private information of donors and alumni. This has already and will continue to result in an annual savings of more than \$10,000 which will allow the division to reallocate those dollars toward additional technology solutions which drive and aid fund raising; a new stewardship tool known as Thankview, an enhanced email and analytics tool, as well as enhanced capabilities in digital campaigns. Additionally, Marketing and Communications has adopted a project management tool that has streamlined requests and saved human capital in terms of simplifying not only communications as projects progress but also deliverables.

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

FY 2023 Budget Narrative

Clayton State University

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?

As Clayton State and the other institutions in the USG return to face-to-face classes, there were not significant deviations from our FY22 plan.

The University used the funds below exactly as requested.

Required Funding Items added:	
University Contingency <i>(4930000)</i>	200,000
Increase in BOR software licenses <i>(6620000)</i>	15,000
Increase in rent at Fayette instructional site <i>(3330400)</i>	5,569
Faculty Promotions including benefits <i>(Various)</i>	42,130
SHIP Insurance Subsidy <i>(4930000)</i>	53,460
Additional Funds Available	
Additional Items Funded:	
Assistant/Associate Professor of Management <i>(0410200)</i>	128,250
Lecturer POLS/MPA <i>(0210600)</i>	66,500
Funding for University web hosting <i>(6020000)</i>	52,000
Funding for salary adjustments for Public Safety <i>(6110000)</i>	8,000
University Contingency <i>(4930000)</i>	22,199

The University saw a decrease in enrollment this fall and a corresponding reduction in tuition revenue because of the fall 2021 enrollment. Because Clayton State has historically used a fiscally conservative budget approach, we are able to navigate the revenue decline in a thoughtful and prudent manner. Although enrollment was projected to be higher, because of the uncertainties associated with the return to face-to-face classes during the continuing pandemic, last spring the University deliberately built its budget based on a smaller enrollment figure of 6,850.

Table 12: Enrollment Projections for Fall 2022 and Fall 2023

	Fall 2019	Fall 2020	Fall 2021	Projected Fall 2022	Projected Fall 2023
Headcount	6,879	7,052	6,820	7,000	7,100
Carl Vinson Projections	-	-	7,100	7,124	7,112

A copy of the budget build scenario upon which we built our budget and base this discussion is below.

FY 2023 Budget Narrative Clayton State University

FY22 BUDGET BUILD SCENARIO	
Revenue - 6,850 Fall Enrollment	
	FY22 Budget
State Appropriation	27,140,426
Tuition	28,774,000
Fees & Other General	4,640,578
Carry Forward Funds	881,447
	61,436,451
Expenditures	
Updated current budget	60,843,343
Funding Available to Distribute	
	593,108
Required Funding Items added:	
University Contingency (4930000)	200,000
Increase in BOR software licenses (6620000)	15,000
Increase in rent at Fayette instructional site (3330400)	5,569
Faculty Promotions including benefits (Various)	42,130
SHIP Insurance Subsidy (4930000)	53,460
	316,159
Additional Funds Available	
	276,949
Additional Items Funded:	
Assistant/Associate Professor of Management (0410200)	128,250
Lecturer POLS/MPA (0210600)	66,500
Funding for University web hosting (6020000)	52,000
Funding for salary adjustments for Public Safety (6110000)	8,000
University Contingency (4930000)	22,199
	276,949
Remaining Funds	-

The University traditionally maintains a University Contingency to assist with unplanned budget items. The University also recognizes that each year it will have some level of vacancies and so we use those savings as a type of “reserve.” Clayton State plans to use its salary and benefits savings to assist with the fact that tuition revenues were not as robust as budgeted. Moreover, the University has also maintained its critical vacancy process and is working on a hiring slowdown. The University is also planning reorganizations that may result in redirections and savings. There are several tools related to human capital that can be utilized to help achieve budgetary goals in FY23. Those tools include:

Reductions in Force – Positions that are no longer needed can be examined and submitted to the BOR as a part of a comprehensive Reduction in Force plan for Clayton State.

Reorganizations – Working with Human Resources, managers can review vacant positions based on future needs and organizational goals. Based on this information and a comprehensive review of the department, reorganizations can be suggested and implemented to streamline process and ensure that maximum efficiency is obtained and that there is no duplication of responsibilities by faculty and staff.

Increased utilization of temporary staff – Temporary staff can be utilized to complete projects and other tasks that are not long term. This will help the institution save as it relates to onboarding costs and benefits.

Another potential tool, if authorized by the BOR/USG, Voluntary Separation/Early Retirement Plans – To reduce the potential number of reductions in force or layoffs, a voluntary early retirement program may be offered to employees who are eligible to retire and meet the requirements outlined in BOR (Board of Regents) Policy 8.2.8.2.

10) Please discuss any long-lasting, significant, or strategic improvements your institution has been able to accomplish using HEERF funds. How is your institution going to be better through your use of these funds? Please

FY 2023 Budget Narrative

Clayton State University

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 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?

Background: Clayton State received \$10,718,649 (i.e., \$9,631,911 institutional and \$1,086,738 MSI) under the American Rescue Plan Act (ARP). Clayton State was a recipient of the CARES Act HEERF Institution funding, therefore, was not required to submit a new funding certification for HEERF III. The University can use these funds for expenditures incurred on or after March 13, 2020, to prevent, prepare for, and respond to the Coronavirus. Allowable expenditures include lost revenue, reimbursement for expenses already incurred, technology costs associated with a transition to distance education, faculty and staff training, and payroll. These funds can also cover student support activities authorized by the Higher Education Act that address needs related to coronavirus and additional financial aid grants to students that meet the HEERF III requirements for student grants. HEERF III funding cannot be used for payment to contractors for the provision of pre-enrollment recruitment activities; endowments; capital outlays associated with facilities related to athletics, sectarian instruction, or religious worship; and senior administrator and/or executive salaries, benefits, bonuses, contracts, incentives, cash, or other benefit.

Clayton State has submitted to the USG and had more than four (4) HEERF plans approved with extensive listings of items that these dollars were able to support. The items range from technology improvements, to trainings, to the purchase of air purifiers and needed PPE. Much of the funding was used to replace lost revenue and as a result several areas in the University were able to accomplish plans or activities that had to be placed on hold because of the pandemic's initial impact on revenue.

Human Resources

The HEERF funds were utilized to improve the workplace and health safety resources and protocols that we have in place at Clayton State. Over 1,500 "safety" bundles were ordered to be distributed to employees and to all new hires that began with Clayton State during the COVID-19 pandemic. The HEERF funds were also utilized to purchase improved technology to facilitate more virtual meetings and trainings by Human Resources. Human Resources also utilized the funds to purchase additional desktops to create a social distanced workstation area that will allow employees to use the desktops for mandatory trainings and other required events such as open enrollment. Due to the increase stress levels of employees during the COVID-19 pandemic, the HEERF funds were also used to purchase wellness related services for the campus such as mental health training in the form of seminars, content, and access to licensed professionals that can give guidance regarding wellness. Lastly, HEERF funds were requested for temporary help to aid in the transition of our employment documents and records to the cloud-based platform, Extender. This is not an ongoing project and therefore the department should not have to adjust for the loss of funds.

Auxiliary Services

Auxiliary Services was able to use replaced loss revenue to accomplish several initiatives. They completed an RFQ process to identify a vendor to replace a significant amount of aging kitchen equipment. The goal is to reduce maintenance costs, improve reliability of equipment, and reduce utility costs with more efficient equipment. Auxiliary Services is also planning a renovation of space behind our bookstore that will allow us to

FY 2023 Budget Narrative

Clayton State University

relocate the ID card office and consolidate our staff in one location. By locating the ID card office adjacent to the bookstore, we hope to increase traffic through the store along with merchandise sales. We will also increase operating efficiencies and communication with staff by having everyone located together.

Auxiliary Services will also be using HEERF funds to furnish the new office space and purchase new laptops to increase operating efficiencies.

- Through these HEERF projects, we hope to:
 - o Improve our dining program with more reliable and efficient equipment.
 - o Improve customer service by relocating to the ID card office to the bookstore in Edgewater Hall, where other student services like financial aid, admissions, and enrollment are located.
 - o Increase traffic through the bookstore.
 - o Improve operational efficiency, communication, and internal support by consolidating auxiliary services personnel.

Public Safety

Public Safety has been able to provide additional fleet coverage for the department. The HEERF funds provided additional storage space for police operations to improve evidence storage and include inventory storage; allowed the department the ability to reorganize space to assist with social distancing; Equipment to assist with sanitizing office and vehicle spaces; purchase of additional uniforms and PPE (Personal Protection Equipment) equipment; HEERF funds are also being used to assist with staffing shortages with police officers and dispatchers; and HEERF funds were used to purchase additional computers to support social distances and prevent officers from sharing equipment when feasible.

Information Technology and Services

Clayton State has expanded wireless connectivity in dormitories and extended wireless to include outdoor spaces, including some parking lots. Also, in FY 2021 innovative classroom spaces utilizing new approaches to in-class instructions (e.g., LED displays, area camera and microphones, touch screen and multi-source switching systems) became critical to support the expanded offering of hybrid classes. While these projects have typically been funded through the use of Technology Fee funds over several, utilizing available CARES funds allowed Clayton State to make the required enhancements in one year. As a result, Clayton State was able to make vital enhancements to classroom technology available to enhance student learning much sooner. Additionally, the Technology Fee will be available for many other worthwhile, student-centered projects.

Another use of HEERF funds was to replace much of our aging infrastructure in the data center due to the age of the equipment maintenance costs were on the rise. Further efficiencies have been found by implementing the infrastructure enhancements with extended maintenance so that one system can provide service for up to seven years without the additional expense of yearly maintenance renewals.

Enrollment Management and Student Success

We have utilized these funds for technology enhancements, staff development, and service improvements. Some of the uses are highlighted below. Generally, these funds assisted with onetime expenses or contributed to agreements for a longer period of time in order not to have a service disruption.

- We used these funds to engage with ProEd call center services. ProEd provides phone support for our Financial Aid and Bursar Offices. The use of this service has improved our phone answer rate from below

FY 2023 Budget Narrative

Clayton State University

50% during peak times to just over 90%. Though the use of these funds and additional institutional funds we will be able to use these services for an additional four years.

- We updated staff technology (laptops, webcams, docking stations). While these updates have typically been funded through departmental budgets, this permitted needed updates while redirecting the department funds to enhance other technology solutions.
- We implemented TargetX Retention to replace EAB Navigate. Through this implementation we are able to save a significant amount of annual funds due to savings as well as to implement a student success platform that acts as an extension of our admissions customer relationship management (CRM) platform. We are utilizing HEERF funds to expedite the implementation of the software which normally would take a significant amount of labor and time resources through the use of consultants. TargetX is now being used across multiple departments and divisions to support student success.
- We updated academic support technology to ensure we have the tools to provide tutoring in an online environment. These enhancements will support academic support for many years to come.

Housing and Residence Life

Clayton State Housing and Residence Life was able to use HEERF funds to make up for lost revenue during the pandemic. Our housing occupancy dipped to 69% occupancy in Laker Village and the HEERF money allowed us to pay the note on the facility and this money also allowed us to begin improvements to the facility that will add 48 more beds. These dollars also will allow us to renovate building 300 in Laker Village. Building 300 will house a number of student support services, including public safety, academic success, and a multicultural center.

Overall, the HEERF dollars enabled the University to navigate the pandemic and stabilize our financial position.

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?

The University’s actual fall enrollment was less than projected and required the institution to implement hiring slowdowns and the continuation of the critical vacancy process.

Table 13: Financial Impact of fall 2021 enrollment on tuition revenue (as of 10/13/21)

Tuition Rates	FY21	FY22	% Increase	*Over/(Under) Budget
Undergrad - In State	169.33	169.33	0.00	(621,316)
Undergrad - Out of State	616.07	616.07	0.00	211,889
Grad - In State	200.00	200.00	0.00	(129,468)
Grad - Out of State	732.00	732.00	0.00	5,144
Total				(533,751)

Currently we are approximately \$534,000 down in tuition revenue because of our enrollment decline. We have asked our colleagues to curtail their operational expenditures and to choose virtual options for conferences and meetings to save travel dollars. The University built its budget based on an enrollment of 6,850 which was 150 less than projected and 274 less than the Vinson projections. Our continued thoughtfulness stood us in good stead. Please see Table 2 from Question 1 which is reprinted below.

FY 2023 Budget Narrative

Clayton State University

Table 14: Enrollment Projections for Fall 2022 and Fall 2023

	Fall 2019	Fall 2020	Fall 2021	Projected Fall 2022	Projected Fall 2023
Headcount	6,879	7,052	6,820	7,000	7,100
Carl Vinson Projections	-	-	7,100	7,124	7,112

Note: Carl Vinson Projections from June 2, 2021.

Human Resources is actively working with department heads and managers to streamline and revisit job descriptions and duties as positions are vacated. Opportunities for consolidation of positions and reclassifications are reviewed during the Critical Vacancy Process. Implementation of new USG initiatives are also being done to streamline operations. Initiatives such as the ePerformance module will improve the performance evaluation experience and decrease the time it takes to complete evaluations. This redirected time can be used to improve work efficiencies and student outcomes.

Auxiliary Services hopes to gain significant operating efficiencies by having all auxiliary staff in one location when we relocate the ID card office and staff to the bookstore.

All areas across the University continue to do more with less. Some examples include: The Department of Public Safety, Human Resources and Budget & Finance (Bursar’s Office) have all increased cross training individuals to assist with staffing shortages. The ‘Great Resignation’ is seriously impacting the University. Units have worked on identifying technology to streamline processes and many are reviewing current contracts to identify possible savings through rebidding, renegotiating the current contract, and asking is, “is this contract or service still needed?”

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.

STATE REVENUE. We are cautiously optimistic about the most recent state revenue reports and are hopeful that the current trends continue. We look forward to seeing the Governor’s budget recommendations. Given the continued national and state pandemic recovery activities, we remain very conservative in our fiscal approach. There have been positive state revenue reports in October. Annual support from the state is critical to our budget and increases in appropriations are typically allocated to help the University to meet strategic needs as well as mandatory and inflationary cost increases, such as benefits increases. Many uncertainties remain. Nevertheless, we will share the actions we are considering if funds are available. However, we are also mindful that things may not work out as planned, so we will also be prepared to explore options and contingencies.

TUITION. Enrollment in FY22 is projected to grow modestly at the undergraduate level. This growth requires some new investments to accommodate student needs and investments in staff and infrastructure to support online courses. Given our current internal budget projections, we may consider building the budget off a slightly higher enrollment figure of 7000 for fall 22. Each 50 student increment results in an addition of ~\$210K tuition revenue at the current tuition rates.

FY 2023 Budget Narrative

Clayton State University

We, like the USG, remain committed to keeping tuition increases low recognizing that there is a challenge in the current higher education environment to provide high quality programs that are affordable to ease the financial burden on students and/or their families. Nevertheless, the University is facing higher costs. We are all aware of the great resignation which is leading to higher personnel costs to retain employees, we are starting to see inflation and the supply chain is facing critical issues that are also leading to higher costs.

SPECIAL INSTITUTIONAL FEE (SIF). Because of the various waivers/exceptions, (e.g., online, TAP, 62) the full headcount amount of the special institutional fee is not collected. Consequently, the University plans its budget knowing that the full amount will not be collected. These funds are always added to the institution's general budget.

University Priorities

The University's current strategic plan is scheduled to end in 2022 and the University will begin a new strategic planning effort in FY 23. The University will also need to work on its branding and associated marketing, prepare for its upcoming Southern Association of Colleges and Schools Commission on Colleges (**SACSCOC**) accreditation and replace its eleven-year-old facilities master plan. The University believes that these investments will cost a combined total of up to \$450,000. We understand that we may have to look to various revenue resources to accomplish these items.

Student Affairs Budget Restoration

We would like to request \$50,000 to supplement the Student Affairs Budget. We are focused on improving the student experience on campus and virtually. These funds would allow us to better serve our students and keep them engaged on campus and virtually.

Public Safety

For the past, several years police departments across the nation, including those in higher education have experienced difficulty in finding qualified candidates to serve on their police forces. Clayton State created a plan to address this difficulty in recruiting and retention in late 2018. Because of external pressures associated with various budget cuts, the department was not able to fully and permanently implement the plan. Nevertheless, with the support of the president and cabinet the department was able to make a few incremental modifications. Fast forward to the pandemic, the George Floyd murder, and the social justice movement and it has become even harder to recruit and retain good well-qualified officers and dispatchers. Local jurisdictions have ramped up their recruiting of our officers. Consequently, we are finding it even more difficult to retain our seasoned officers as well as our new recruits. Many of the local jurisdictions offer take home cars, lower premium rates for insurance, contributions to the Georgia Peace Officers fund, higher salaries, better shifts (12 hour). The pandemic also appears to have led to more criminal activity in many areas.

During this pandemic, the shifts at Clayton State as well as other universities became even harder for our officers because as colleagues were taken ill with COVID-19 or had to quarantine because of COVID-19, the remaining healthy staff had to take on more hours and shifts and could not take leave. Consequently, this year many of our officers will forfeit more leave than what is normal because we must have sufficient staff on campus to protect our campus community. A one-time waiver of the cap was something we would have liked to have explored because we know that the leave forfeiture will impact retention.

Public Safety requests the following items: \$46,000 for restoration of an officer position that was cut; \$15,500 in funds to restore the casual labor budget so that more part-time officers can be hired or called in to avoid the

FY 2023 Budget Narrative

Clayton State University

payment of more expensive overtime pay: \$16,000 to make some incremental adjustments to salaries; and finally \$1,000 for contracting with a certified firearm instructor to ensure our officers meet their Post certification proficiency requirements.

13) Discuss the key financial metrics that explain the financial health of your institution, using 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.

The University's financial position was impacted by the ongoing COVID-19 pandemic and the changes in operations, behavior, and economy. As a result, FY22 revenues as of the first quarter for State Appropriation, Tuition and Special Institutional Fee changed by the percentages below in **Table 13** as compared to FY21.

As discussed above, the following table shows the University's 3-year State Appropriation, Tuition Revenue and the Special Institution Fee and the change from last FY to the present (1st Quarter).

Table 15: Selected Revenue categories trends (all sources not listed)

	FY 2019	FY 2020	FY 2021	FY 2022 Budget as of Q1 Amend.	Percent Change from FY21 to FY22
State Appropriations	\$27,319,573	\$28,233,759	\$26,338,326	\$27,140,426	3.05%
Tuition Revenue	\$28,983,543	\$29,381,571	\$28,428,466	\$27,771,604	-2.31%
Special Institutional Fee	\$3,867,397	\$3,796,501	\$3,830,336	\$3,584,966	-6.41%

Despite cost-cutting measures some expenditures cannot be readily reduced or eliminated, thus operating expenses are anticipated to increase by the budgeted amount of \$977,824 for FY22 as illustrated in **Table 14**. However, we have built our past budgets with strict fiscal discipline, our current budget is built with those same tenets.

Table 16. Expenditures Trend & Projected Increases

FY 2023 Budget Narrative

Clayton State University

	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Actuals	FY 2022 Projected	Incr./ (Dec.)
<u>Instruction</u>	\$30,524,012	\$31,053,446	\$30,843,089	\$31,151,520	\$308,431
<u>Research</u>	\$207,791	\$379,208	\$644,036	\$650,476	\$6,440
<u>Public Service</u>	\$541,098	\$532,060	\$218,125	\$220,306	\$2,181
<u>Academic Support</u>	\$11,317,178	\$9,743,708	\$10,144,885	\$10,246,334	\$101,449
<u>Student Services</u>	\$9,088,330	\$9,345,023	\$8,695,273	\$8,782,226	\$86,953
<u>*Institutional Support</u>	\$11,548,788	\$20,057,535	\$17,763,116	\$17,940,747	\$177,631
<u>Plant Operations and Maintenance</u>	\$8,340,277	\$7,827,676	\$7,681,432	\$7,758,246	\$76,814
<u>Scholarships and Fellowships</u>	\$8,304,737	\$11,382,875	\$12,510,213	\$12,635,315	\$125,102
<u>Auxiliary Enterprises</u>	\$12,702,313	\$8,329,805	\$9,282,292	\$9,375,115	\$92,823
<u>Total</u>	\$92,574,524	\$98,651,336	\$97,782,461	\$98,760,285	\$977,824

*FY22 amount will depend on the actuarial calculation of pension and OPEB expense

Clayton State's Statement of Cash Flows presents detailed information about the cash activity of the University during the year and is divided into five sections. The first section is concerned with operating cash flows and reflects the net cash used by the various operating activities of the University. The second section is related to cash flows from non-capital financing activities, which reflects the cash received and spent for non-capital financing purposes. The third section summarizes cash flows from capital and related financing activities and contains cash used for the acquisition and construction of capital and related items. The fourth section is comprised of the cash flows from investing activities and includes the purchases, proceeds and interest received from investing activities. The fifth, and final, section reconciles the net cash used to the operating income or loss as reflected on the Statement of Revenues, Expenses and Changes in Net Position.

Table 17: Statement of Revenues, Expenses and Changes in Net Position

CONDENSED STATEMENT OF NET CASH	June 30, 2021	June 30, 2020
Cash Provided (Used) by:		
Operating Activities	\$ -46,296,678	-44,684,322
Non-Capital Financing Activities	50,397,889	51,237,548
Capital and Related Financing Activities	-4,912,949	-5,792,225
Investing Activities	20,390	118,167
NET CHANGE IN CASH	\$-791,348	\$879,168
Cash, beginning of year	11,434,123	10,554,955
CASH, end of year	\$10,642,775	\$11,434,123

Cash Position

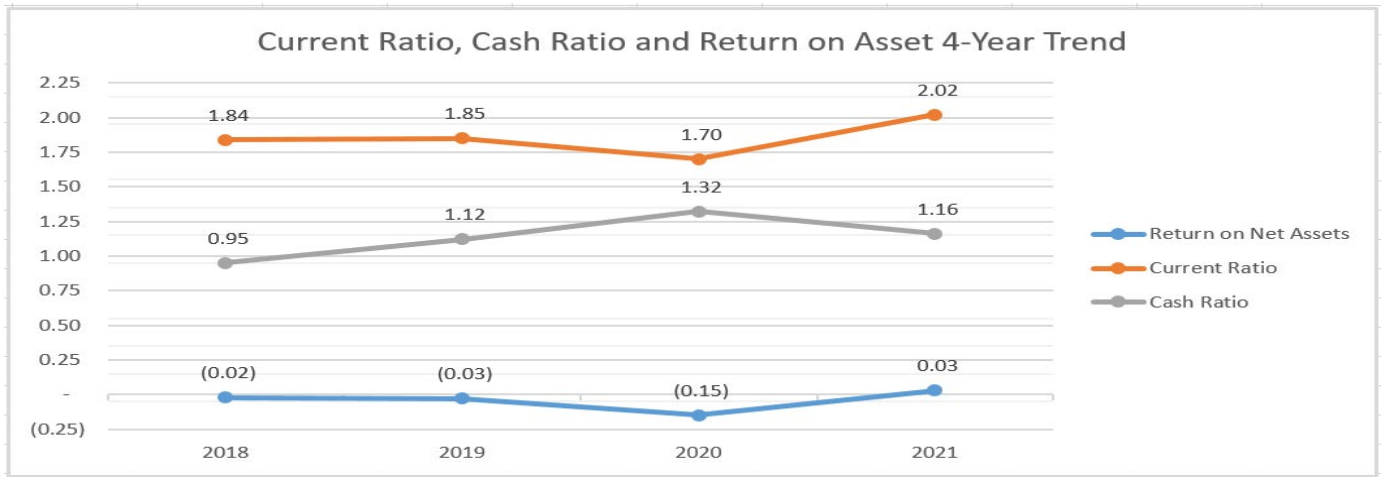
Clayton State University ended fiscal year 2021 with a strong cash position. The cash ratio shows how well an institution can pay off its current liabilities with only cash and cash equivalents. This ratio shows cash and cash equivalents as a percentage of current liabilities and in FY21 the ratio is greater than 1. Although the cash ratio decreased in FY21 compared to FY20, CSU can meet all its short-term financial obligations. Current ratio is

FY 2023 Budget Narrative

Clayton State University

another useful tool to assess the University’s cash position. The current ratio calculation gives us the amount of current assets available to pay each \$1 in current liabilities. In FY21, the University had \$2.02 in current assets for each \$1 in current liabilities. This is a significant increase from FY20 primarily due to an increase in federal financial assistance related to HEERF. The University’s return on net assets also showed an increase from FY 2020 to FY 2021.

Table 18: Current ratio, Cash ratio and Return on Asset 4 Year Trend



Student Receivables

Net student account receivables decreased by \$333,105 from FY20 to FY21. The following measures are being taken to follow-up on student accounts each semester:

- **Nelnet Delinquencies:** After each Nelnet payment deadline, the Bursar’s team reviews the delinquency report and contacts students for alternate payment arrangements. Students who do not meet the agreed deadline are dropped for non-payment, depending on where we are in the semester.
- **Application of Payment:** Application of payment exceptions are reviewed each day and resolved in a timely manner.
- **Third party billing:** The bursar’s team is in regular communication with the VA (Veteran Affairs) accounts receivable representative to reconcile all pending invoices.

HEERF FUNDING

The receipt of the HEERF funding was of substantial benefit to the University and its auxiliary units. Had it not been for those funds the position of the University would have been even more somber. The student grant funds were paid directly to students while the institutional funds were used to cover cost associated with significant changes to the delivery of instruction due to coronavirus such as purchasing equipment and software. And finally, they were also used to defray institutional expenses including lost revenue, reimbursement for expenses already in curd, technology costs associated with the transition and payroll. The institution was also the recipient of MSI (Minority Serving Institution) funds.

Under HEERF’s three stanches Clayton State received the following amounts:

Table 19: CSU HEERF Stanches Amounts

FY 2023 Budget Narrative Clayton State University

HEERF	Acronym	Student Aid	Institutional Aid	Total	MSI Allocation	Grand total
I	CARES	3,082,836	3,082,835	6,165,671	405,719	6,571,390
II	CRRSAA	3,082,836	8,565,007	11,647,843	634,557	12,282,400
III	ARPA	10,303,235	9,631,911	19,935,146	1,086,738	21,021,884
Total		16,468,907	21,279,753	37,748,660	2,127,014	39,875,674

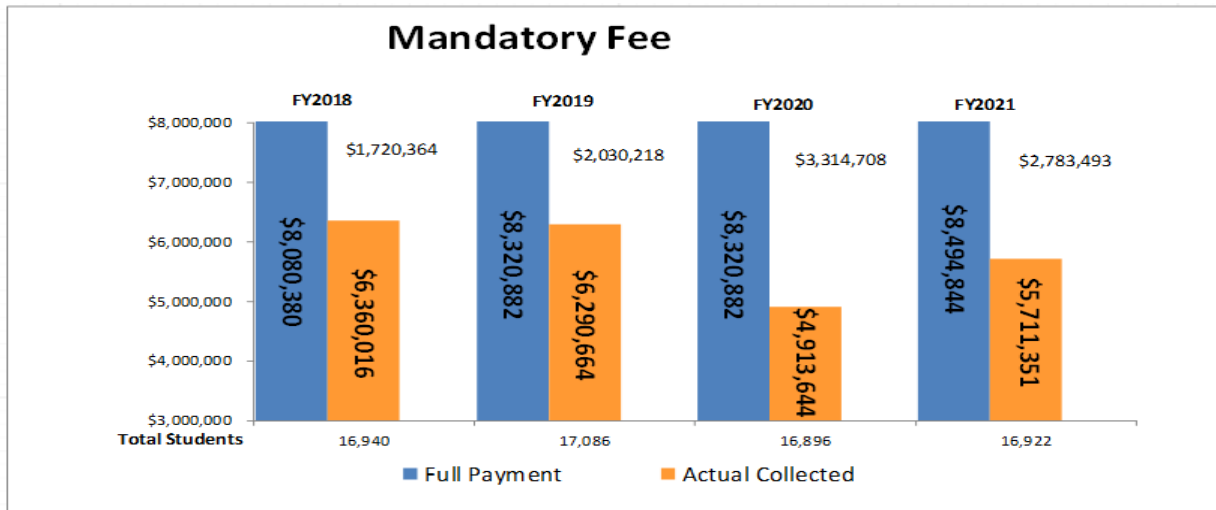
The University had been making slow but steady progress as we distanced ourselves from the Great Recession’s series of budget cuts. The pandemic has made a significant impact that we will be navigating for years to come.

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.

The University is committed to affordability and has rarely raised its mandatory fees only when absolutely necessary to maintain student services and needed services and operational activities. Overall, because of the mix of our students, our actual fee revenue is much less than if we had full fee payers taking a full load.

The mandatory fee holders have worked diligently over the past few years to streamline operations, increase efficiencies, and continue to provide services to our students. The pandemic forced all institutions to send their students home. Luckily, the federal funding allowed these areas to receive their lost revenue.

Table 20. Mandatory Fee Projects vs. Actual



Categories that pay less/none: Distance Learning, eCore, Employees/TAP, Fayette County, Henry County, Dual Enrolled, Main Campus - less than 3 hrs, Senior Citizens, WebBSIT, Military

FY 2023 Budget Narrative

Clayton State University

The CARES and HEERF dollars have helped stabilize our auxiliaries' financial position and led to a strengthening of our reserve balances over the past two (2) years. Please see additional information that is responsive to this question in the discussions by the individual mandatory fee holders in question 15 below.

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.

University Health Services

University Health Services (UHS) has been a self-supporting auxiliary department and its financial status is stable. UHS generates “other revenue” to support its departmental operations from charging for services not covered by the mandatory fee such as prescriptions, laboratory services, CPR courses, and vaccinations. In FY19, UHS generated \$92,352 in “other revenue” to supplement the revenue from mandatory student fees. The FY20, “other revenue” declined to \$53,288 as a result of the pandemic which closed in-person department operations in March of 2020. While the department re-opened as of July of 2020, FY21 “other revenue” remained low at \$49,390. The “other revenue” generated by UHS continues to be consistent each year, however, aside from the effect of the pandemic. Additionally, the department lost mandatory fee revenue for summer of 2020 due to the solely online semester. Mandatory Fee revenue has continued to decline for UHS due to the impact of increased dual enrollment and more 100% online students. For over 10 years, UHS mandatory fees have remained constant at \$46 per full-time student and \$23 per part-time student. While no request for a health fee increase will be made for FY23, it may remain a challenge to continue in future years without a fee increase if dual enrollment and online enrollment increases continue. If it had not been for vacancies in full-time positions and HEERF funding, UHS would have sustained a loss in FY19 and FY20. If necessary, UHS has a fund balance of \$604,501 to draw upon for operational shortfalls. There are no plans at this time to outsource services.

University Housing

Laker Village

Laker Village is an apartment-style residence facility with a required occupancy of 80%. The occupancy level for Laker Village is 69% of total facility beds (i.e., 844) and 78% of available beds (i.e., 748). There is an opportunity for increased occupancy in Laker Village due to the fact that building 400 with an additional, 48 beds will be online in the fall of 2022 with a total capacity of 796 beds moving forward. Laker Village achieved a positive cash flow of \$935,372 for FY 2021. The cumulative repair and replacement reserve balance for the PPV project at the end of FY 2021 was: \$311,250 for Laker Village. The amounts held by the Board of Regents in the PPV Pooled Reserve are as follows: \$199,927 for Clayton Station (Laker Village). There are no current and projected future conditions that indicate a need to draw from the capital reserve maintained at the USG. Clayton State continues to contain costs, work to ensure a safe and vibrant living/learning community, and provides responsive customer service to address our housing residents' needs. We have implemented practices to ensure we meet the governing and accountability requirements associated with managing tax exempt facilities and have worked as a team to consistently update the items required on the PPV checklist developed by the University.

FY 2023 Budget Narrative

Clayton State University

In addition, we maintain communication with our LLC Real Estate I and LLC Real Estate II partners and keep them informed regarding budgetary and facility issues, meeting with them at least two times per year (i.e., June and December).

The PPV has experienced a refinance of Laker Village to consolidate the two existing notes and to finance the repairs needed on the two buildings that are offline. At this time, the completion date of renovations to building 400 High is December 2021 and the completion date for renovations of 300 is July 2022. During FY 2017, the remaining, scheduled projects from the Phase II 2016 Facilities Condition Assessment Report were completed. New FCAR (Facilities Condition Assessment Report) reports were completed in fall 2018 for Laker Village Phases I and II, as a part of the USG's biennial facilities condition assessment requirement. These reports noted limited-to-no immediate needs for resolution, the facilities were in good-fair condition, and stipulated reasonable anticipated repairs and improvements over the next 10 years. Under the current refinance and through the direction of FCAR requirements, Laker Village is undergoing multiple upgrades in an effort to realize the lifespan of the facility and interest of students. These upgrades include exterior painting, weatherproofing, appliance replacements, carpet replacements, furniture replacements, floor epoxying, etc. The maintenance and custodial functions for the housing properties were transitioned to Facilities Management in July 2017 and continue to benefit from economies of scale and efficiencies within the University. In May of 2021, Housing & Residence Life began partnership with CGL/BHOM for facilities management, an account managed by the BOR. The debt coverage ratio for Laker Village for FY21 was 1.38.

Laker Hall

Fall 2021 occupancy in Laker Hall is at 77% of capacity. This is the same occupancy level as fall 2020. At Laker Hall, 8 beds are utilized for COVID-19 quarantines and isolations. Fall 2019 presented an occupancy rate of 72%. Both 2020 and 2021 fall semesters have realized the impact of COVID-19 on student live-on interest. In order to raise our occupancy rates, we are dependent on the rise of first-year registrations to Clayton State and coordination of messaging and attention-capturing alongside Enrollment Management Units. Housing marketing strategies include focusing on positive messaging related to Laker Hall and ensuring that all staff are sharing the same messages. We continue to highlight security, convenience, affordability, academic and social integration. We have hired student assistants to produce content at a level conducive to peer interest. We have developed new and updated housing videos to include in communication. We will also send parents housing information.

In order to realize the message of safety in coordination with University door access goals, Laker Hall will be undergoing a \$229K suite door lock upgrade as a budget priority.

Budget Discussion FY22- The FY 2021 saw a 71% average occupancy in Laker Hall. This occupancy rate is a decrease of 16% from the average 87% occupancy rate from FY 2019. Laker Village saw a positive cash flow of \$213,445 in FY 2021. The cumulative repair and replacement reserve balance for the PPV project at the end of FY 2021 was: \$753,126 for Laker Hall. The amounts held by the Board of Regents in the PPV Pooled Reserve are as follows: \$217,540 for Laker Hall. 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 for Laker Hall. The addition of and the student interest in two-bed suites at Laker Hall has also assisted in increasing revenue at a time of registration and occupancy dips. The debt coverage ratio for Laker Hall for FY21 was 1.13.

FY 2023 Budget Narrative

Clayton State University

Student Activities Center

The Student Activities Center (SAC) is a University PPV project overseen by the Clayton State Foundation LLC Real Estate I entity. The SAC houses the departments of Campus Life, Recreation and Wellness, and the campus fitness center. This 62,000 square foot facility provides spaces for students to engage in activities that help to develop their leadership, social, and recreational efficacy in a safe and interactive environment. In FY19, a \$15 increase in the SAC mandatory fee was approved, increasing the fee from \$100 to \$115 per semester. The fee supports the maintenance and operations of the SAC, and coupled with the debt service refinance in FY18, assists with making payments on a manageable proforma of a 1% enrollment growth assumption each year.

The SAC experienced a negative cash flow of \$(293,911) in FY20 and a negative cash flow of \$130,012 in FY21. We are seeing the continued impacts of COVID-19 on the SAC's bottom line. COVID restrictions have minimized opportunities for revenue generation from space rentals and Fitness Center memberships. In FY19, the SAC generated \$101,000 in additional revenue from space rentals and memberships; this figure was reduced to just \$53,221.32 in FY20 and dropped to \$6,725 in FY21.

The SAC fund balance after FY21 is \$731,827 up from \$489,981 in FY20; the amount held by the system office is \$160,739; and the debt service ratio was .99. The current deficit in the SAC fund was mitigated by HEERF dollars in the amount of \$371,858 in HEERF funds to help to offset some of the lost fee revenue. The SAC staff will continue to employ cost-saving measures to enable the financial assumptions to be met. The SAC has continued to provide high quality services and experiences to students at a reduced level due to the impact of COVID-19 and our financial vulnerabilities. Some of the strategies include reduced student assistant staffing, the postponement of non-emergency repair and renovation projects, and being lean on operational expenses. The SAC also experienced the departure of its Executive Director that returned \$14,854 in salary and fringe benefits to the SAC budget this year. While these strategies and staff vacancy have supplemented the harsh realities of our budget shortfalls, increased enrollment of non-fee-paying students such as dual enrolled and 100% online students will continue to jeopardize our budget outlook as our fee revenue steadily declines.

There are no plans at this time to outsource services or programs or to significantly change the scope of services offered at the Student Activities Center.

Student Activity Fee

The Student Activity Fee is a mandatory fee at Clayton State University (CSU). The Student Activities Fee is currently \$60 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.

Student Activity Fees demonstrated a negative cash flow of (\$100,874) for FY21 following a negative cash flow of (\$294,532) for FY20. This negative cash flow is also impacted by staff roles that are currently being paid from this fee. These roles include Outdoor Adventure, Campus Life programs, Student Conduct, and related operational costs. Originally these roles were fully funded but budget cuts and the changes in Dual Enrollment fees have helped fuel this deficit.

The Student Activity Fee fund balance after FY21 is \$288,410. Recent years have seen continuously decreasing funding to most activity fee funded areas (including our student organizations), no funding increases, shifting two SAC positions back to fully to the SAC budget, and utilizing funds from vacant positions rather than filling them have help to maximize this fund.

FY 2023 Budget Narrative

Clayton State University

Student Activities Fees have not operated at a deficit for multiple years. However, FY21 continued the negative balance due to the growing number of fee waiver enrollment, as well as continuing revenue impacts from Covid-19. There are no plans at this time to outsource services or programs, but a significant change to the scope of services offered in these areas may be unavoidable if revenue does not increase.

Note that we will be requesting a fee increase for Student Activity Fees in the future, at the urging of our student leaders, to adequately fund operations moving forward.

Department of Athletics Financial Health

Although Athletic Fee revenues have steadily declined over the past five years (see history below), the financial state of the Clayton State Department of Athletics is stable due to recent budget cuts, efficient spending efforts, effective operations, successful fundraising campaigns and assistance from Covid-19 relief funds.

The department continues to offset spending by utilizing Foundation funds, particularly for expenses not budgeted due to lack of funding. Although fundraising efforts have been successful lately, a greater focus is being placed on increasing external engagement opportunities in FY22 and FY23.

Athletic Fee Revenue 2012-2021

FY13 \$2,663,237

FY14 \$2,525,152

FY15 \$2,456,463

FY16 \$2,378,823

FY17 \$2,327,966

FY18 \$2,322,952

FY19 \$2,269,856

FY20 \$1,735,621 (*Summer Athletic Fee not collected due to the move to online instruction*)

FY21 \$1,912,947

Athletics Reserve

Prior to Covid-19 (FY20), the athletics reserve was \$50,109. Currently, the athletics reserve is \$507,146 as the department experienced a surplus in FY21. The impact of Covid-19 on the athletics operating budget and reserve was quite severe, especially the loss of summer athletic fee revenue in FY20/21 which created a \$194,987 deficit for the department. However, the department bounced back nicely with successful budget cuts, position consolidations due to vacancies, and assistance from Covid-19 relief funds. A small portion of Covid-19 relief funds were spent in FY21 to reduce expenses in FY22.

As we navigate the current academic year, our plan is to utilize a small portion of our Covid-19 relief funds to offset some of our FY22 and FY23 expenses. In addition, we will continue to maintain a healthy reserve to protect us from future financial concerns and unknowns.

FY 2023 Budget Narrative

Clayton State University

Athletics Budget Trends

Efficiency Efforts: Athletics has continued with the cost containment efforts and spending changes implemented over the last year and a half. The department consistently looks for ways to consolidate positions when available and appropriate, seek greater efficiency within our operations, and closely monitor unnecessary spending.

External Funding: Greater emphasis on securing external funding will remain a priority and the use of available Foundation funds will continue to supplement our operating budget. In addition, giving event sponsors, revenue from fundraising events, number of donors, in-kind and corporate partnerships are all at an all-time high for the department, steadily rising year-after-year. Team fundraising efforts have ramped up in FY22 to supplement team budget lines.

Outside Revenue: Athletics continues to experience lost revenue due to the impact of Covid-19, specifically related to facility rental cancellations. These lost revenue situations are being worked into budget preparations for FY23 and beyond. Examples of lost revenue we continue to experience are the reduction in summer camps, game day crowds, tickets and concessions, and internal/external events.

Potential Budget Cuts: If budget cuts are necessary in FY23, the areas of focus will be staffing, scholarships and sport sponsorship. It is a priority for our department to retain our staff, continue with the current sports sponsorship in place, and provide the best overall experience we can for our student athletes. We strive to continue moving the department forward despite any potential negative financial implications.

Covid Expenses: Athletics has had tremendous success containing Covid-19 related expenses. Most significantly, we have partnered with a local testing lab for all mandatory Covid-19 testing for student-athlete participation. The lab provides Covid-19 testing for our athletes at no cost to the department. This partnership will continue in FY22.

Fee Request

The Clayton State Department of Athletics is not requesting an increase to the Athletic Fee in FY23.

Summary

Athletics continues to take a conservative approach to our budget management efforts. We have prioritized our spending to give us the best opportunity to achieve the priorities we have established for our department. We continue to be one of the lowest resourced athletics programs in the NCAA (National Collegiate Athletic Association) DII, however we find ways to overachieve in the areas of competitive success, branding, facility enhancements, academic excellence, and community engagement as compared to our counterparts across the USG. I believe this speaks volumes on the type of team and culture we have in place. Our creative and innovative approach has served us well and will continue to be our guiding light forward. We take pride in being good stewards of our resources and we will continue to operate with extreme caution and good fiscal sense.

Auxiliary Services

The Auxiliary Services department budget includes the LakerCard (i.e., student ID card), Loch Shop (i.e., bookstore), Dining Services, SmartPrint (i.e., student printing), and Vending. Each unit has experienced financial challenges, but overall, we remain profitable and in good financial health. Our total net assets at the end of FY21 equals \$2,855,738. The LakerCard budget is funded predominantly by a \$20 per student card fee. We anticipate smaller profits over the next five years as fee paying student enrollment declines slightly. We plan to offset this

FY 2023 Budget Narrative

Clayton State University

decrease in revenue by utilizing student workers for our customer service positions rather than filling them with a full-time customer service representative. We do not anticipate requesting any fee increases over the next few years. Operations for the Loch Shop have been contracted out to Barnes and Noble. We are in the third year of our contract agreement. Open-source course content, grant-funded content, and declining enrollment threaten to decrease our revenue, but we are still projected to remain profitable over the next few years. We are investigating a new course delivery model, called First Day Complete, that will provide students with their course materials by the first day of class. The cost of the materials is added to the student's account, resulting in a better customer service experience and greater accessibility of course content for students. This model greatly reduces overall cost to the student, as well as increases the revenue to the bookstore due to increased sell-through. Our dining services program is operated by Aladdin Food Services. We are in the fourth year of our contract agreement. Decreased enrollment, increasing food/meal plan costs, and changing consumer preferences are challenges to the profitability of our dining program. Despite these challenges, we forecast positive net income over the next few years. Our SmartPrint and Vending budget have a projected loss over the next few years. We are in our first contract year with our new vending partner, Gilly Vending. We are already beginning to see increased revenue with our new partner due to better food offerings, better customer service, and more vending machines on campus. Our student printing revenue continues to decline due to changing student behavior around increased electronic communications and decreased printing. We will continue to monitor the SmartPrint revenue, and at some point, may decide to discontinue this service if the revenue no longer covers the annual license fee of the software.

We have several capital projects planned for the next few years that will utilize our reserve balances, as well as capital investment money from our contracted partners. We are moving the LakerCard Center and our Auxiliary administration office to the Loch Shop. This will drive more traffic to the Loch Shop and help us create efficiencies in operations by having all our staff in one place. The Loch Shop will undergo renovation to modernize the space, create a better sales experience, and create a space to host gatherings. We are investing in new kitchen equipment for our dining services program, as well as planning a renovation of our dining hall. We will add the former LakerCard Center space to the existing dining room footprint and create a larger dining room for our customers. We are also renovating our dining location located in our student housing facility, Laker Hall. Our new concept will be called the Bent Tree Market and serve a variety of hot and cold, and fresh and pre-prepared food items. This change is in response to survey responses from our students indicating a desire for new food options in Laker Hall. We are also investigating new technology to respond to customer preferences and increase operating efficiencies, like mobile ordering and delivery service. Finally, we are considering the possibility of moving our campus print shop from ITS to Auxiliary Services. We believe there are opportunities to increase revenue, increase product and service offerings, and provide a more robust customer service experience by managing the print shop as an auxiliary enterprise.

In addition to our regular streams of income, we also earn revenue from our pouring rights agreement with Pepsi, and commercial film productions that take place on campus. Pepsi is experiencing challenges due to the product shortages and supply chain disruptions due to the pandemic. We anticipate that most of these challenges will be resolved by the mid-year 2022. We have hosted several film productions projects over the last year and anticipate continuing to do in the future. While these projects contribute revenue to auxiliary services, we do not factor this revenue into our budget plans, as there are too many variables which may prevent this revenue stream from continuing.

FY 2023 Budget Narrative

Clayton State University

Public Safety

The Department of Public Safety relies heavily on student fee revenue to fund the needs of its auxiliary component parking services. Additional sources of revenue for Parking Services include the receipt of payments for parking citations, background checks, police reports, and the sale of parking permits (in addition to those issued to students and already included in their student fees).

The primary Parking Services functions are: 24/7 which include dispatchers and security officers who support our University Police; the issuance of parking permits; monitoring of campus security cameras; and the collection of fines and appeals for campus parking violations.

The Parking Services share of the student fee is currently \$34 per semester and has not changed since FY09. Since 2009, the University has acquired Clayton Station Apartments, now known as Laker Village, which can accommodate up to 800 student residents, and Clayton State East, with additional parking lots included in routine patrol. With these expansions, additional security cameras and emergency telephones have been purchased, installed, and are being maintained and monitored by Dispatchers and Parking Services personnel. Because of the COVID-19 pandemic, the Parking Services auxiliary has been operating with a small deficit. A Parking Reserves fund is maintained, but it has also decreased primarily due to the current pandemic and other projects around the campus.

The HEERF funds have helped the department continue operations and cushioned our reserves.

Budget & Finance

Response will be added after auxiliary and fee holders have completed narrative. Graph will be included to show trend in reserves and overall financial health of units.

Technology Fee

The state of the technology fund, and its use of as a strategic and operational reserve, is healthy. The fund has had an average balance of \$250,000 for several years now and we often save these funds for large, planned investments (e.g., classroom technology improvements, for example), but also use the funds as a contingency fund for relevant unplanned expenses. Overall, Clayton State ITS heavily leverages its technology fee to affect change for its students, we have more than \$1 million dollars of planned network and AV-related projects as far into the future as 2027 in addition to operating a help desk that allows students to have their personal devices repaired at no cost. Clayton State ITS has had great success in using these funds both operationally and as a reserve for a very long time, we do understand that a great amount of tuition uncertainty exists and have taken appropriate measures to ensure that the fund is used as intended and remains healthy even if funding decreases come to fruition.

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?

FY 2023 Budget Narrative

Clayton State University

Information Technology and Services

Clayton State has invested significant resources in cloud-based efficiency-centric platforms, such as ServiceNow and Microsoft 365, in recent years. That trend has grown and was, and still is, pivotal to our technological response to the pandemic. It has been truly exciting to watch our users so seamlessly migrate to almost exclusively digital processes and workflows. It would be hard to find an organization on campus that still uses majority manual and paper processes to accomplish their work. In fact, we are having to hire an additional position to keep up with the demand to automate and digitize administrative processes. We look forward to gathering statistics about the resources saved and efficiencies gained in these efforts, although we already see workflows and processes that used to take days completed in minutes, more productivity per unit time, less human error, and happier students, faculty, and staff.

Several years ago, we began the process of centralizing all authentication and authorization on campus, adopting the rigor and security of Microsoft's federated authentication. All mission-critical applications were migrated immediately while others have taken longer. We have completed that effort and feel confident in our authentication and authorization posture. By deliberately choosing an authentication structure that provides single sign-on implicitly we have realized gains in efficiency, have a more fluid user experience, and eliminated unnecessary expenditures. For example, we no longer require the use of a separate portal application, such as Luminus, to provide "signed-into one, signed-into all" functionality, our portal is a simple webpage and we have eliminated that historical expense as a result.

Our business intelligence unit continues to impress our internal audiences and inform decision-making. Several years ago, our data engineering group built a data warehouse meant to capture and denormalized historical data, primarily as "snapshots" of Banner data but we have expanded the warehouse to include a wide variety of data from seemingly disparate data sources. For instance, we track the entire life cycle of students by capturing recruitment data, admissions data, Banner academic data, D2L data, and alumni and donor data, to provide a virtual "cradle-to-grave" picture.

In recent years Clayton State has prioritized security processes. Starting with the addition of a full-time information security officer in 2016, Clayton State started building its formal security edifice, where those efforts had previously been decentralized in the departments of Clayton State's ITS Division. We have just recently created an information security department, that is a peer of the other departments that constitute the ITS Division. During 2021, ITS was able to reclassify an open position which will allow for a second full-time security professional. The search for this position will begin in early 2022. With these two changes, the Manager and second professional, we have enhanced our security professional. We have tripled our security staff.

With the USG enterprise-wide addition of KnowBe4.com cyber training platform, Clayton State will be able to perform phishing campaigns and design cyber training geared towards our faculty/staff/student population. Tenable.io was recently purchased and provides actionable insight into the institutions infrastructure's security risks, allowing to identify, investigate, and prioritize vulnerabilities and misconfigurations in user endpoints and IT environment quickly and accurately. Tenable will be implemented to provide metrics on control performance, type of data in transit (sensitive/confidential) and security compliance of all endpoints.

Information security works in partnership with the data officer to ensure security compliance with BOR requirements, applicable federal and state laws and regulations with data as an asset. Data privacy risk and

FY 2023 Budget Narrative

Clayton State University

protection are now at the forefront of security as new legislation, laws and BOR) requirements continue to be implemented to meet compliance.

Clayton State has invested in modern servers and storage equipment that allows us to deliver integrations and manage campus systems effectively and efficiently. Our infrastructure investment stretches from power (i.e., new datacenter UPS) to servers. This investment will serve the University well into the 2020's with up to seven years' support pre-paid for much of our infrastructure.

During FY22, Clayton State replaced the enterprise storage system that served the University well for six years but was beginning to show signs of age. The new system incorporates improved algorithms that compress and de-duplicate data at a more efficient rate than ever before.

The campus network has been completely replaced over the past three years, with the final link occurring in the fourth quarter, 2021. The new Extreme fabric network provides security and adaptability through segmentation, encryption, and role-based policy to our data network. Efficiencies are realized in the streamlined provisioning of resources as users connect more devices to the network. Clayton State continues to analyze the wireless network, looking for areas to fill in both indoor and outdoor wireless access and opportunities to stretch our outdoor network past the core of the campus.

In the next few years, Clayton State plans to invest in a new fiber ring connecting all the buildings on campus with redundant 10gb+ links. This new fiber ring will be an investment that will serve campus for decades to come. The fiber ring will allow the network to "self-heal" from any single incident or failure in our fiber plant.

Clayton State will invest this year in membership in InCommon, allowing the University to federate more seamlessly with other institutions as well as SaaS (Software as a Service) and PaaS providers. Membership in InCommon will also make available unlimited security certificates, a need that is becoming more necessary.

The University continues to maintain a student technology support resource which enables students to get support for personally owned technology. The University has continued to invest in maintaining modern and reliable computer resources for faculty via the annual faculty refresh cycle that ensures instructors have access to current and capable computer resources.

Client Services has implemented solutions that better allow us to track and maintain accurate records with regards to the condition and status of University end user computing resources. The University has made financial and strategic commitments to implement expanded and advanced synchronous video and audio conference solutions in classrooms. Additionally, the University has continued its commitment to offer a variety of technical solutions in learning spaces which enable us to explore alternative pedagogical approaches to student engagement and improved outcomes.

Human Resources

ITS and Human Resources has collaborated over the past three years and renewed the license for the SkillSoft Professional Development Platform. This platform is available to all students of Clayton State and is a valuable tool with over 28,000 hours of instruction, including a blend of virtual and on-demand courses, books, certification courses, and real-world scenarios. All faculty and staff also have access to this platform.

FY 2023 Budget Narrative

Clayton State University

The ServiceNow platform has also been utilized to improve administrative efficiencies. Over the course of the past year, Human Resources has been able to utilize the ServiceNow platform to move paper-based process to an electronic workflow. Examples of the processes streamlined by ServiceNow are the critical vacancy process, the background investigation process, the new hire process, and several of the forms we utilized during the Covid-19 pandemic for ensure adherence to federal requirements.

Over the next two years, we will continue to invest in the OneUSG platform by rolling out new modules that will improve efficiency and eliminate current paper-based processes. One example is the current migration to the ePerformance module in OneUSG. This module will come at a cost of \$2.55 per license for each active user but will facilitate the elimination of paper-based forms and the time-consuming process of complete those forms, meeting with the employees, scanning the forms, and then emailing them to Human Resources. Once received, Human Resources must account for all of the received forms manually and then ensure they are stored in the employee's personnel file. The ePerformance module will eliminate this labor-intensive process and transform the performance process to an entirely electronic format that will save time and improve efficiencies.

Public Safety

The Department has made several investments to improve campus safety and security for students, faculty, staff, and visitors. A listing of items includes:

- Repaired UC gate and restored access control
- Alertus-Beacon to alert campus community in case of emergency
- Cameras for monitoring campus blind-spots
- Track Star Police Vehicle Tracking for officer safety
- Voice logger for recording emergency calls
- License Plate Recognition or LPR (License Plate Recognition) cameras to assist with criminal investigations.
- Updated cameras across the campus to assist with safety on campus

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.

There are two areas that need to be addressed.

After discussion and concurrence with the USG office of facilities, the institution had to cannibalize \$100,000 of Major Repair and Rehabilitation (MRR) funds to use towards the completion of J-272-C the mini chiller plant construction project budget. In addition, \$158,000 was cannibalized and added to the MRR cooling tower project. This increase was because of pandemic and nationwide construction cost increases.