

FY 2017 Budget Narrative

Institution Name: Clayton State University

Part I: Enrollment

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

	Duplicate FY enrollment	Duplicate FTE	Fall/Spring Terms Enrollment	Fall/Spring Terms FTE	Summer Term Enrollment	Summer Term FTE
FY2013	17,539	13,617	14,095	11,659	3,444	1,958
FY2014	17,180	13,358	14,237	11,734	2,943	1,624
FY2015	16,540	12,738	13,769	11,239	2,771	1,499
Total Change	-5.7 %	-6.4 %	-2.3 %	-3.6 %	-19.5 %	-23.4 %

As shown in the table above, headcount and FTE have decreased by approximately 6% over the past three fiscal years (2013-2015) due in large part to declines in summer enrollment. Summer headcount has been decreasing from 3,444 in 2013, 2,943 in 2014 and 2,771 in 2015, which is an approximate 20% decrease over three years. Similarly, FTE decreased by approximately 23.44% from Summer 2013 to Summer 2015.

By considering only the Fall and Spring semesters, the duplicated headcount was 14,095 for FY 2013, 14,237 for FY 2014, and 13,769 for FY 2015. The duplicated FTE for Fall and Spring was 11,659 for FY 2013, 11,734 for FY 2014, and 11,239 for FY 2015. There was approximately only 2% decrease in headcount and approximately 4% decrease in FTE for three academic years. Similarly, there was approximately 3% decrease in headcount and approximately 4% decrease in FTE for two fiscal years.

There has been substantial enrollment growth over the past three fiscal years in certain student types. We have continued to grow our Move On When Ready (MOWR) duplicate headcount from 530 students in FY 2013 to 1,072 students in FY 2015 (approximately 102% change in three academic years and 24% change in two academic years). In Fall 2015 we realized an 18% growth in MOWR from Fall 2014. Dual-enrollment is one of the central strategies in our CCG plan as well as a major area of emphasis for the USG and the political leadership of Georgia. We expect that growth to continue as we build on our high school partnerships to raise student awareness of dual-enrollment opportunities and increase accessibility by offering more high school based courses to serve students who lack transportation. However, the maintenance and growth of MOWR is contingent on consistent or even incremental increases in state funding to prevent the cost of education students in this program to outstrip the return from tuition and formula funding.

Graduate programs enrollment also continues to grow as well. Over three academic years, the duplicate headcount for graduate enrollment has increased by 104 students (approximately 11% change) from FY2013 to FY2015. The duplicate headcount for graduate enrollment has increased by 42 students (approximately 4% change) from FY2014 to FY2015. Also the graduate fall headcount increased by around 11% from Fall 2012 to Fall 2013 and by approximately 6% from Fall 2013 to Fall 2014. Based

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on preliminary Fall 2015 data, the Fall 2015 graduate headcount increased by about 9% (35 more students).

Most of our decrease is in the continuing undergraduate students. We believe this may be a result of financial aid running out due to the PELL 12 semesters policy, since over 50% of our students receive PELL and over 60% receive federal loans.

Increasing the retention rate of currently enrolled students has been the driving force behind several major initiatives over the past two years. Strategies to support all student retention and completion occur in three main areas: academic support, financial support, and academic advising. The Center for Academic Success has expanded hours in the center and in the freshman residence hall, increased tutoring opportunities for students, introduced an academic coaching model where faculty and staff refer students experiencing academic difficulty and created a midterm study session program.

Scholarship Support

In an effort to assist students with their financial need, we were able to award just over \$460,000 to 347 students through our Foundation's efforts with a portion of that program coming from the Retention Grant (31 student recipients), Loch Leaders Grant (8 student recipients), and Laker Completion Grant (12 student recipients) for the 2015-2016 year. These three grant programs were developed to help students maintain enrollment who would not have been able to otherwise do so due to financial need. To support students' unmet financial needs, the scholarship initiative *Dream Makers* continues to assist high achieving students and/or those who are close to completing their degree. This program provided new scholarships for 60 students totaling \$51,820 during Fall 2014, bringing our total scholarship award for \$358,913 for the 2014-2015 academic year. Additionally, there were 6 new scholarships for Fall 2015 totaling \$83,733, bringing our total scholarships awarded to date to \$461,716 for the 2015-2016 academic year. There were 55 students helped with new scholarships totaling \$83,733.14.

Academic Advising

In fiscal year 2015 Clayton State University embarked on a major initiative that changed the academic advising model for all students beyond their freshman year. Research by the Educational Advisory Board, with documented success at Georgia State University, found the use of well-trained and supported professional advisors increases the student retention rate and reduces the time to graduation. Thus, we moved toward a centralized model of advising for sophomores, juniors, and seniors. Previously these students were advised in their respective colleges by a combination of professional and faculty advisors.

For fiscal year 2016 the state allocated three new professional advisor lines to support the transition to a fully centralized 'intrusive' advising model that focuses on the holistic development of students. Concurrently, faculty advisors are transitioning to a mentoring role where they will focus on careers, research, internships and graduate school.

The First-Year Advising & Retention Center requires first-year students to meet with their advisor monthly. Clayton State University credits this model for improving the first year to second year retention rate from 67.65 (2013 cohort) to 70.09 (2014 cohort based on preliminary Fall 2015 enrollment numbers as well as improving the four- and six-year graduation rates increase from 28.6 for the 2007 cohort to 33.3 for the 2008 cohort – this is an all-time high. The centralized advising center will also partner with offices across campus to increase participation in a variety of programs such as career exploration and community engagement activities. All professional advisors now utilize the DegreeWorks product as well as Educational Advisory Board's Student Success Collaborative (SSC) to improve student retention and graduation rates.

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Recruiting and Enrollment Management

Clayton State University projects a headcount of 7,050 and FTE of 5,770 for Fall 2016 and a headcount of 7,120 and FTE of 5,825 for Fall 2017. These projections reflect a growth rate of around 1 percent each year.

Increased enrollment is expected to result from new recruiting strategies as well as increased overall retention rates as a result of the actions described above. As more students are retained the total enrollment increases every year as a greater number of students' progress towards graduation. Improvements in retention from the freshman to sophomore year increase the base enrollment for the next year, and so on. This cumulative growth maximizes the long-term benefits of improved new student recruitment. The Office of Undergraduate Recruitment & Admissions will increase new student enrollment through the development of new initiatives, the enhancements of current initiatives, and through expanded collaboration campus wide.

During the 2014-15 academic year we made great strides in adjusting our recruiting strategy. For the Beginning Freshman, the fall headcount has increased approximately 5% over three fall semesters (2013-2015). The fall headcount has increased approximately 13% from 509 in 2014 to 577 in 2015 (based on preliminary Fall 2015 enrollment) for Beginning Freshman. In addition, our Beginning Freshman's average high school GPA has increased from 3.00 to 3.06 in three fall semesters (2013-2015).

For transfer students, the fall headcount has decreased by approximately 3% over three fall semesters (2013-2015). The fall headcount has increased about 6% from 733 in 2014 to 777 in 2015 (based on preliminary Fall 2015 enrollment) for Transfer students. Previously the fall headcount decreased nearly 9% from 804 in 2013 to 733 in 2014. However, for these students, the Transfer GPA has remained consistent over three fall semesters (2013-2015). Declines in transfer student enrollment in our biology and business degree programs may correlate with the development of these same degree programs at Atlanta Metropolitan State College and Gordon State College – two of the largest feeder institutions to Clayton State's baccalaureate degree programs.

For returning students (students who re-enrolled after taking a year off), the fall headcount has increased by about 3% over three fall semesters. Over two fall semesters, the fall headcount has increased 18% from 185 in 2014 to 219 in 2015 (based on preliminary Fall 2015 enrollment) for returning students.

Our graduation numbers have increased as well. We awarded 1,020 Bachelor's degrees in FY 2013, 1,044 Bachelor's degrees in FY 2014, and 1,028 Bachelor's degrees in FY 2015. Also we awarded 113 Master's degrees in FY 2013, 131 Master's degrees in FY 2014, and 137 Master's degrees in FY 2015. Over three years, there was approximately 1% increase in Bachelor's degrees and 21 % increase in Master's degrees.

We will continue to expand on those efforts that contributed to this increase such as targeted outreach to feeder high schools and territories, on campus events targeted at specific populations, and the continued development of a communication strategy which includes social media and texting to support our efforts. In addition to growing proven efforts from last year's recruitment cycle we are developing an international student recruitment strategy that capitalizes on educational partnerships we have fostered with colleges in other countries. We also have made concentrated efforts to recruit non-traditional students coming back to college after an extended time through collaboration with local businesses, Chambers of Commerce, and job fairs as a sampling. We believe these efforts will support the "Go Back

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Move Ahead Initiative” and positively impact our new student enrollment. This outreach is particularly relevant to Clayton County where 29 percent of adults have some college credit but no degree.

Because of the impact of declines in summer enrollment on the FY credit hour production, we will be taking actions specifically directed towards encouraging students to register for summer. These strategies include registering students for summer courses during the fall semester rather than the spring semester, educating students on the financial benefit of graduating sooner by taking courses year-round, an increase in the number of online courses to accommodate students who travel away from campus during the summer, and we are exploring financial education and savings plans that encourages students to save funds for the summer term. In addition, students that return to college as a part of the Go Back Move Ahead initiative will be encouraged to attend during the summer as well. Moreover, we will do a new recruitment push for MOWR students who for the first time are able to receive funding for courses completed during the summer term.

MOWR

	Fall 2012		Fall 2013		Fall 2014		Fall 2015	
	# of students	# of Credit Hours	# of students	# of Credit Hours	# of students	# of Credit Hours	# of students	# of Credit Hours
Peachtree City-Fayette County	365	2,204	433	2,813	499	3,213	515	3,182
Henry County	27	129	73	498	105	741	136	882
Total	392	2,333	506	3,311	604	3,954	651	4,064

Clayton State University offers courses at two off-campus locations – one at Peachtree City and the other at Henry County. Most of the courses offered in these two locations are geared towards accommodating the dual enrollment/MOWR students although there are a few MBA courses offered at Peachtree City. From Fall 2012 to Fall 2015, the number of students enrolled at these sites increased more than 66% and credit hours have increased significantly. At the Peachtree City site, the fall enrollment has an increase of 3% compared to Fall 2014. The Henry County site has a significant increase of approximately 30% in enrollment and 19% in credit hours compared to Fall 2014. For the off-campus centers, our goal was to reduce the overhead costs to under \$100.00 per student credit hour. Our current per credit hour cost is \$75.83. We were able to achieve this by keeping the cost at constant and increase the student credit hours. These sites are generating more revenue than we projected because of the increase in both headcount enrollment as well as student credit hours. If that level of growth continues, we will need to expand our facilities and acquire additional rental space in Peachtree City to serve the students’ needs.

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Fiscal Year	Student Credit Hours	Tuition Revenue *	Overheads	Overheads per Credit Hour
2014-2015	7,113	\$1,123,854	\$539,400	\$75.83
2013-2014	6,527	\$1,006,072	\$745,295	\$114.19
2012-2013	4,650	\$698,802	\$639,283	\$137.48
2011-2012	5,498	\$806,777	\$737,478	\$134.14

*Tuition Revenue was calculated using the undergraduate tuition rate for the academic year. However there are a few graduate classes offered at the Peachtree City site each year so the Tuition Revenue might be slightly larger than estimated.

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

Clayton State awarded 96 out-of-state tuition waivers for the Fall 2015 semester. Of the 96, 63 were awarded to international students and 33 were awarded to out-of-state students. For FY17 we project utilizing a similar amount of waivers. Waivers are targeted to three student populations; student athletes, undergraduate students, and graduate students.

Out of the 96 waivers, student athletes used 66%, undergraduate students used 19%, and graduate students used 15% of the total out-of-state waivers. Waivers are communicated to our potential students through the Admission's website, <http://www.clayton.edu/admissions/OOS> and our coaches use them strategically to recruit out-of-state student-athletes. We do not "advertise" the waivers to students.

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

Clayton State University has long demonstrated budgetary efficiency given our comparative low state dollars per student FTE. In FY 2016, when Clayton State University built its budget, we took a conservative approach and built it on a student enrollment of 6,950 for Fall 2015. Although our projected enrollment numbers were slightly higher around 6,990 based on Fall 2015 preliminary enrollment numbers, we knew that prudence was a better strategy to avoid fall or mid-year budget cuts or hiring freezes. The University engaged in a series of analyses in which we made the decision to reduce our OS&E overall by 3% and travel by 9.7%, with an approximate 9 % cut in overtime/causal/student assistant/graduate assistant/extra pay. The cuts were not across the board.

Last year CSU created a Summer Work Group to address summer enrollment and revenue decline by analyzing ways to increase enrollment and reduce costs. For example, we enforced minimum enrollments for summer courses to ensure that revenues covered the instructional costs. For example, a minimum of 15 students had to be enrolled in a course in order for it to be scheduled for instruction by a fulltime faculty member. We plan to continue this process for this FY in order to improve summer tuition revenue and decrease summer instructional costs.

We explored but did not adopt a flat rate salary for summer faculty, closing campus on Fridays during the summer term and requiring administrator(s) to teach a summer class.

Part II: Looking Ahead to FY 2017

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- 4) If your institution experienced positive enrollment growth in academic year 2015, it is likely that your institution will receive additional formula funds in FY 2017. What are the budget priorities for your institution? How will new funds be utilized to best serve students? ***Please use the attached Excel template to provide the estimated cost associated with each priority (tab labeled New Funds).***

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

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

Clayton State University worked diligently throughout the great recession years of budget reductions to streamline operations, cut costs, increase revenues and improve efficiencies. We took steps to increase energy efficiency on campus, reduce maintenance, utility bills and repair costs.

We will continue these efforts while also increasing the use of data to optimize course scheduling. The Educational Advisory Board will conduct training for our deans, chairs, and coordinators on the use of course fill rates, instructional cost per credit hour, and other measures to optimize course scheduling. The Vice Presidents are reviewing their staffing to ensure that staffing is right sized. We will also continue an ongoing review of administrative structure and operational costs with an eye toward even greater efficiencies. The challenge is that we already have a low ratio of administrators to all staff among our peer institutions.

We are asking every office to delay or permanently reduce personnel cost to create savings for use within the fiscal year to reduce operating expenses and to meet reduction targets.

We will continue to look for ways to be even leaner without greatly impacting services to students.

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

Clayton State University would recommend a 3% merit salary increase.

In certain key areas the institution witnessed some improvements in retention following the merit increases and equity adjustments from the last two years. The amounts did help stem the departure of individuals.

During FY 2014 and FY 2015 in order to retain the best faculty, Clayton State awarded around \$250,000.00 toward faculty raises based on the salary stressor (CUPA) data. Our full-time faculty stability rate has been around 92% for the last two academic years as shown below.

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Full-time Faculty Turnover Rates								
AY 2015								
College	# Fall 14 FT Faculty	Resigned	Retired	Non- Renewal	Total Separation s	Turnove r Rate	Stabilit y Rate	Based on Resigne d Turnove r Rate
Arts and Sciences	140	10	1	1	12	9%	91%	7%
Busines s	29	0	1	0	1	0%	97%	0%
CIMS	32	3	0	1	4	14%	88%	9%
Health	43	3	1	0	4	13%	91%	7%
TOTAL	244	16	3	2	21	10%	91%	7%
* Health: one faculty decreased and one faculty on leave								
AY 2014								
College	# Fall 13 FT Faculty	Resigned	Retired	Non- Renewal	Total Separation s	Turnove r Rate	Stabilit y Rate	Based on Resigne d Turnove r Rate
A&S	135	1	1	10	12	9%	91%	1%
Busines s	26	1	1	0	2	1%	92%	4%
CIMS	32	0	1	1	2	7%	94%	0%
Health	44	3	0	0	3	10%	93%	7%
TOTAL	237	5	3	11	19	9%	92%	2%
<p>Stability Rate = $\frac{\text{\# of beginning faculty who remain during the academic year}}{\text{\# of faculty at beginning of the academic year}}$</p> <p>Staff Retention Increases and Turnover</p> <p>The following salary actions were taken to address Staff retention for FY 14 and FY15.</p> <p>FY14: In FY 14, there were 53 salary adjustments for Staff retention out 387 Full-Time Staff using Clayton State University's Salary Stressor process. The reason for the high number of</p>								

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retention increases was mainly due to four years of no salary increases because of the recession.

The Full-Time Staff Turnover Rate was 17%. There were 14 retirements not counted in the voluntary separations.

For FY14, Staff retention increases:

<i>Total # Retention Increases for Staff</i>	53
<i>Total Annual \$ Amount Awarded for Retention</i>	\$149,819

FY 15: In FY 15, there were 12 salary adjustments for Staff retention out 402 Full-Time Staff using the President’s Additional Compensation Pool in conjunction with the Merit process. The Full-Time Staff Turnover Rate was 18%. There were 10 retirements not counted in the voluntary separations.

For FY15, Staff retention increases:

<i>Total # Retention Increases for Staff</i>	12
<i>Total Annual \$ Amount Awarded for Retention</i>	\$12,860

Certain areas such as public safety, information technology, landscaping and custodial have large attrition rates. The University continues to study and address those areas that can be impacted as the job market continues to improve.

Part III: Auxiliary Enterprises

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

Clayton State University’s auxiliary enterprises have not operated at a deficit for multiple years. In the past, the units had sufficient reserves to address any instances when expenses may have exceeded revenue for a specific year. Any unit that has such challenges has engaged in cost reduction and revenue generation activities. Athletics is an exception that is discussed in the next section 8.

Loch Shop (CSU Bookstore)

The Loch Shop is institutionally owned and operated and is fully self-supporting. To offer our customers more options in a more convenient location, we recently opened a convenience store and spirit shop, Loch’s Nest, in our centrally located University Center building.

Over the past several years, the Loch Shop has offered numerous affordability initiatives to help the students of Clayton State save money. We source and sell used books, we offer a robust rental program, and provide a buyback program where students can receive back as much as half of the new textbook purchase price. We have worked with publisher Cengage on pilot programs using the “academic content licensing” model to provide course materials to students for a negotiated lower price and delivery on day one of classes. The pilot allowed students to be conveniently billed with tuition. The success of the pilots

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has led the Loch Shop to start work on a flat rate pricing model (called LochEd) which could save students 40% or more on course materials. Lastly, the Loch Shop hosts an online price comparison tool called PriceLoch that offers both affordability and price transparency. The site allows students to compare the Loch Shop's prices with 15 online sellers. About 85% of customers who use the site purchase their course materials from the Loch Shop.

Like other college stores, the Loch Shop faces several challenges from the marketplace: increased competition, pressures on margins, students who go without course materials due to price sensitivity, and open educational resources (OER) which bypass the traditional textbook purchasing model. Specifically, for Fall 2015, four departments have won Affordable Learning Georgia grants and have moved such large enrollment classes as PSYC 1101 and ECON 2105 and 2106 from traditionally printed books to OER, which, with no materials to sell, adversely impacts the Loch Shop's revenue, and three additional grants were just approved. If the trend toward OER continues, and if it gains widespread acceptance on campus and is focused on larger enrollment courses, the Loch Shop can expect a critical drop in course materials sales and revenue. If 20% of courses move to OER, the impact on revenue would be serious enough that the Loch Shop would probably be forced to make significant cuts to expenses that would have an adverse impact on customer service levels.

The most recent challenge has been the new Move On When Ready program (MOWR), which had 649 registered students for Fall 2015. With such a large enrollment, the Loch Shop found MOWR difficult to set up and to manage. Wait times for MOWR students to be served could be lengthy. With the need to cover a great deal of the MOWR course materials spend; the Loch Shop will be underwriting much of the cost of the books associated with the program. Even a well-managed MOWR book program will have a serious financial impact which will likely result in an overall financial deficit at year's end.

Dining Services

Dining Services at Clayton State University are contracted out to Sodexo. Our dining program includes residential and commuter meal plans that can be used at the Lakeside Dining Hall, along with a variety of retail locations where customers can choose to use meal plan dining dollars or a traditional tender method. Sodexo also offers a strong and growing catering program for campus events and conferences.

Clayton State receives commissions from Sodexo on meal plans and retail and catering sales. These commissions help to cover our maintenance expenses and fund new dining options on campus. In October 2015, a new "food cart" concept will open in the University Center that will offer a different style of food each day of the week.

CSU is currently in year five of a seven-year contract with Sodexo. Dining operations have been generating just a small surplus since our freshman residence hall occupancy dropped several years ago. This has had a significant impact on residential meal plan revenue. The current freshmen residency and meal plan requirements allow us to balance the cost of having a traditional residential meal program across a larger group of students. If this policy were to change, and more freshmen chose to commute, we would either have to raise meal plan prices for the remaining residential students or be forced change the dining services program altogether by eliminating many of the meal plans and other dining options that are currently being offered. This would also make CSU look much less attractive to vendors the next time we go out to bid for the management of the dining program.

When it comes time to negotiate our next dining services contract in 2018, we would like to include a refundable dining dollar program for all full-time undergraduates which we plan to call Munch Money. Munch Money would increase the flow of revenue into the dining program, which will allow us to offer new dining options and upgrade current locations.

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Every year food prices continue to escalate, we work hard to limit increases to the meal plan, so that they remain affordable for our students.

LakerCard

The LakerCard is the official campus ID card for Clayton State University. It is managed by the LakerCard Center staff, who also manage and support two other lines of business for Auxiliary Services: SmartPrint and Vending (Other Auxiliary Services, see below). In addition, the LakerCard Center staff sells meal plans for the Lakeside Dining Hall and manages all meal plan reconciliation. The majority of funding for the LakerCard Center budget comes from a mandatory student fee assessed each semester. The unit's budget covers all operational costs, software licensing and support contracts related to the LakerCard system, and all personal services expenses.

Over the past few years, as the scope and complexity of services offered has increased, expenses have continued to increase while fee revenue has been reduced due to dual enrollment student fee waivers. To prevent this unit from operating in a deficit, the LakerCard Center implemented a chargeback program to some other departments for FY2016 to recover some direct and indirect support costs. These include software license charges to Housing and Media Services, a charge to Dining Services equal to .25% of meal plan revenue, and charges to Vending and SmartPrint equal to 5% of the annual revenue generated by those units. Beginning this academic year, the LakerCard Center will receive a prorated portion (amount to be determined) of the Move On When Ready fee stipend from the Board of Regents. As the job market continues to rebound and salaries in the marketplace continue to rise, attracting and retaining qualified personnel remains a challenge. Additionally, while cross-utilizing staff allows the department to save money on salaries, depth of coverage becomes a problem during peak times and when staff members take leave.

Other Auxiliary Services

Auxiliary Services provides two additional services to the campus community: SmartPrint and Vending Services.

SmartPrint is convenience printing for students while on campus. There are nine print stations on campus, allowing students convenient access to on-demand printing.

Vending services are contracted through Atlanta Vending. Most buildings on campus have at least one snack and one beverage machine.

Both SmartPrint and Vending continue to provide a fairly consistent revenue stream to Auxiliary Services.

Auxiliary Enterprises—Parking Services

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

The primary Parking Services functions are: 24/7 dispatchers to support campus police and security officers; the issuance of parking permits; monitoring of campus security cameras; and the collection of fines and appeals for campus parking violations.

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The Parking Services' share of the student fee is currently \$34 per semester and has not changed since FY 2009, although an increase of \$10 has been proposed internally each of the past two years. Since 2009, the University has acquired Clayton Station Apartments, which can house around 800 student residents, and Clayton State-East (approximately two miles away by roadway from main campus), both with additional parking lots now included in routine patrol. With these expansions, additional security cameras and emergency telephones have been purchased, installed, and are being maintained and monitored by Parking Services personnel. Although Parking Services expenses have increased, revenue from student fees has decreased for the past three years. A Parking Reserves fund is maintained, but it has also decreased for the past two years due to the need to use this funding source to supplement the expenses of critical needs. The Parking Reserves will be greatly impacted this fiscal year with its usage to fund the acquisition of a 13-acre parcel of property and dwelling which separates the main campus from Clayton State-East. As mentioned in the facility's section, this acquisition will facilitate further campus developments, to include a much needed emergency exit roadway from the rear of main campus. Currently, the campus roadways all exit to the west side of the main campus, by way of a city street (North Lee) which runs parallel and adjacent to the CSX Railroad tracks. The tracks are traveled daily with rail cars carrying various types of commercial freight. In the unfortunate occurrence of a rail accident that impacted the campus, there are no alternative vehicle exits. If this parcel of property (which is located on the east side of the main campus) is acquired, a top priority will be the construction of a roadway to provide a campus entry and exit point to the east.

Revenue enhancement initiatives were approved for FY 2016 to offset the declining student fee revenue. These initiatives included the increase of the parking fine structure to be more comparable to that of similar sized USG institutions, and the purchase and distribution of four-year parking permits, rather continuing with the annual permits. However, the cost savings won't be realized during this fiscal year. Additionally, beginning in FY 2017, faculty and staff will be assessed new fees for receipt of parking permits. Although these initiatives will result in increased revenue and cost savings, without a student fee increase, the Department of Public Safety will be severely challenged to adequately fund the necessary operations of its Parking Services functions.

PARKING SERVICES

ACTUAL REVENUE AND EXPENSES FOR FY2013, 2014, and 2015 REVENUE

	2013	2014	2015
STUDENT FEES:	\$537,178	\$506,894	\$483,407
FINES COLLECTED:	\$ 28,354	\$ 24,989	\$ 16,086
TOTAL REVENUE:	\$565,532	\$531,885	\$499,493
EXPENSES:	\$534,995	\$620,414	\$582,167
NET ASSETS:	\$ 30,537	-\$88,530	-\$82,674
END OF YEAR RESERVES:	\$520,070	\$439,624	\$413,512

Student Activity Fees and Student Activity Center Fees

The Student Activity Fee and the Student Activities Center Fee are mandatory fees at Clayton State University (CSU). The fee amount for Student Activities is currently \$60 per semester, and the fee amount for the Student Activities Center (SAC) is \$100 per semester as of Fall semester, 2013. The purposes of the programs and activities funded by Student Activity Fees are to enhance campus life, promote student academic and personal success, and uphold and support the mission of Clayton State University and the Division of Student Affairs. Entities requesting funds should demonstrate how their programs and activities benefit the campus as a whole; those programs and activities are given priority for funding subject to the availability of funds.

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The \$100 Student Activity Center (SAC) fee supports the operations and maintenance of the SAC, is a 62,000 square foot building that opened in September, 2008 and houses a multi-level fitness center complete with two gymnasiums for basketball, volleyball, and badminton, two group exercise studios, as well as a ballroom and pre-function space, TV lounge, student study areas, student organization offices and work space and a game room. The administration suite area in the SAC houses the Department of Campus Life and the Department of Recreation & Wellness. The SAC is part of a PPV project at Clayton State (along with Laker Hall which was a part of the same bond project) and is overseen by Clayton State Foundation LLC Real Estate I and campus partners.

Through careful fiduciary management, collaboration, detailed processes for fund allocation, and efficient operations, both the Student Activity Fees and the Student Activity Center Fees demonstrated a positive cash flow for FY 15. The Student Activity Fee cash flow was \$15,730.38, and the PPV cash flow was \$96,542. The positive cash flow occurred in a year that showed a decline in enrollment as well as a decline in number of fee instances for each mandatory fee related to student waiver categories. Attention to the decline was brought to the attention of budget managers early in Fall semester and although difficult to manage, staff members in each area were able to adjust to meet the decreased revenue numbers. There are no plans at this time to outsource services or programs or to significantly change the scope of services offered in these areas. There is continued commitment to provide the highest quality programs, services, and operations to students and the community alike by careful and prudent management of resources.

University Health Services (UHS)

UHS provides primary healthcare services to the campus community through a contracted medical director and an employed full-time family nurse practitioner in addition to the supporting staff. UHS has generated a consistent revenue flow of health services fees as “other revenue” for the past three years of approximately \$84,000 per year yet has experienced a decline in Mandatory Student Health Fee revenue each year due to declining enrollment and the correlating decreased number of fee instances due to student fee waivers. UHS changed its provider model at the start of FY15 from full-time physician to coverage by a nurse practitioner with medical director supervision. Such a change, along with refined operational efficiencies, resulted in the operating income of \$158,000 in FY15. In the two years preceding, FY13 and FY14, UHS intentionally utilized its accumulated reserves to renovate and relocate to another part of the campus in order to provide additional clinic capacity. Therefore, UHS decreased its reserves significantly in FY13 and FY14 with construction expenses and with the expenses associated with furnishing, equipping and operating in the increased square footage of the new clinic. However, after a year and a half of operation in the new area, UHS has been able to continue to refine its operations to successfully cash flow and also maintain a high patient satisfaction rate of 97% willingness to return and a 97% complete satisfaction with visit.

UHS has increased its health promotion portfolio in the past year and has placed additional treatment areas into use based upon increased patient demand for services. Both of these actions factor into continued growth in the revenue stream for UHS being a self-supporting auxiliary department. There are no plans at this time to outsource services and no plans to significantly change the scope of services offered. To date in FY16, UHS has experienced a 22% increase in patient visits from the same period in FY15 with continued growth forecasted.

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Section I: Information for Auxiliary Enterprises - For The Period Ended June 30, 2015							
Auxiliary Enterprise	Fund	Reserve Balance	Reserve Balance (excluding depreciation)	Total Revenue	Total Expenditures	Transfers - In (Out)	R&R Balance Held with Trustee
Athletics	12280	\$ 115,266	\$ 52,434	\$ 2,453,648	\$ 2,577,174	\$ 266,563	
Housing	12210	\$ 571,341	\$ 1,180,341	\$ 6,181,630	\$ 7,611,922	\$ (98,622)	\$ 1,006,423
Dining/Food Services	12220	\$ (38,474)	\$ 147,271	\$ 334,919	\$ 393,429	\$ 16,000	
Bookstore	12230	\$ 1,034,097	\$ 980,966	\$ 3,435,623	\$ 3,617,565	\$ (210,000)	
Health Services	12240	\$ 155,977	\$ 155,977	\$ 730,288	\$ 605,145	\$ (10,776)	
Parking/Transportation	12250	\$ 393,758	\$ 375,988	\$ 499,494	\$ 582,230	\$ (16,561)	
Other Auxiliary	12270	\$ 456,117	\$ 501,671	\$ 365,126	\$ 350,000		

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

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

The University has increased its enrollment as envisioned by its proformas and overall occupancy numbers across both residential facilities have remained steady. Clayton Station required a 70% occupancy for FY 2015; the actual occupancy level for Fall, 2014 was 72.6% and for Spring, 2015 was 70.6%. Current fiscal year 2016 requires an occupancy level of 80% for Clayton Station (683 beds). There are some major issues that make this occupancy level unrealistic at this point in time and they are briefly outlined below:

- 1) There are 2 buildings (96 beds) still offline due to needed renovations.
- 2) 1 building (48 beds) was renovated over the summer and slated for occupancy in Fall, 2015. However, due to structural issues in all Phase I buildings, only the first floor of this newly renovated building is able to be occupied for Fall, 2015 (see below).
- 3) There are structural issues with the stairwells/stair towers, etc. in all Phase I buildings at Clayton Station. These issues were recently assessed by the Piedmont Construction Group and a report with conditions and plans/cost estimates for repairs will be provided within the next two weeks. The structural issues have affected occupancy in that not all floors of all Phase I buildings (10 buildings) can be safely occupied until repairs are done. Currently, 483 beds at Clayton Station are occupied (57% of total property beds). The FY 16 budget has been adjusted to take the lower occupancy rates into account.
- 4) Plans are to repair and bring the buildings at Clayton Station currently offline back to full occupancy by Fall, 2016. The facility had a waiting list of more than 100 students before the Fall 2015 semester started and the structural issues were revealed.

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Laker Hall, primarily a freshmen residence hall, has a required occupancy of 90% and ended fiscal year 2015 with an 80% average occupancy level across both semesters due to a decline in first time freshmen enrolled in Fall, 2014. For Fall Semester, 2015, the occupancy level for Laker Hall is at 91% due to a record enrollment number of first time freshmen for the Fall and the use of Laker Hall for Clayton Station residents affected by the structural issues at Clayton Station.

Clayton State University remains committed to containing costs and operating the housing facilities in an efficient manner. The maintenance, custodial, and residence life supervision staff are shared across both residence halls. In order to realize additional revenue, Laker Hall has been used intentionally for summer programming and conference/camp opportunities to support both the educational/academic programs on campus and to supplement the revenue and support the proforma. Last year's summer revenue for camps or conferences was over \$40,000. During FY 15, Clayton State University hired a Conference Services Coordinator position that is funded and shared across three Divisions (Academic Affairs, Business & Operations, and Student Affairs) to streamline the services provided as we seek and welcome new visitors to campus to enhance revenue opportunities.

Clayton State departments continue to work collaboratively across campus to further enhance facilities and increase occupancy. For Fall semester 2015, Clayton State realized enrollment of a record number of 529 first time freshmen. Renovations and other improvements for the Clayton Station facility, in coordination with Facilities Management, have allowed us to market upgraded apartments and group housing opportunities to attract new residents. Housing and Residence Life and Academic Affairs continue to partner to offer themed living-learning communities for students, as well as selective opportunities for international faculty and students to engage in visits and academic programs at Clayton State University.

Clayton State University requested and received a \$25 fee increase for the Student Activities Center (SAC), one of the projects in LLC I, that began Fall semester, 2013; this increase along with the cost saving measures employed by the SAC staff have enabled the financial assumptions to continue to be met for this facility. The SAC averaged 10,000 visitors per month during FY 15; the overall use of the Fitness Center alone increased by nearly 5% over the previous fiscal year. The SAC staff provides opportunities for external constituents to rent and use the ballroom when available and not used by students. Improvements made to the SAC during FY 15 include: installation of a new hot water heaters; replacement of wireless access points; refinished intramural courts in the Fitness Center and installed new graphics; and purchase of additional camera licenses to provide better oversight and security.

Available operating reserve balances for the PPV projects are: \$709,092 for the SAC; \$23,624 for Laker Hall; and \$686,676 for Clayton Station. The amounts held by the Board of Regents in the PPV Pooled Reserve are as follows: \$212,540 for Laker Hall; \$199,927 for Clayton Station; and \$160,739 for the SAC.

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

PPV Project	Fund	Reserve Balance	Reserve Balance (excluding depreciation)	Total Revenue	Total Expenditures	Transfers	R&R Balance Held with Trustee	How would you rate PPV performance - Good, Fair, Poor?
PPV2801000(Laker Hall)	12210	\$ 1,111,233	\$ 656,902	\$ 2,130,699	\$ 2,660,648	\$ (40,000)	\$ 133,230	Fair
PPV2802000(Clayton Station)	12210	\$ (539,892)	\$ (539,892)	\$ 4,050,931	\$ 4,951,274	\$ (58,622)	\$ 873,193	Good
PPV2803000(SAC)	13000	\$ 1,022,657	\$ (201,745)	\$ 1,862,790	\$ 1,766,248		\$ 266,406	Good

9) Provide an update on the financial health of the athletics program at your institution. Specifically, provide the revenue generated and the total spend by fund source for the past three years. What

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percent of revenue comes from student fees and what percent comes from private donations? Report on any shortfalls. What actions are being contemplated or taken at your institution to address any shortfalls or prevent them from happening? What are the biggest challenges in athletics? Be specific.

Athletic Revenue Table

	FY13	FY14	FY15
Revenues	2,663,237	2,525,152	2,448,656
Expenses	2,774,230	2,706,779	2,536,617
Fee % of Revenue	95%	94%	92%
Other % of Revenue*	5%	6%	8%

*Camps, NCAA, Concessions, Ticket Sales, etc.

Value Proposition

The Department of Athletics plays an important role at Clayton State University. It serves as a primary outreach department for the University's public relations and marketing. In 2011, the women's basketball team won the Division II National Championship and that allowed the institution to carve out a space in the crowded education market in the Atlanta Metropolitan area. More people were able to identify Clayton State after that watershed moment than any other time in school history.

Athletics serves as a key ingredient to recruiting and developing programming for international students. Fully 1/3 of all student-athletes hail from outside of United States, adding to the diversity of our institution in ways that might not otherwise be accomplished. Athletics has also collaborated with the International Student Services Office to host International Student Night at a soccer game this fall and have plans for additional activities later in the academic year.

The Department has also increased the academic expectations for its student-athletes. In collaboration with the Faculty Athletics Representative, the Center for Academic Success, Academic Advising, and Enrollment Management, Athletics has created a Graduation Improvement Plan in a proactive effort to improve student-athletes' scholarly performance. Through the combined efforts of the departments named above, last Spring (2015) the Department of Athletics broke its own record for the number of student-athletes named to the Peach Belt Presidential Honor Roll. We have already started to change the culture and have increased expectations amongst students, coaches, faculty and staff.

Finally, Athletics provides a showcase for female students. Headlined by the women's basketball team, Athletics has demonstrated success in its female programs with meager resources: 2010 NCAA Final Four appearance in Women's Tennis, and Peach Belt Conference Championships in Women's Cross Country (2012), and Women's Soccer (2013). Our immediate and long term plans include an intentional effort to highlight women's sports.

Shortfalls

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Over the past two fiscal years, our expenses have outpaced our revenues. This is due to the decline of our traditional full-time student enrollment, the increase of Move On When Ready (MOWR) student enrollment, escalating costs, and the pace of non-fee revenue increases.

To ensure Athletics is managing its resources in the best possible manner, the Clayton State University Budget Office assisted with the recent hiring of an Athletics Business Manager. The Budget Office had a person on the hiring committee and conducted interviews of the final three candidates. The person hired has a direct reporting line to the Director of Athletics but is also part of the Budget Office. This arrangement ensures best practices are utilized in all processes.

Note: The Budget Office also pays a small percentage for the Assistant Athletic Director for Compliance and Student-Services. The position has dual reporting lines which are to the Director of Athletics and the Vice President for Business Operations. This structure provides the best institutional control for Enterprise Risk Management, Title IX and NCAA Compliance.

Actions

Last fiscal year, the shortfall was reduced by over \$93,000 through an aggressive cost containment plan and an increase in non-fee revenue of 34% (\$150,177 to \$202,351). For FY16, we are continuing to utilize resources more efficiently and increase current and create new revenue streams. Beyond that, we are planning to further contain expenditures by reducing student-athlete scholarships, critically analyzing our existing staff, and potentially eliminating a sports program(s).

Challenges

The biggest challenge for the Department of Athletics is the lack of revenue. The challenge manifests itself in the following ways:

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

We need to create additional opportunities for female student-athletes. Currently, complying with Title IX is a challenge. Female students at Clayton State University need more scholarship opportunities and locker rooms for every woman's sport. An increase in student fees will allow us to provide more opportunities to that underserved population and will allow us to further strengthen our commitment to Title IX.

We also need to maintain a safe and competitive athletics program. Since FY13, our revenues have decreased by \$214,582; in order to keep pace with escalating transportation and healthcare costs, we made the decision to change the way we travel. Instead of chartering 55 passenger buses, we have allowed our coaches and support staff to drive 15 passenger vans.

The Department of Athletics has not asked for an increase in mandatory athletic fees since 2010, while almost every other of our peer institutions has received one. We will need a student fee increase to ensure we provide more opportunities to female students and strengthen our commitment to Title IX. Given fee levels at other institutions, we do not believe a future increase will place a significant burden on affordability for our students.

Part IV: Facility Needs

10) Discuss the facility needs of your institution, including leased facilities and construction projects that will require review and approval per Board of Regent policies. **Please use the attached Excel**

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template to provide the estimated lease or Project cost associated with each priority (tab labeled Facilities).

Clayton State University has added a new Science and Research building into our inventory of 38 buildings (not including rented space in Fayette county). Over 700,000 gross square feet are devoted to resident instruction at the University. The institution has 15 academic buildings; 11 of which are classroom buildings, four educational support buildings, one 450-bed residential building and 14 apartment buildings (850 beds). Some of the apartment buildings are currently undergoing assessment for rehabilitation by the LLC Real Estate-2.

CSU continues to focus on upgrading buildings and utilities infrastructure as well as remodeling its existing space. The University will be focusing on Academic Core Capital Project (renovation of several existing buildings, roofs and construction of a new mini-chiller plant in the West side of the campus) as well as acquiring a property situated between main campus and East side of the campus on Trammell Road, building a new road thru the new property and upgrading existing residential structure to adopt for Public Safety use. Other projects related to facilities modifications and signage are part of this planning as well.

The University has been approached by a Clayton County Charter School-the Utopian Academy about sharing or developing a site for their charter school. The institution is also entering conversations with Clayton County officials to address workforce needs about the development of a business incubator/accelerator in Rainwood Apartments which are located adjacent to the University and owned by the Clayton County Development Authority. Discussions center on a shared facility with Clayton Schools, Clayton County Commission that addresses economic development and workforce needs, SBDC small business accelerator, and continuing education customized work training (modeled on U Md Baltimore County). The facility is on 17.5 acres of land, that currently contains low cost apartments. Acquisition of the property has long been a part of the university's long-term facility master plan.

The incubator and associated activities would replace the residential use of the apartment facilities. County SPLOST dollars are apparently available for this economic development project.

The University's facilities priorities are as follows:

Budget Development FY17

1. Academic Core Renovation (Construction Phase)

1A. Academic Core Renovation - Arts & Sciences:

Arts & Sciences was built in 1974 and is mainly dedicated to classroom space. The building is a heavily utilized classroom building and houses 52 faculty on its two floors. Several upgrades occurred over the years, including lighting upgrades, window replacement, ceiling tile replacement and HVAC upgrade.

Needs

- Building Envelope Upgrades: Roof is in very poor condition with several leaks causing moisture in building and resulting in additional problems with humidity in the building. Single-pane windows need to be replaced because of insufficient R values.
- Bring building up to current ADA code standards. (Classrooms).
- Reconfigure space to be more efficient and to meet BOR guidelines.

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- Plumbing valves, pipes and fittings are in poor condition.
- Electrical system is in poor condition.
- Improve classroom acoustics.
- Theater seating and flooring upgrade.
- Addition of a lobby area adjacent to the Theater.
- Addition of an exterior canopy and walk path to connect workshop and the Theater's stage.

1B. Academic Core Renovation – Lecture Hall Upgrade:

The Lecture Hall had the roof replaced in 2000 and a cosmetic upgrade in 2003. The building is the only academic facility on campus that is 100% dedicated to auditorium style classrooms. It has been utilized very heavily.

Needs

- Upgrade HVAC including Air Handlers.
- Upgrade electrical and controls.
- Upgrade IT/AV.
- Upgrade ceiling and finishes.
- Reconfigure two classrooms into three classrooms.
- Enclose exterior canopy for study area.
- Build restrooms.

1C. Centralized System for Harry S. Downs Center for Continuing Education, Spivey Hall and Music Education Building:

Individual air cooled chillers for buildings are highly inefficient. Construction of a new centralized utility infrastructure loop in the West side of campus will assist with energy-efficiency measures for the three existing buildings in that area of campus and allow upgrade possibility for the future expansion. Campus is planning to replace electrical system, adjust mechanical system to support chilled water loop infrastructure. Buildings' combined square footage is 152,630 sq. ft. (Athletics & Health Center; 43,268 GSF Continuing Education & College of Nursing; 47,877 GSF; Music Education Bldg. 28,620 GSF; and Spivey Hall 32,865 GSF). Concept study has been completed by Newcomb- Boyd and design professional selected by the BOR as of October 14, 2015.

Needs

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

1D. Academic Core Renovation - Roof replacement for Natural & Behavioral Sciences Building:

The University needs to improve the building envelope, insulation, and moisture protection to improve energy savings measures and prevent future moisture or air quality issues. All these measures directly affect energy savings. Roof replacement for Natural & Behavioral Sciences is

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at the top of the list and is in very poor condition with several leaks causing moisture in building and adding to additional problems with humidity in the building.

1E. Academic Core Renovation - Roof replacement and addition of classrooms for Athletics and Health Building:

Roof replacement for Athletics and Health building is one of the priorities. In addition to the roof replacement for the Athletics & Health building, two - three academic classrooms will be added within existing building square footage.

Needs

- Building Envelope Upgrades: Roof is in very poor condition causing moisture and additional problems with humidity in the building. We need to prevent air quality problems.
- Provide a better roof to protect recently upgraded basketball court and other system improvements.
- Built-out three academic classrooms.

1F. Academic Core renovation – James M. Baker and Library Roof Access Ladders Installation:

The James M. Baker University Center's original construction did not include access ladders for roof access. Need ladders installed for 19 clerestory system roofs at the University Center and Library buildings to provide safe access for roof maintenance.

Needs

- Roof access ladders.

2. Library HVAC System Upgrade:

Library building renovation for Library functions is anticipated to be complete in November 2015. Occupancy load will increase by 500, hence, electrical and HVAC systems require upgrade. Air handlers need to be replaced because they are at the end of their life expectancy. Interior space including building envelope improvements, ceiling system and windows/curtain wall upgrade are in the project scope as well.

Needs

- Curtain walls and window replacements due to single-pane windows with insufficient R values.
- HVAC system, design and controls are 35 years old and not supplying conditioned air adequately to the spaces. Building is set up with six air handlers, one of them is badly leaking, and the remaining are in poor condition. Parts are unavailable with aged equipment.
- Replace air handlers and HVAC duct system.
- Bring Library space in accordance with SACS requirements.
- Bring the existing building to ADA compliance.
- Reconfigure old space (17,000 sq. ft.) to be more efficient and support all Library functions.
- Plumbing valves, pipes and fittings are in poor condition.
- Electrical system is in poor condition.
- Upgrade from pneumatic system to DDC controlled.

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3. Upgrade IT Infrastructure Campus Wide:

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

Needs

- Replace aging Enterasys equipment, network switches and routers in various buildings on campus.
- Replace UPS in the data closets in each building.
- Implement ring topology for fiber optic installation.

4. Trammell Property / Public Safety

4A. Campus is exploring the purchase of the Trammell Property adjacent to the East side of the campus. This acquisition would provide a much needed back entrance from campus. All current roads require crossing of a railroad track. The newly acquired property will allow building a road to get an alternative egress from campus.

Campus had to decommission one of the busiest roadways (Caldwell Drive) in order to provide space for construction of new science building. The new road with exit to the Trammell Road will assist with traffic relief from the Central part of the campus as well.

4B. The Trammell property acquisition and renovation of existing building structure on property will open an option to adopt space for expansion or relocation of Public Safety department.

5. Advising Center:

Clayton State University has accomplished the first step in adopting space for the Center for Advising and Retention by adjusting space in Natural and Behavioral Sciences building to accommodate centralized space for advising. To complete the project, a portion of the building's South wing (1410 square feet) needs to be modified in order to build continuous space for the center.

Needs

- Build out centralized location by connecting reception area to the advisors' offices.
- Research options to accommodate more offices for additional hires for advisory center.
- Complete construction to convert classroom into a reception /waiting/meeting room area with purpose to display resources.

6. Spivey Hall Renovation:

Spivey Hall is a unique concert venue that contains the world famous Spivey organ and provides a stage for world renowned artists, supports the performing arts program at Clayton State

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University, as well as supports the campus community engagement program PACE that initiated in 2013. It is imperative to keep the facility in the right condition. Failure to do so would have a catastrophic impact on several one-of-a-kind instruments.

Needs

- Convert utility infrastructure in the building (electrical heating needs converted to a gas-fired boiler system).
- Upgrade Energy Management System and controls.
- Improve building envelope.
- Upgrade interior.
- Spivey Hall loading dock lift and awning for weather protection.

7. Fayette Instructional Site Expansion:

CSU Satellite Instructional Site in Fayette County supports dual enrollment. Currently, total head count is 550 (unduplicated) and the program is growing. The existing site consists of 10,900 square feet of instructional and office space that cannot support increasing enrollment due to 100% utilization of existing facility at Kedron Office Park location. Classes run from 7:45 am to 10:35 am and from 4:30 pm to 10:00 pm scheduled back to back. The site will start offering afternoon classes between 1:00 pm and 4:00 pm; this will allow for some additional capacity flexibility; however, this is an intermediate measure and will not solve the continuing increase in dual enrollment. Some existing spaces have been reconfigured to meet needs for space, such as testing classroom is used for faculty offices; an existing boardroom is used for classes. See earlier MOWR discussion on page 4.

The lease for the property is expiring in Spring 2016.

Needs

- Rent of additional space across the hall of existing space on as-is basis (preferably part of the 10,000 square feet that are vacant and currently available for rent as a bulk space). As noted previously in, the Fayette County Instructional Site is in sound fiscal shape as the result of steady enrollment growth over the past eight years. The additional space will include classrooms that will generate additional credit hours during peak times and a new advising and student support center to improve retention.
- Adopt lounge space to allow seating and studying for students in between classes.
- With growing enrollment, there will be a need for additional faculty to maintain 20-25 students per instructor ratio.

8. Miscellaneous Campus Projects by Facilities Advisory Committee:

Campus Miscellaneous Projects	Cost

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Center for Justice	\$62,000
Counseling Services Expansion	\$46,000 – 80,000
Recreation & Wellness	\$630,000
Cooling for data closet in MED	\$17,500
Lactation Station	\$10,000
Separate office area from the lobby at UC to provide privacy to faculty and students.	\$15,000
Spivey Hall edge-of-dock leveler	\$34,200
Office suite for School of Nursing	\$60,000
Total	\$908,700

9. Edgewater Hall building envelope upgrade.

Edgewater Hall was renovated in Phases during 2005-2010. HVAC, Electrical, Interior was upgraded. As part of the above mentioned upgrades, glass storefront was replaced; however, office windows are still old from original 1969 construction and leaky. Roof for the building is in poor condition as well and needs replaced with a better 5-ply roof system and energy efficient cap. Fire Alarm needs to be upgraded (\$40,000) to complete the building infrastructure improvements.

Needs

- Windows upgrade
- Roof replacement
- Fire Alarm Upgrade

10. Implementation of exterior signage replacement program.

As the University continues to grow, the need for new signage on campus has become increasingly apparent. Not only is it important that signs be clear to help everyone navigate the campus, but they should also be more informational, welcoming, and branded to be distinctive to CSU. Implementations of Phase I exterior signage that would include monument location building signs, vehicle directional and pedestrian wayfinding estimates to \$165,000.

11. Convocation Center

According to the CSU Master Plan completed in 2010 by Sasaki Associates, the existing athletics district in the West side of campus will be strengthened by creating of new Convocation Center. The new building will feature 115,000 GSF of multi-purpose space.

The academic space will enable the expansion of the existing undergraduate Health & Fitness Management program with innovative concentrations designed to meet the health and fitness related needs in Georgia and our local community. The multi-purpose area will become the primary venue for academic conferences and functions, thereby freeing up the fee supported Student Activity Center for its primary purpose of supporting student activities.

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Part V: Academics

11) Discuss new academic programs under consideration for startup in FY 2017. How do the proposed programs line up with the goals of industry, the System, the region and the State? How were the needs for the programs and the program budgets determined?

The new academic programs that we submitted on our Academic Program Forecast are directly related to the Governor's High Demand Career Initiative and/or Complete College Georgia. In particular, we are focusing on degrees that will address workforce needs for the film industry, health care, information technology and logistics. Clayton State is playing an active role in the development of skilled workers to support the burgeoning film industry in Georgia. The University is leading the development of a statewide network to provide entry level training into the industry. This will complement the new B.A. Degree in Film Production and a proposed B.B.A. in Film and Entertainment Management.

The University will continue to expand its successful programs that support health care from a variety of perspectives. A proposed B.S. in Health Sciences will provide new career paths for students who are not admitted into the highly competitive nursing program and thus addressing both CCG objectives and the health care industry. And, a proposed Physician's Assistant graduate degree program will build on the success of the Family Nurse Practitioners Master's degree program that was launched this fall.

With regard to Information Technology, Clayton State is participating in a statewide consortium to provide training for the high demand field of cybersecurity. This is a major area concern expressed by the businesses who have participated in the HDCI presentations.

Also under consideration are graduate programs in Digital Rhetoric and Applied Writing and a collaborative online Masters of Applied Mathematics. The former will address the need for workers with advanced applied communication skills while the latter will speak to the growing need for workers who can use data analytics to improve productivity. A Birth – 5 undergraduate degree is also under consideration to help meet the demands for new education requirements for day-care operators.

All of the degree programs under consideration were assessed with regard to the budget implications. These programs use capacity in existing courses, the reallocation of existing faculty lines, and external grant proposals to hire the necessary faculty.

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

Clayton State focused on four high impact strategies to increase student retention and graduation. As mentioned previously, we moved to a centralizing advising center that utilizes the data analytics tools of EAB's Student Success Collaborative to identify at-risk students, design effective interventions, and reduce barriers to graduation. We believe this strategy contributed to the increase in the first year student retention rate from 67.65 percent last year to 70.9 percent for our most recent cohort. This most recent change builds on previous improvements to academic advising and other retention strategies to dramatically increase our graduation rate from 27.1 percent in 2011 to 33.3 percent in 2014.

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Clayton State University graduates more than 1200 students each year and over 50% of Masters' graduates are Black or African American students for the past three fiscal years.

Degrees Conferred by Race/Ethnicity#

	FY 2013	FY 2014	FY 2015
Bachelors			
Black or African American	635 (62%)	671 (64%)	635 (62%)
White	242 (24%)	236 (23%)	243 (24%)
All Others *	143 (14%)	137 (13%)	150 (14%)
Total Bachelors' Degree Conferred	1,020	1,044	1,028
Masters			
Black or African American	69 (61%)	76 (58%)	72 (52%)
White	36 (32%)	39 (30%)	46 (34%)
All Others *	8 (7%)	16 (12%)	19 (14%)
Total Masters' Degree Conferred	113	131	137

*All Others include Non-Resident Alien, Hispanic (of any race), American Indian or Alaskan Native, Asian, Native Hawaiian or Other Pacific Islander, Two or More Races, and Race/Ethnicity Unknown

Chart does not include Associates Degrees or Certificates

A second area of emphasis was our dual-enrollment program (now called Move On When Ready) that ultimately decreases time to graduation and has been documented by numerous research studies to increase student success. Clayton State enrolled 644 MOWR students this fall, an increase of 18 percent over last year's class. This recent growth is not a one-time aberration as the number of MOWR students has increased by 138 percent since Fall 2012. The success of this growth can be attributed to active partnering with area high schools and an emphasis on accelerated admissions and enrollment processing by a dedicated staff of MOWR advisors.

The third CCG area of emphasis was to enroll most students in need of remediation in gateway collegiate courses in English and mathematics, with co-requisite Learning Support. While this strategy is still being revised, there was a 10 percent improvement in math remediation completion and college course completion within 2 semesters with success rates of 74 percent for Fall 2014 compared to 65 percent for Fall 2013.

The fourth CCG strategy focused on offering more online courses to meet the needs of non-traditional students. To that end, the number of students enrolled entirely in online courses more than doubled from 315 students in 2012 to 741 students in 2015. Clayton State has also been the leader in developing Self-Paced Online Courses (SPOCs) which have a student success rate of 86 percent, which is significantly higher than the 77 percent success rate for traditionally structured online courses. The first SPOC in the University core curriculum was offered Spring of 2014. By Spring of 2016, four SPOCs will be offered, which covers the entire area E of the core. Within two years we expect to have a course in each of the remaining areas A through D of the core. Additional resources would allow us to accelerate the development of new courses. Once the courses are developed they can be taught by any faculty member in the discipline. Due to national attention to competency based education courses we anticipate continued interest and enrollment growth in this self-paced delivery format that is more convenient and flexible for students. Such courses may be especially popular during the summer term when many students are away from campus.

FY 2017 Budget Narrative

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