

FY 2021 Budget Discussion – Clayton State University

Part I: Enrollment

1) Discuss enrollment trends during fiscal years 2018, 2019, and 2020. What are your enrollment projections for Fall 2020 and Fall 2021? Discuss factors impacting enrollment and discuss strategies towards recruitment and enrollment. If you have multiple campuses, please include in the discussion any distinct trends at your different locations. Discuss trends in online enrollment. *(Please be sure to complete the Enrollment Trends tab of the data template and also to report the same data as discussed below.)*

Stephen & Narem

2) Discuss enrollment trends for dual enrollment students. Describe the modalities of instruction that you provide dual enrollment students (i.e. on-site, distance technology, delivered in the high school) and the prevalence of each. Provide the number of dual enrollment students enrolled by each high school grade level in Fall 2019. What steps has your institution taken to enroll dual enrollment students post-high school graduation? Use data available to highlight success in this area. How is your institution managing the cost of providing books to dual enrolled students?

Stephen

Cost of Books- All with Corlis & Julie

3) How does your institution ensure budget allocations are responsive to enrollment trends over time? Are enrollment or credit hours used in any formalized calculation method (i.e. formula) to determine budget allocations across academic colleges & departments? How is data involving enrollment in academic programs used during decision making and how do academic units participate in the budget request and allocation process? Highlight significant strategic investments or reductions to academic departments over the prior three years resulting from changing patterns of credit hours taught by that department or college.

Kevin, Corlis Stephen, Akwai & Scott

Part II: Student Success and Affordability

4) Please describe the strategy taken in supporting students in making a purposeful choice of a program or focus area. Discuss other major actions undertaken as part of your Momentum Year implementation. What components are still in a development phase? Discuss any results to date.

Stephen, Eric, Kevin

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

Stephen & Eric

6) How is your institution working to enhance the administrative processes integral to student success, particularly in the areas of admissions, advisement, registration, financial aid, and student accounts? What measures are you taking to raise awareness of Know More, Borrow Less? Describe the training resources provided to the student aid, bursar, and registrar offices related to student financial aid. Discuss if you are using Artificial Intelligence (AI) and/or Machine Learning (ML) to assist students, faculty and staff and the results of using such solutions?

Stephen, Kevin, Lakisha
Student Accounts- Akwai

7) What actions not described already do you intend to take this coming year to improve student success? How is your institution making efforts to remove barriers to access and success? In what ways will you know that these steps are succeeding?

Stephen, Kevin & ALL of Cabinet

8) Discuss your institution's participation in the Affordable Learning Georgia program and how you have leveraged grant funding to encourage wider adoption (e.g., scaling up to departmental adoption; creation of ancillary materials; consideration of Open Educational Resources work in tenure and promotion). Also give details on the percentage of courses at your institution using low-cost or no-cost textbooks, and how you are ensuring that the information provided to students about these costs are accurate. What other actions has your institution taken to reduce the cost of education to students?

Kevin & Jill Lane.
Melody

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Part III: Institutional Efficiency

9) Provide an update on the status of the Comprehensive Administrative Review at your institution. Have you completed implementation of your CAR action plan approved by the Chancellor? What steps have you taken to ensure that your process improvement and organizational structure changes “stick” and don’t revert back to old ways? How will you go about continuously seeking administrative efficiency on an ongoing basis?

ALL of Cabinet and Stephen and Jim

10) What efficiencies have been achieved as a result of a transition to a managed service or shared resource (e.g. OneUSG Connect to include the Careers functionality, Banner Managed Services, Enterprise Licensing Agreements, shared professional positions)? Describe the process that your institution uses to critically evaluate the organizational structure or process changes needed post-conversion to a managed service. How have you redirected resources considering these changes or what future redirections do you envision?

Bill, Charles, Kevin, Becky, Corlis, Rodney, Akwai AND ALL

Part IV: Academics

11) Discuss new academic programs under consideration for startup in FY 2021. How were the needs for the programs and the program budgets determined? How do the proposed programs line up with the goals of industry, the System, the region and the State?

Kevin & Deans

12) Do you have plans to introduce a Nexus degree soon? Other than a Nexus degree, what new ways is experiential learning beyond the classroom being integrated into existing programs? Describe any notable industry partnerships in this area. How are you ensuring that experiential learning experiences are accurately tagged with the BANNER attribute?

Kevin & Deans

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13) What existing programs have low degree production? What measures are you taking to improve the enrollment in these programs? Have any of the listed programs been reported here for multiple years?

Kevin & Deans

Part V: Budget Planning

14) If new funds for enrollment growth were received in FY 2020, how have they been allocated to address institutional priorities? Specifically, discuss the progress to date, achievements, challenges, etc. If your institutional allocation was reduced for FY 2020, what specific steps were taken to balance your budget?

ALL and Corlis/Akwai/Scott

15) What is the financial impact of the actual fall 2019 enrollment achieved at your institution? Describe the enrollment assumptions used in the original budget and the subsequent changes in revenue (increase or decrease) as compared to the original budget. What actions are being taken to invest new revenue or to cut costs and streamline operations?

Streamlining-ALL

Fiscal Impact Corlis/Akwai/Scott

16) State agencies, including the University System of Georgia, were required to submit budget reduction plans for fiscal years 2020 and 2021. The majority of the USG state funds budget (the funding formula) was exempted and many institutions were not affected during this cycle. However, the final USG state budget for this year and next will be dependent upon future state revenue trends. What steps is your institution taking to mitigate the risk of a possible state funds budget reduction in the current or next fiscal year.

ALL

17) Your institution experienced credit hour enrollment growth in academic year 2019. Should the USG receive formula funding for FY 2021, it is likely that your institution will receive additional funds. What are the budget priorities for your institution? How will new funds be utilized to best serve students?

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ALL

Part VI: Institutional Financial Health

18) Discuss the key financial metrics that explain the financial health of your institution, using the June 30, 2019 annual financial statements as the basis. This discussion should include, at a minimum, trend data for cash, reserves, and student receivable balances. Include other key financial measures or ratios you find important and use charts and graphs as necessary. Discuss any material audit findings.

Corlis, Akwai & Scott

19) Discuss the financial health of each auxiliary enterprise, specifically noting any that have operated in a deficit for multiple years and actions to address. Are any major changes to your auxiliaries being contemplated? Please describe any major expansion or reduction of services planned or any change in operations of an auxiliary that are being studied (i.e. outsourcing or changing to self-operated). Are any fee increases related to auxiliaries being discussed? Is there any opportunity for a reduction of specific student fees, either for an overall reduction in student cost or in order to offset student impact when increases are needed in other fee-fund areas? *(Please be sure to complete the Auxiliary and Student Activity tab of the data template).*

Julie generic and also Norman- Laker Card, Antonio- Parking, Shakeer/Natasha Hudson SAC & SAF, Polly- UHS & Bill- Technology

20) Provide an update on the current status of each Public Private Venture (PPV) at your institution. Have the underlying assumptions been achieved (i.e. enrollment, occupancy, etc.)? If not, discuss how shortfalls will be addressed. Describe any unexpected capital repairs, expenditure trends, reserve balances, and the anticipated coverage ratio for the current year based on your enrollment/occupancy. Discuss any needs for a fee increase in the upcoming year. If you foresee a need to draw from the capital reserve maintained at the System Office, explain this here and describe when/how much is anticipated.

Shakeer, Brandi, Allen

21) Provide an update on the financial health of the athletics program at your institution. Specifically, provide the revenue generated, total spent by fund source, and reserve balance for the past five years. What percent of revenue comes from student fees and what percent comes from private donations? Report on any

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shortfalls. What actions are being taken at your institution to address any shortfalls or prevent them from happening? What are the biggest challenges in athletics? Be specific. Is your institution in compliance with the subsidy limit established by the Board? If not, what actions are being taken at your institution to get in compliance?

Ryan

Part VII: Cybersecurity and Information Technology (IT)

22) Recently the Board of Regents updated Policy Manual section 10.4 concerning cybersecurity. Discuss the steps your institution has taken to:

- appoint a dedicated and trained information security officer;
- develop, implement and maintain a cybersecurity plan;
- maintain a user awareness, training, and education program; and
- manage an incident program that is consistent with the guidelines provided by USG Cybersecurity.

Also discuss other investments your institution has made in the past year in relation to cybersecurity operations, such as multifactor authentication, regulatory compliance and incident response handling.

Bill & Charles

23) Where has the institution strategically invested in IT solutions to improve student outcomes or administrative efficiencies over the last three years? What major new or increased IT expenditures are expected in FY 2020 and FY 2021? Are any new expenditures required related to the remediation/mitigation of audit findings, legislative mandates, or regulatory requirements? *(If your institution has been permitted to request new funds, IT needs that have been identified as top priorities for your institution should be included as a part of your FY21 funding request.)*

Bill & Charles

Part VIII: Facilities

24) Highlight any projects in your existing Capital Plan that are integral to the goals and outcomes discussed elsewhere in this document (enrollment, academic, student success, etc.).

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ALL & Corlis and Harun

25) Are there any facility expenses, including one-time or ongoing maintenance needs, which are not discussed in the Capital Plan that will have a major impact on operating budget planning for FY21? Provide details and budget impacts.

Corlis & Harun