

# FY 2014 Budget Narrative

**Institution Name: Clayton State University**

## **Part I: Institutional Health**

- 1) Discuss the financial health of your institution using the June 30, 2012 annual financial statements as the basis. This discussion should include trend data for key financial measures (i.e. cash, reserves, etc.) What has the institution done concerning pursuing and implementing efficiencies and other streamlining measures regarding its academic and overall institutional operations during the past three years?

Clayton State University is a sound institution that has weathered several years of budget cuts like the other System institutions. Through sound management, cost cutting, program reduction, hiring slowdowns, furloughs and the system's approval of modest tuition increases and the adoption of the institutional fee combined with several years of enrollment growth, Clayton State has managed to survive the budget cuts without grossly impacting our students.

A review of our annual financial statements supports our conclusion that our institution is financially sound. CSU continues to experience strong financial growth, due primarily to increases in operating revenue and student FTEs.

Increase In	2012	2007-2012
Operating Revenue	+ 11%	+ 23%
Student FTEs	+ 4%	+ 28%

Growth of this magnitude has presented opportunities for the institution, to expand its student offerings and onsite facilities. Over the past six years, CSU constructed a dormitory, built a student activity center, acquired a nearby apartment complex, and renovated the bookstore, four academic buildings and two administrative buildings. The response of students to these changes and additions continues to spur growth and excitement, even in difficult economic times.

Our statement of Net Assets shows a decrease for between June 30, 2011 and June 30, 2012 because the University invested in its physical facilities and completed several planned capital projects.

CSU also continues to embrace new software technology and the use of third-party vendors to assist in managing the growing volume of student-related transactions. During FY 2013, the University will complete its implementation of Simplicity and NelNet, two enterprise solutions designed to manage and interface housing information to Banner and PeopleSoft.

### **Academic Affairs:**

In Academic Affairs, several changes have increased our efficiency. These areas can be grouped primarily in changes in academic programs, delivery of programs and academic support.

### **Academic Programs:**

- 1) Over the past three years, nine non-productive programs have been terminated, as follows: Associate of Applied Science in Aviation Maintenance Technology, Avionics Technology, Computer Service Technology, Electronics Technology, Medical Office Administration, Paramedic Technology, Management and Supervision Development, Railroad Operations Technology and Telecommunications Technology.

## FY 2014 Budget Narrative

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- 2) We developed a concentration in Corporate Communication in our BS in Communication Studies degree program. That path was efficient in developing these skills in our students and making the Communication degree more commercially viable.
- 3) We are in the process of revamping our IT degree path in order to cut down on the number of different preparations faculty are required to teach and to streamline the path to success for our students.

### **Academic Program Delivery:**

- 1) We have increased the number of hybrid and online classes by about 20%. This move has provided efficiencies in demand from the physical plant as well as allowing greater scheduling flexibility for our students and faculty.
- 2) We have purchased and begun using the Tandberg videoconferencing system for teaching classes at remote sites, Fayette County primarily. The new technology allows us to broadcast face-to-face classes on the Clayton County campus to remote sites, and as a result of the savings in instructional cost we are able to sustain a relatively low enrollment at the remote site.
- 3) We have increased our collaborations over the past three years. We have for a long time been a member of the WebBSIT consortium, but in the past three years we have become an eCore Affiliate and thus have the efficiency of offering general education classes fully online for no instructional cost to Clayton State. (There is of course an opportunity loss as the majority of the tuition flows to eCore rather than Clayton State; however, we do not have to pay for any of the instructional costs for those same classes.) We have joined a slightly different breed of consortium with Columbus State and Georgia Southwestern, an online MSN offered by the nursing programs of those three institutions, increasing efficiency by virtue of the fact that one institution does not have to provide the instruction for all the classes in the MSN.

### **Academic Support:**

- 1) Approximately three years ago, we implemented a program of pre-made schedules for incoming freshmen. We did this for two reasons: one, to reduce the number of hours spent creating schedules for freshmen when they arrived at the beginning of the school year or during on-campus orientation visits, and, two, to direct freshmen into programs that were the best fits for them in terms of their success.
- 2) Around the same time, we also created the Division of Enrollment Services and First-Year Programming. Previously, CSU had one Dean of Retention who, while working hard, was not very effective. This reorganization allowed us to convert the dean position to an Associate Vice President for Enrollment Management and place Orientation, Admissions, Registrar, Advising, Testing, Student Success Center, and Financial Aid under that position. This division also works closely with Student Affairs, particularly Residence Life, Counseling, and Student Activities. The net results of this change are several. There is a tight team concept in Enrollment Services; much greater communication flows throughout campus on enrollment issues; retention numbers have gone up and our enrollments have increased in spite of demographic trends elsewhere.
- 3) The First-Year Advising & Retention Center (FYARC) opened its doors in September

## FY 2014 Budget Narrative

2011 in an effort to move all advising and programs for first-year students to one department and to improve their retention rate. In addition to requiring students to attend a monthly meeting with their advisors, this center coordinates the first-year experience course, pre-made class schedules, and the learning communities program. Several new initiatives were also added that include a freshman common reading program, a mandatory career exploration program followed by students attending one of numerous workshops on selecting a major, and implementing the MAP-Works retention management program. The FYARC collaborated with the Office of Orientation and New Student Programs to redesign the freshman orientation program and create a first-year mentoring program for students identified as at-risk through MAP-Works. We reallocated about 250,000 to create a center of advisors and retention programming. This has streamlined advising and allowed us to make better use of advisors campus wide. We like to think this has created some efficiencies in advising.

- 4) A smaller but nonetheless significant example of efficiency gained from technology is the Virtual Open House. This software application has allowed us to host open houses that parents and student visit virtually and has resulted in very positive feedback. We still have ample traditional open houses, but this virtual one can be held at a fraction of the cost of a traditional open house.
- 5) Starting last year we began the work toward incorporating Degree Works. While we are planning to go live in January, we feel certain that the work done to this point will result in much greater accuracy, reliability, accountability and thus efficiency in advising.
- 6) This year as a result of Complete College Georgia activities, we have increased our activities in Supplemental Instruction and in Tutoring.

### Campus Energy Conservation:

We are continuously identifying energy conservation measures to implement to contain increases in energy costs for campus facilities. The University seeks to reduce the increase in energy costs every year as follows:

- 1) Establishing energy efficiency goals
- 2) Identifying and benchmarking our organization's best practices in energy management.

The University has completed the following projects:

- 1) Replaced Gymnasium's old inefficient lighting systems with high efficient LED fixtures.
- 2) Upgraded HVAC system from two pipes system to four-pipe energy efficient system in Faculty Hall and NBS.
- 3) Replace existing lighting system with T-5 lamps in Arts and Science Building and Library.
- 4) Installed meters for the buildings thanks to a system initiative.
- 5) Upgraded energy efficient Air Handler unit for Arts and Science.
- 6) Improved building automation system- DDC control, light sensors, etc.
- 7) Utilize pond water for irrigation.
- 8) Replaced single pane curtain walls and windows at Library, NBS, and Faculty Hall. Also created five vestibules or air locks for NBS.
- 9) Reduced building infiltration by applying new caulking, weather-stripping, etc. at Lucy Hue Hall, CSU East, and Library.

Our strategic plan provides a roadmap for increasing energy efficiency, reducing emissions, updating our design standards to increase building life cycle and reduce operating costs.

## FY 2014 Budget Narrative

- 2) 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.

CSU and its staff have worked hard to contain cost, provide a safe living community conducive to learning and the growth of our students. We have implemented several practices to ensure we meet the governance and accountability requirements associated with managing tax exempt facilities.

The University has increased its enrollment as envisioned by the proformas. Laker Hall has a required occupancy of 90%. This year's occupancy has been an average of 85% and is expected to increase for Spring semester, 2013. Clayton Station proforma requires a 60% occupancy number for current fiscal year and that target has been met.

Along with Clayton Station apartments providing opportunities for upperclassmen housing after the freshman year, a number of new marketing and programmatic strategies have been proposed to further enhance occupancy numbers. In addition to partnering with Academic Affairs to expand first and second year living-learning communities, other strategies include diversifying the types of housing options available including family housing, faculty-in-residence, and other themed living communities as well as availability for other enrolled USG students.

The underlying financial assumptions for all of our PPV projects are on target except for the Student Activities Center (SAC). The SAC's financial assumptions have not been achieved and the debt service ratio is below 1.0 (currently at .78). To address this shortfall the University will request a \$25.00 SAC fee increase as well as implement additional cost saving measures. Student Affairs plans to reevaluate staffing levels, continue to implement an energy management plan to save utilities cost, and consider an increase for faculty, staff, and community memberships to the Fitness Center.

- 3) Discuss significant audit findings and materials weaknesses as noted by internal and external auditors. What plans are underway to address and correct these findings? Be specific.

### **External Audits:**

Clayton State University did not have any findings in the Georgia Dept. of Audits FY12 Report of Agreed-Upon Procedures.

### **Internal Audits:**

#### **Significant Audit Findings from the Contract Review Audit**

##### **Audit Finding:**

Proper procedures were not consistently followed for issuing checks to vendors:

- 1) A check was written from the Clayton State University to the order of Clayton State University as payment for Clayton Station apartments.
- 2) A check was written to Baker and Taylor in lieu of encumbering year-end funds for the library. A credit was established with the vendor and purchases are being made during the 2012-2013 fiscal year to reduce the credit balance.

##### **Audit Recommendation:**

Encumbrances on the books as of June 30th that have not had receipt of goods and/or services will not be converted into expenditures. For GAAP/GASB reporting, these encumbrances simply continue into the next fiscal year. The expense occurs during the fiscal year where goods and/or services are received.

## FY 2014 Budget Narrative

(BOR Business Procedures Manual 1.4.1 General)

### Area Response:

Management discovered this issue and reviewed our processes and discussed the matter. The office fully understands the problem and issues associated with cutting a check to the institution and it will not occur again. The department changed its review procedures. There is no excuse for the Baker and Taylor check. It was human error that slipped by and was not caught. Again, we will be more diligent in our reviews and processing.

### Part II: Fiscal Year 2013 Update

- 4) How are new funds appropriated for fiscal year 2013 being used to address the **institutional priorities** as presented during the last budget hearing? Specifically, discuss the progress to date, achievements, challenges, etc.

The new funds that were gained to address institutional priorities were put to the use in three categories as requested: Faculty lines; staff lines; Complete College Georgia funding.

#### Faculty Lines:

These positions were either filled right away or as if nearly always the case when a line is approved in summer, a temporary faculty is hired in the line while the search, which can take six months or more, is in process.

1. Health Care Management – Hired.
2. Health Care Management – Hired.
3. Psychology – In process.
4. Chemistry – In process.
5. Teacher Education – In process.
6. Interdisciplinary Studies – In process.
7. Archival Studies – In process.

#### Staff Lines:

- 1) Development Officer – Hired. With an experienced annual giving professional we are already seeing an increase in our average gift and have set ambitious goals for this year's annual fund.
- 2) Development Officer – In process. This position will be focused on corporate and foundation relations. We anticipate hiring by February 2013.
- 3) Transfer Transcript Evaluator – In process.

#### Complete College Georgia:

##### Funds:

- 1) MAS – temp now, perm for next year; search is currently on.
- 2) Demographer / Enrollment Analyst – In process.

Funds allocated for our Complete College Georgia program are currently being used to improve retention, time to degree, and graduation as well as providing required staff to implement the many initiatives and programs outlined in our CCG plan as follows:

- a. Hiring a data coordinator/analyst/demographer.
- b. Expanding the Supplemental Instruction (SI) program by targeting more tutorial sessions for high DWF rate courses.

## FY 2014 Budget Narrative

- c. Matching currently available funds to hire a full-time veteran's center coordinator.
- d. Hiring and training 18 peer mentors to work with first-year students in learning communities/CSU 1022 classes.
- e. Providing stipends for staff that volunteer to teach our first-year experience course as partial compensation for the number of hours of class preparation and grading beyond the regular workweek.
- f. Offering faculty mini-grants to develop high impact undergraduate teaching strategies.
- g. Providing funding for part-time student workers employed in positions related to their major in an effort to keep them on campus and retain them.

- 5) Each institution submitted 3% reduction plans for FY 2013 amended and FY 2014. Do you anticipate any major changes to your plans?

We do not anticipate any changes to our 3% reduction plans.

- 6) How is your institution addressing the possibility of an additional 2% cut and/or the impact of enrollment declines? Are furlough days being considered? If so, how many?
- 1) We will look at each office/division and determine if there are any positions that could be cut either for this fiscal year or permanently.
  - 2) We will determine if there are any potential E&G salary dollars that can be captured from individuals whose salaries are being paid in whole or in part from grant funds.
  - 3) Consider cut to OS&E 10% covers the full amount.
  - 4) Consider cut to OS&E 5% covers half of the cut. Use Contingency dollars 105k
  - 5) We are not considering furloughs.

The University shall continue to work hard with its enrollment management initiatives to continue the last four years of enrollment increases.

### Part III: Looking Ahead to FY 2014

- 7) Discuss the priorities, needs, challenges, and opportunities facing your institution.

#### Priorities and Needs:

Our chief institutional priorities are centered in ensuring that our various plans are implemented: Strategic plan, Enrollment Management Plan, Complete College Georgia Plan, Marketing and Branding Plan, and Facilities Master Plan.

Additionally, we are dedicated to achieving a successful reaffirmation of accreditation by SACS.

#### Other priorities are as follows:

- 1) Growing our programs academic and otherwise.
- 2) Developing significant ties with community (economic development and social justice programs).
- 3) Meeting our students where they are and thus meeting the challenges that our K-12 school systems struggle with and to a certain extent pass on to us.
- 4) Improving the conditions for faculty and staff, compensation, benefits, and morale.

From a divisional standpoint, our priorities are to increase awareness of Clayton State University by effectively promoting the Dreams. Made Real.] brand and to increase private gift revenue to support the University's strategic plan.

#### Challenges:

## FY 2014 Budget Narrative

The challenges that we are concerned with are the challenges that every institution is concerned with and they are largely financial:

- 1) Reductions in state support. With continuing reductions in state support, we are challenged to build an operating budget to support the priorities listed above. With the new positions added, we are in a position to grow an integrated, multi-faceted development program, but lack the operational resources to accomplish this.
- 2) Students in financial difficulty (changes in Pell) (lifetime student loans – new limits and thus some seniors will run out of aid).
- 3) Our enrollments are tied to the economic well-being of our feeder area and so far we have been holding our own, but if downturns increase we will suffer and thus we are minding the demographics assiduously.
- 4) Reductions in state support have also led to salary compression.

### Opportunities:

We have a new team and organization in development and fundraising and there are to be sure opportunities in that arena. As our consultant for strategic planning told us, we need to build our major gifts pipeline. With additional staff, we have the opportunity to create an effective, integrated development program that will increase resources in support of our mission and values as outlined in our strategic plan. Being able to focus on annual, major, and planned gifts will allow the institution to address short-term needs and build for the future through endowment.

There is always the possibility of new programming areas in continuing education and in niche areas that could grow. Right now our Director of Continuing Education is developing a partnership in with several agencies to offer training in film related activities, lighting and other back screen vocations. We want to pursue this and assess the possibility of developing credit bearing courses and programs to support the burgeoning film industry in Georgia.

- 8) If the University System is appropriated additional funds in FY 2014, what are the major budget priorities for your institution? How will the funds be utilized to best serve students? ***Please use of the attached Excel template to provide the estimated cost associated with each priority (tab labeled New Funds).***

If we were to receive additional funds we would concentrate those allocations on academic programs and student support.

### Academic Programs:

We would concentrate on the following three areas:

- 1) Classes with high faculty-student ratios (Health Care Management and Psychology).
- 2) Core classes with larger than normal enrollments (Psychology).
- 3) Classes with high D, W, or F grades (Accounting, Biology, Chemistry, Economics, Math).

### Student Support:

For student support we would enjoy allocating more resources in the following:

- 1) Specialty advising for online classes.
- 2) Expanding the range and scope of the first-year advising center.

## FY 2014 Budget Narrative

- 3) Enhancing instruction in student success and tutoring, particularly writing.
- 4) The development of an ESL program.
- 5) Increased personnel for Veterans Support.

### Other Academic Resources:

#### CSU Library:

We are undertaking a significant renovation of the library and need more funding to bring that to completion.

- 9) Do you anticipate enrollment challenges in the upcoming year (FY 2014)? What actions are you taking to address these challenges? How will this affect existing public private ventures (PPVs)?

Since the creation of the Division of Enrollment Management & Academic Success in 2010, enrollment targets each year have been carefully developed along with intentional strategies to achieve these targets. In the past two years, we have surpassed our targets and achieved a 4% enrollment growth. We recently completed our Fall 2013 projections of a 2.2% enrollment growth from our current enrollment of 7,146 to 7,300 students. In addition, our 5.8% growth in first-time, full-time freshmen (475 compared to 449 in 2011) has helped us to achieve an 85% occupancy rate in our PPV funded residence hall, which is up from a 74% occupancy in Fall 2011.

- 10) Discuss proposed increases to mandatory fees for FY 2014 (*if applicable*). By what percent have fees increased over the last 3 years? How do increases impact affordability for students?

In FY 2014 the University proposes a \$25.00 mandatory fee increase for the SAC to address a shortfall in the debt service ratio for the facility. The mandatory fees have increased by 8.39% over the past 3 years excluding the Special Institutional Fee ("SFI"). If we include the Special Institutional Fee, then fees have increased a total of 23.81% over the last 3 years.

Our proposed increase of \$25 for the SAC will raise fees by 3.56%/5.53% (w/o SIF). Clayton State University student population is comprised mainly of students that receive Pell. This increase alone will have a minimal impact on affordability.

- 11) What other "mandatory fees" are in place at your institution. (i.e. mandatory housing requirements, mandatory meal plans, etc.)

The other "mandatory fees" that are in place at Clayton State are housing, meal plans, Nursing program fees, and Business Program fees. All first-time and transferring freshman students (registering for 12 credit hours or more) are required to live on-campus unless qualified for an exemption under the criteria outlined. All those residents are required to purchase a residential meal plan. All undergraduate Nursing majors are required to pay a program fee each semester. All undergraduate Business majors are required to pay a program fee each semester.

- 12) What are your recommendations with respect to tuition increases for FY 2014? What is the rationale behind your recommendation?

Annual inflation rate for 2011 was 3.0% and for 2012 it was 2.2%. Therefore, we are inclined now to request a 3% to account for inflation.

- 13) Discuss new academic programs under consideration. How do the proposed programs line up with the goals of the System and the State? How was the need for the programs determined?

The new programs under consideration remain the ones submitted in the academic program forecast.

## FY 2014 Budget Narrative

Those are the following:

- 1) MS, Criminal Justice.
- 2) BS, Health Education or Public Health
- 3) BS, Forensic Science.
- 4) MA, Writing.

All of these requests are consistent with workforce and educational needs of the state. However, we would add that each college has at least one other long term program for consideration:

- 1) College of Business: BBA in Finance, Economic Development, and Entrepreneurship.
- 2) College of Arts and Sciences: BA in Film and the Entertainment Industry.
- 3) College of Health: Family Nurse Practitioner at masters or doctoral levels.
- 4) College of Informational and Mathematical Sciences: BS in Health Informatics.

These programs are also tied to workforce and economic development.

### Part IV: Facility Needs

#### 14) Discuss how your campus has been impacted by the space utilization study.

First, as far as we are aware, an official report has not been issued for the space utilization study. However, Clayton State University was fortunate and able to participate as one of the pilots, so we will speak about the impact from that perspective since there are no recommendations or BOR directives.

These are the lessons learned from the Space Utilization Study:

- 1) Provides a uniform method for comparisons of space utilization between USG institutions that will provide us stronger arguments in seeking funding for capital projects.
- 2) Simplifies the room classification methodology by providing more sensible and modern definitions of room usage types.
- 3) Reduces the complexity and number of metrics required to examine space utilization data.
- 4) Provided an opportunity for us to check and correct errors in our room usage data.
- 5) Recognizes the need for more detailed classification information concerning the use of laboratories.
- 6) Indicates that we need a more centralized method for capturing non-class usage of classroom and conference rooms.
- 7) Recognizes that facility condition is not captured in space utilization metrics, but is an important consideration.

The University will be able to use our room usage data to better plan for scheduling of classes, assignment of offices and other spaces, renovation of space, capital requests for new space. The utilization study has affected us in the following ways:

- 1) Affirmed our need for science laboratory space (using our own analysis that was consistent with the criteria proposed for the Space Utilization Study)
- 2) Reinforced our desires to create transparent facilities planning process; and
- 3) Prepared us to change our coding.

#### 15) Discuss the facility opportunities, needs and challenges facing your institution. ***Please use of the attached Excel template to provide the estimated cost associated with each priority (tab labeled Facilities).***

The following lists of facilities activities reveals our attempts to gain max efficiency from current space:

## FY 2014 Budget Narrative

- 1) Library renovations (and thus moves in The Hub, Printing and Publication, Office of Testing, and Center for Academic Success).
- 2) Faculty Hall renovation, improving air and redesigning faculty offices for greater utilization.
- 3) NBS Laboratory renovation – Lab 188, a necessary space given our limited labs for faculty and undergraduate student research.
- 4) Renovation of space and move of University Health Services, needed in part by moves listed in #1.
- 5) Proposed move of Public Safety.
- 6) Enrollment Management Office relocation, enhanced use of underutilized storage space and provides greater management of those critical offices by placing them in the same building.

Post science building (an opportunity we hope) we plan on filing for a minor capital request to complete the library renovation.

### **Efficient Space Utilization:**

The University could benefit from reconfiguring many areas of existing space for better use. However, because of lack of funding the space in need of renovation is left untouched. A few buildings need renovation because the original functional programs of the building have been changed over the years.

Also many buildings need a comprehensive replacement of the building systems (HVAC).

### **Part V: Complete College Georgia (CCG)**

- 16) Provide an update on the CCG plan for your institution.

Since the submission of our Complete College Georgia (CCG) plan in August, the team has been busy working to advance to the next steps toward implementation. Stakeholder involvement was expanded earlier in the fall semester by conducting meetings with various groups. In addition, team leaders have been assigned to each objective, have identified others to serve on their team, and have begun the initial steps toward implementation.

Town Hall meetings were held with faculty and staff where details of the plan were shared and additional implementation ideas were gathered. Volunteers beyond the original team were solicited from these meetings to work on specific objectives. Meetings were also held with several student groups (Student Government Association and Nontraditional Student Organization), which led to a greater understanding of potential benefits of some of the current strategies. The groups also shared new ideas, many of which could easily be implemented. In addition, the Provost and overall Team Leader, Micheal Crafton presented components of our CCG plan to the Clayton County Economic Development Strategic Planning Steering Committee.

Team leaders and members are now assigned to each of the six objectives. The groups have already started holding regularly scheduled meetings and have begun targeting some of the short-term and long term actions steps from the plan. The CCG Team Leader designed an Action Step Template for each team to complete monthly in order to share progress on the strategies and action steps for their objective. This template also includes progress data and assessment updates. Requiring monthly updates will allow us to quickly identify problems or shortfalls as they arise so we can obtain other campus support and resources as needed. In addition, we are currently reviewing applications for the Enrollment Planning Analyst, a newly created position that, in part, will support data gathering and analysis for CCG, thus taking some of this time consuming task off the individual teams.

## FY 2014 Budget Narrative

17) Discuss your institution's current retention and graduation rates. How does the institution compare/rank to its peer institutions? What are the short-term and long-term retention and graduation targets for your institution?

The one-year retention rate of our Fall 2011 first-time, full-time, freshman cohort is 67.84%. This is an increase of slightly more than 6.5% from the Fall 2009 cohort. When comparing our institutional retention rates to our regional peer institutions, we are in the middle of pack. However, in a comparison of our rates to system-wide retention rates, we rank 7 out of 13. More importantly, for the last two cohorts (Fall 2011 and Fall 2010), we have significantly improved our retention and advising efforts. In fact, the institutional and system-wide retention rates for this most recent cohort are the highest we have seen over the last ten years.

The six-year graduation rate for the Fall 2006 cohort is 27.63%. While this indicates some improvement for Clayton State, we are working very diligently to improve our graduation rate. However, the number of bachelor's degrees conferred has increased incrementally since 2002-2003 (From 506 in 2002-03 up to 1042 in 2011-12). Although the number of degrees awarded is not directly linked to a specific cohort group, this large number is an important indicator for an institution like Clayton State with a significant population of transfer students. We are hopeful that with our increased retention rates, we will also see an increase in our graduation rates over the next 5 years.

The following retention and graduation targets have been identified as part of our Complete College Georgia Plan. Specific strategies and actions steps have been developed in order to assist in achieving these targets and are currently in the implementation stages:

- By fall 2014, we will increase the first to second year retention rate by 2% from the previous year.
- By shortening the time it takes students to complete their degree, we will increase the graduation rate by 1-2% each year for the next five years.

### Part VI: Affordability

18) Discuss implemented affordability measures at your institution. Does the institution offer scholarships for students?

Affordability is something that we are all very much concerned with and we have made a few concrete steps toward increasing affordability over the past three years.

While we are always working to raise money for scholarships, the increases have been slower than we would like the last few years. Our scholarship funds currently reflect a 33% increase from FY10.

FY10 \$135,490

FY11 \$141,934 = 4.8% increase over FY10

FY12 \$180,122 = 33% increase over FY10, and 27% increase over FY11

Another change was the creation of six annual Presidential Scholarships. These provide full funding for six highly qualified students and certainly improve affordability for them, but it is a small number. Over the past three years, we have completely revised the Bateman Loan Program (named for a benefactor), making it much more usable. These one-semester loans are for small amounts, but they are often just the thing a student needs to stay in school and get over an economic shortfall.

We have also doubled the amount of money that we allocate to student employment. In FY 2012, the Planning and Budget Advisory Council supported the allocation of \$150,000 to support increased student employment on campus. We consider these positions not only an aid to affordability but also an aid to retention, and this has been successful on both counts.

Finally, we have made some changes to lowering the costs for students. Two of these actions have very clearly and directly helped some students afford college; the others are more indirect and

## FY 2014 Budget Narrative

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perhaps more speculative.

- 1) While we have a mandatory new freshmen residency requirement, we have exempted students who live in five neighboring zip codes. The students benefit from not having to pay for housing or meal plans, yet they indeed still live very near campus.
- 2) We empanelled a Fee Study Work Group to look at our fee structures with an eye toward increased fairness and affordability. Upon the recommendation of this study group, we reduced fees for off campus students and for those taking four or fewer hours
- 3) The results of improved advising and retention has an indirect effect on affordability as it prevents students from taking classes they don't need and reducing the number of classes they have to retake.
- 4) Finally, hybrid and online delivery of classes does have the effect on reducing the amount of money a student has to pay for transportation.

19) Does the Foundation provide scholarships for students? If so, provide number of students and amount awarded in FY2013.

Yes. CSU has a total of 130 students awarded \$178,751 in scholarships for 2012-2013 funded through the Foundation.

20) Board policy was recently changed to allow installment payment plans for housing and the use of a third-party vendor for tuition and fee payments. What impact have these changes had on the institution?

CSU is working on implementing NelNet for Fall 2013 for both tuition and housing. We anticipate that many of our students and their parents will take advantage of these new payment options.

We appreciate the system's efforts to allow for installment plans but would like to note that the current proposed options still are not sufficient in meeting the needs of all of our residential students and may preclude them from staying in University Housing. We would welcome opportunities to discuss possible variations to such plans for the future in order to meet this need.

**In addition to the FY 2014 Budget Narrative, please complete (as applicable) both spreadsheet tabs in the Excel file (<https://www.usg.edu/usgweb/budget-hearing/>) regarding the fiscal year 2014 operating budget request for new funds and facility needs.**