

FY 2019 Budget Topics

Institution Name: Clayton State University

List the top three to five strategic topics for discussion at the FY 2019 budget hearing. It will be important to discuss serious challenges facing the institution, but equally important to discuss major successes.

- 1. Complete College Georgia**
- 2. Strategic Enrollment Management**
- 3. Strategic Plan**
- 4. Financial Progress**
- 5. Update on fiscal affairs staff**
- 6. Strategy on freshmen housing**

Clayton State Budget Presentation

Hynes notes

January 23, 2018—thanks for the opportunity to talk with this group

1 Complete College Georgia—much of this fully integrated into our strategic enrollment management plan (summarized on pp. 1-7) We would identify six elements that contributed to a 2.2% increase in enrollment during FY17, growth of 7.2% over the new undergraduate enrollment from fall 2016 to fall 2017.

- a) Partnerships developed for individuals with post-secondary credit, no credentials. The GEICO partnership mentioned (for request for support for a corporate recruiter) comes with hope of expanding efforts in Aerotropolis area—Delta, UPS, Wells Fargo, Hartsfield Jackson International) one year improvement of transfer enrollment of 10.1%
- b) Use of data and intrusive advising to improve completion and student success—this was combined with strategic communication center for multiple outreach efforts to students—early alert systems connected through this communication effort. Sign evidence from earlier acceptance of these efforts—earlier years had first time freshmen cohorts around 500-550, and annual graduation numbers of 1100-1200. Many of these elements are part of full commitment to the Momentum year program, led by Dr. Tenley. Our request for funds to acquire campus Logic, a financial aid verification system, is to add another data driven tool to our efforts, as would be the student success analyst, doing consistent deep dives into data. Our summer bridge program, now in its second year, serves approximately 50 students last summer, double from the previous year, with nearly 100% fall to spring retention.
- c) Dual enrollment growth—CSU has attended to this area for some time, and uses methods such as special advisors and reviews for students and families to help with their success. Within the next 2 years, our records on students enrolled in dual enrollment and thus our ability to better measure and grow the number of students who matriculate to complete 4 year programs with us
- d) Increase traditional enrollments with more systematic recruiting. Some of this will relate to the communication strategic goal noted later. But using such means as the market opportunity data from the Vinson institute, and other intentional actions, we had a 9.8% increase in traditional freshmen from fall 2016 to fall 2017.
- e) Increase in student credit hours taken, and recommended attendance in summer programs. The graduate sooner initiative is its second year—new freshmen taking 15 credits this fall (compared to last) increased by 6.7%. As to the summer support, (and why we are huge fans of summer Pell, earlier data showed students taking summer classes graduate at 64%, compared to 7% for those never taking a summer course.

2. Strategic Enrollment Management as noted there is considerable overlap with complete college Georgia. But we request some help that would further enhance our enrollment management efforts

- a) In state tuition offers to South Carolina students—our tuition and fees are very much competitive with their state institutions. Access to metro Atlanta job markets would be

attractive arguments for potential students. The data from USG and national data suggests that some 50% of graduates remain in the state from which a student graduates—and for Clayton State, that percentage has been nearly 90%

- b) Help with strategies for students with small balances—we have and will comply with law and policy. We will (as will be noted later) reached for increased resources to bridge a gap between student ability to pay and amount needed to pay. But without drops this fall, we would have experienced a 2.2% increase this fall. Any advice now or later (especially after I have stopped talking) would be appreciated—and we much appreciate the system effort to wrestle with this—more on this later under discussion of strategic planning accomplishments

3 Strategic Plan variety of measures of progress but we will highlight priorities for student engagement and program success

- a) Student engagement—partnering academic with student engagement was at the heart of our board presentation—at end of fall, 2017, 1800 unduplicated students had at least one PACE course, 60 faculty trained, 45 courses designed, and 100 project partners on and off campus. Finding community environments to achieve in course learning outcomes, and thus scalable over time—each enhancement does not necessarily required same levels of new resources. EDGE program aims to expand to 90% of students some off campus work experience or on campus intensive research experience. Our current benchmark is 72% of our graduates. Part of reason for an internship coordinator, and a career engagement director (p. 25) Scalability comes from intentional connection of course learning outcomes to applicable job skills demanded in public, private and non-profit sectors. As a Carnegie engaged campus, we must meet externally identified benchmarks to retain that status—will do so
- b) Program successes—three noted here
 - a. Child Care—creating support for students was an itemized priority—building a facility was not scalable, but finding support and partnerships with funders and quality child care could be—our partnership with Quality Care for children—BOOST—now at 50 students, 53 children, \$120,000 in first year—80% still participating, allowing for significantly greater number of credits to be completed, and an average 2.9 GPA—leveraged this to gain an invitation to state PACTT two generation innovation grant—meeting January 31 for student parents
 - b. Comprehensive Campaign—Greater in Mind—Help more students complete their education; expand opportunities for students to gain real world experiences prior to graduation; become more innovative in teaching and learning—by the end of FY 2017 exceeded our annual fund goal raising nearly 900,000—a growth of 109% in five year. We’ve already announced receipt for the first time of coca cola foundation support—500,000 over 2 years for underrepresented STEM and first generation college students. These 50 scholarships include conference travel, study abroad and engaged student activities; 300,000 has also been promised by a high tech local to create a launch pad for students and talent development for the firm—3.4 million has already been raised in gifts and pledges, most in university history—believe we are on the way to claim victory of exceeding the 12M goal in 2019.

- c. **University Communication Plan**—involved integration of multiple university communication centers to greater system university-wide. It involves redesign on university web site, greater analysis of potential audiences with whom to communicate, especially about enrollments, and strategic investments in communication of “who we are” based on that data. New website was launched December 15, 2017. Inquiries for graduate and undergraduate programs in the first 39 days constituted 57% of the inquiries for all of last year. Work with Neilson PRIZM analysis indicates knowledge of the institution is generally positive—just not widespread knowledge of who we are and what we do. Began investments this year, with aims to continue them based on effects measure of net Promoter scores and awareness

4. Financial Progress found on pp. 8-23. Grateful that earlier actions has contributed to considerable improvement in financial position—later indicate how, with board staff assistance, considerably more confidence in our “numbers.” Bottom of page 9, we report a \$1.89m increase in operating revenues (4.28%); and a \$2m decline in operating expenses (-2.23%). Contributing factors include continued implementation of critical vacancy process—see attachments; intentionally developing 3% carry forward fund annually; addressing FY16 audit deficiencies—with thanks to Claire and Shelly for publically sharing that progress with the Board—of course finances are improved when enrollments show incremental increases

We are still working on our analysis of financial implications of changes in e-tuition rate, and our movement to make on-line offerings a key part of our course inventory—we see this as a part of the board priority to match costs to our students with the costs of delivery of program mixes—but for now, we continue to make financial progress

Housing will be mentioned later, but 3 examples of advances in auxiliaries should be noted here:

- a) **Athletics**—we suspended tennis, (used completion funds to help students graduate) and have increased fund raising activities—5.22% 2013—10.39% 2017. But those actions allowed the program to continue a positive financial condition—80 of the 140 student athletes have GPA’s in the Fall over 3.0, recognized at awards ceremony sponsored by a corporate sponsor
- b) **Dining**—this is especially important to cost of attendance, especially to residential students—our move to the statewide Aladdin program appears promising
- c) **Parking fees**—collected for the first time to staff and faculty

5. Update on fiscal affairs staff—please see the organizational chart—thanks to board staff for advice and guidance—still appreciative to Nick Henry and colleagues from Dalton, as well as reforms in staff and training led by Megan Davidson—still a year away from where we wish to be, but light years beyond where we were 12 months ago

6. Strategy on freshmen housing—three areas to emphasize

- a) **Refinance of Laker Hall and Student Activity Center** Save 11m over the length of the bond—long term improvement of debt coverage ratio with changes

- b) Increase in full time freshmen from EM advances—in one year fulltime freshmen went from 85.5% to 87.4%; number residing on campus from 61% to 64.9%, with Laker Hall occupancy from 81.6% to 88.7% and overall in housing from 85.7% to 89.2%—this easier to maintain with improvement of conditions in upper level housing
- c) Freshmen occupancy more sustainable over time by being intentional about taking academic advantage of residence halls—advising and academic support services brought into the residence halls systematically