

# FY 2018 Budget Discussion

**Institution Name: University of West Georgia**

## Part I: Enrollment

1) Discuss enrollment trends over the past three years (fiscal years 2015, 2016 and 2017)? Discuss factors impacting enrollment. What are your enrollment projections for the next two years (Fall 2017 and Fall 2018)? Discuss trends in online enrollment. What enrollment management strategies are employed at your institution and how effective are these strategies? To what extent are the trends driven by dual enrollment students (e.g. Move On When Ready)? For institutions with multiple locations, discuss enrolment challenges/concerns.

Enrollment is strong at the University of West Georgia. Aligned with the University System of Georgia Strategic Imperatives 1 and 3, UWG is committed to recruiting, retaining, progressing, and graduating students.

### Headcount Enrollment

	Fall 14	% Change	Fall 15	% Change	Fall 16	% Change
<b>Overall</b>	12,206	2.32%	12,834	5.14%	13,308	3.7%
<b>Overall New Enrollment</b>	3,618	5.91%	3,937	8.82%	3,969	.0076%
<b>Dual Enrollment</b>	189	43.4%	365	93.12%	483	32.32%
<b>Undergraduate</b>	10,249	2.91%	10,753	4.92%	11,155	3.74%
<b>New Undergraduate</b>	3,009	0.75%	3,305	9.84%	3,470*	4.93%
<b>Graduate</b>	1,957	-0.06%	2,081	6.34%	2,153*	3.46%
<b>New Graduate</b>	609	24.5%	573	-5.91%	499	-12.9%

*\*Numbers not official*

### Enrollment Projections (Fall 17 and Fall 18):

Enrollment, retention, and progression are key drivers of institutional performance. West Georgia is positioned not only to grow in new student enrollment, but also to continue to progress in retention and graduation rates. This is in line with the USG Strategic Imperative – Academic Excellence and Degree Completion and our UWG Strategic Imperative 1—Student Success.

	Fall 2016 Actual	Fall 2017 Projection	Fall 2018 Projection
<b>New Freshmen</b>	2,312	2,372	2,406
<b>Dual Enrollment</b>	483	580	667
<b>Total Undergraduates</b>	11,155	11,584	11,904
<b>Total Graduate</b>	2,153	2,201	2,267
<b>Total Overall</b>	13,308	13,785	14,171

*Note: UWG has significantly out-performed the Carl Vinson Institute numbers and we project that we will continue to do so in the foreseeable future due to our marketing campaign and aggressive Enrollment Management practices.*

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The University of West Georgia has a complete **Enrollment Management** structure where all enrollment-related functional areas are organized in one Division and report to an Associate Vice President of Enrollment Management. We are in the 11<sup>th</sup> year of this structure. The strategies are integrated and run the gamut from general recruitment in Admissions, to enrollment services provided by the Registrar's office, Financial Aid, and our first-stop shop, the Enrollment Services Center. Additionally, academic advising and academic support services (tutoring, supplemental instruction), and at-risk intervention are provided by the Advising Center and the Center for Academic Success. Finally, we have a full First-Year Experience program which includes a first year transition seminar class, learning communities, living/learning communities, freshman interest groups, mentorship programs, and several other related first year programs.

All of these programs combine as the foundation for our retention, progression, and graduation program, and are very involved in our Complete College Georgia campus plan. They collaborate closely with Academic Affairs and individual college offices and campus programs to provide programs and services around student success.

To provide further support of the retention, progression, and graduation programs and to help advance the University's Complete College Georgia campus, the University is in year three of a Student Success Collaborative relationship with the Educational Advisory Board. This initiative features a strong collaborative effort between Academic Affairs and Student Affairs and focuses on the Academic Success of our students. This is the same initiative that Georgia State has used to significantly increase retention, progression, and graduation.

**Dual enrollment** has jumped dramatically over the past three years due to dedicating resources directly to this effort due to the implementation of our Strategic Enrollment and CCG plans. Overall enrollment has increased six fold in that timeframe, growing from 79 in Fall 2013 to 483 this fall. We expect Dual Enrollment to continue to rise to near 900 in 2020 and then level off somewhat due to saturation of this market. However, we have a close collaboration with eCore which creates an unknown in terms of market potential—especially with rural high schools and their need for college-level coursework for their students.

2) **What is the current impact and projected impact of the out-of-state tuition waivers for the 11 institutions approved to extend out-of-state waivers to bordering states? What are the target areas? How do you advertise/communicate to potential students?**

Not applicable.

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**3) How is your institution addressing the impact of fall 2016 enrollment declines or shortfalls in projected enrollment growth, if applicable? Was this decline considered in your original budget? What actions are being taken to cut costs and streamline operations?**

UWG has not experienced an enrollment decline since 2005. We continue to be committed to the efficient and ethical use of its resources and will continue efforts to optimize operational performance and cost-effectiveness. UWG is also committed to accounting for its effectiveness through the integration and alignment of transparent planning, budgeting, assessment, and accountability processes to support continuous improvement and the strategic and prudent use of resources. UWG continues to use data to inform internal programmatic, financial, and administrative decisions and works diligently to first redirect internal resources before the requesting new funds. UWG will maintain effective planning and assessment processes at all levels of the University with clear linkages to the priorities outlined in its Strategic Plan (2014-2020), its CCG and Enrollment Strategic Plan ensuring continued enrollment, retention, progression and graduation success of its students.

### Part II: Savings to Students

**4) What actions has your institution taken to reduce the cost of education to students? Please provide details regarding these actions, the number of students impacted and the savings to students. Additionally, provide ideas on how your institution can be proactive in reducing costs to students for the upcoming year.**

Many departments have made concerted efforts to reduce the cost of education for UWG students. A few areas of savings include:

- a) **Tuition Support** - Foundation-sponsored need-based and academic-based scholarships (\$1,200,000), athletic scholarships (\$1,500,000), athletic meal support (\$250,000), study abroad scholarships in addition to the \$5 international fee students pay for study abroad assistance (\$29,250), and College of Education scholarships (\$259,982). In addition, UWG is estimated to waive \$4.16 million in undergraduate tuition, \$3.0 million in graduate tuition, and \$341,000 in fees.
- b) **Supplemental Support** - Covering the cost of testing materials (\$4,907), reducing course fees in the College of Education (\$48,000,) providing free certifications (\$7,900), hiring only student employees to work at the Coliseum (\$70,000), offering free use of the coliseum for free student organization events (\$7,100), and raising funds to cover student-organization memberships and event fees (\$5,350).
- c) **Course Modality Options** – Gaining approval to add additional courses available to high schools students in the Move-On-When-Ready program as in the College of Education (\$30,228) and expanding eCore offering (\$810,000).
- d) **Book/Course Material Costs** – Improving bookstore procurement processes by increasing availability of used books (\$36,700), delaying the use of newer editions of textbooks or using digital versions (\$1,078,501), and using internet-based materials and faculty-designed course packets (\$240,586).

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All of these efforts in addition to many others have risen from organic, collaborative, and passionate efforts to keep the costs to students as low as possible. In the future UWG will continue to grow its fundraising program and diligently evaluate all cost saving opportunities in the course material arena.

**Please see the attached chart for significant details about the many endeavors taken in this regard.**

### Part III: Institutional Health

**5) Discuss the financial health of your institution using the June 30, 2016 annual financial statements as the basis. This discussion should include trend data for key financial measures (i.e. cash, reserves, etc.). Discuss any material audit findings. (Insert charts and graphs as appropriate)**

The June 30, 2016 annual financial statements for the University of West Georgia show that UWG is a financially strong and growing institution. The statement of net position, which is a snapshot of the financial condition for a specific date and includes all assets and liabilities, detail that the total assets and deferred outflows of resources increased by \$5,435,802, which was due primarily to an increase of \$4,791,347 in the category of “Cash and Cash Equivalents”. Total liabilities and deferred inflow of resources decreased for the year by \$800,293. The combination of the increase in total assets and the decrease in total liabilities yielded an increase in net position of \$6,236,095 (or 5%). This increase in net position is primarily (\$5,329,874) in the category of Unrestricted.

The current ratio, which is a liquidity ratio that provides information about the institution’s ability to meet its short-term (1 year or less) financial obligations, is 3.11:1 as of June 30, 2016. In other words, UWG has three time the necessary current assets to meet its current liabilities. And UWG’s cash ratio shows that 2.8 times the coverage for current liabilities in cash.

For the year ended June 30, 2016, the total of Operating and Non-Operating Revenues increased by \$13,257,138 and total expenses increased by \$10,473,263. Cash and Cash Equivalents have grown \$41,818,562 on June 30, 2011 to \$50,257,235 on June 30 2016, and the total auxiliary reserve balance has grown from \$16,750,868 to \$19,523,212. During this same six-year period of reserves growth, the auxiliary enterprise program has invested significant resources from its reserves in facility enhancements and new equipment.

The University of West Georgia also takes its financial accounting and reporting responsibilities very seriously and continued its success in receiving a clean audit with no significant or material findings.

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### Part IV: Auxiliary Enterprises

6) 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).*

#### Information for Auxiliary Enterprises - For The Period Ended June 30, 2016 (Source AFR, include actuals, GAAP and Capital Ledgers)

Auxiliary Enterprise	Fund Code	Fund Balance	Unrestricted Fund Balance	Does activity in include a PPV?
Bookstore	12230	\$ 2,595,504	\$ 3,263,444	YES
Dining/Food Services	12220	\$ 6,504,752	\$ 3,090,880	YES
Health Services	12240	\$ 1,626,736	\$ 1,541,733	NO
Housing	12210	\$ (317,885)	\$ 9,162,582	YES
Other Auxiliaries (vending, summer conferences)	12270	\$ 3,507,705	\$ 2,612,973	NO
Parking & Transportation	12250	\$ 2,445,723	\$ 167,585	YES
Student Activities	13000	\$ (3,280,097)	\$ 1,053,364	YES

*For more detail, please refer to the Budget Trend Data document.*

**Bookstore** (fund 12230):

The UWG Bookstore had another challenging but successful year. The industry continued to trend toward providing more content via electronic format(s) and less via hard copy. This placed significant downward pressure on overall textbook sales at the UWG Bookstore. However, through the ongoing cultivation of relationships with faculty, proactive communications, and follow-up collaboration regarding left-over stock, we were able again to meet hardcopy textbook needs on campus in a very affordable manner. Early adoption information from UWG faculty allowed the Bookstore to go to the marketplace before most other schools and buy a tremendous amount of our textbook inventory as “Used Books” from a multitude of wholesalers. This content is much more affordable than “New Books” from publishers. At the end of each “Rush” we were able to go back to faculty; let them know the remaining textbook stock “on-hand”; and where feasible, re-adopt the ISBNs we had in surplus for future semesters. This helped the store avoid shipping, handling and other “return” expenses that would have ultimately been passed-on to students.

The Move On When Ready initiative also had a significant impact on textbook demand and store profitability. By working closely with UWG faculty to keep the same textbooks in use (author, title, and edition) for longer periods of time as stated above, the MOWR impact approached break-even financially.

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Additionally, the store continued the “Bookstore to the Rescue” program that provided UWG students receiving Financial Aid, opportunities to attain course material before the Financial Aid monies were released.

Finally, the UWG Bookstore continued to provide more affordable general merchandise, often produced in our local market; thus producing a significant increase in non-textbook sales.

In FY18, due to the continued changes in the market of providers, the UWG Bookstore is initiating an RFP for “Primary Textbook Wholesaler” and “Bookstore Information System”. Our intentions are to increase access to Used Books, ease “Return” restrictions from vendor, and have access to greater data for making timely, accurate and financially sound business decisions.

### **Food Service** (fund 12220):

Early in 2016 the University of West Georgia notified Aramark, its contracted food services provider for over four decades, that FY16 would be our last year under contracted services. UWG was instituting a Self-Operated Dining Program. The transition was smooth and “Dine West” was born.

This effort took over two years in planning for services, staffing, facilities, etc. with three primary objectives in-mind: Excellence in quality and service, financial stability, and increased value and affordability for UWG students. The endeavor has been extremely challenging thus far, especially working through the final details of the information system implementation, as well as, adequately staffing. However, even with those significant hurdles to overcome, the program has been extremely successful--excellence in quality, record meal plan sales, and more affordable Retail Brand solutions.

Our biggest challenges moving forward are becoming proficient with Eatec (our Food Service Management Information System); further integration with university systems such as Banner, PeopleSoft, ADP, etc.; employee retention and job satisfaction; and staffing for the significant swings in demand for catering. We have partnered with three local area caterers and have thus been able to swell our catering ranks when needed without carrying our own large staff of catering employees. This approach has worked very well so far, but we have learned that large events need scheduling many, many months in advance in order to secure and properly onboard catering staffing.

### **Transportation** (fund 12250):

The transportation system at the University of West Georgia is not contracted; it is Self-Operated. In 2015 we hired a new Parking and Transportation manager, an alum with years of transportation and logistics experience. The university has benefited greatly. Our fleet is much more sound and reliable operationally; maintenance is scheduled and carried-out in a very effective manner; morale is greatly improved; and as an end result, service for our students is the best it has been in years.

Our university continues to grow in enrollment and our bus fleet continues to age. Thus, we are in a “capital accumulation” effort to save monies for purchasing new buses to supplement

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the aging fleet and extend the life of the existing buses. We are using technology more and more, such as GPS and patron counting equipment, to help find opportunities for greater efficiencies without sacrificing reliability, safety, and convenience for our campus community.

In FY 2016 we instituted a shuttle system between our Carrollton campus and our Newnan site operating round-trips from 8am til 5pm Monday thru Friday. Ridership has really caught on and continues to grow incrementally. Additionally, we increased from two shuttles to our local apartment complexes to three during peak days/hours. This effort is simple and reliable for students, and at the same time relieves traffic and parking pressures on campus. We also increased our “Shopper Shuttle” where we take students (roundtrip) from campus to shopping centers in the local community; from one bus once weekly, to two buses twice weekly.

### **Parking** (fund 12250):

The TimHaahs consulting group evaluated the UWG parking program fall semester 2015 and spring semester 2016. The findings were very reassuring; we currently have adequate volume of parking spaces, although not always in the most convenient locations (but all on campus). Our shuttle system supports our parking arrangement well and together they provide consistent and reliable solutions for commuter and residential students. The consultants did however express concerns about our limited Visitor Parking and the proximity of that parking to destinations of choice by visitors. Thus, in conjunction with the Carrollton Community Advisory Board, UWG Faculty and Staff, and our UWG Visitors Welcome Center, we conducted a survey to find out “Needs”; the results were clear, we need visitor parking solutions scattered around the campus perimeter not a centralized one-solution lot. Thus, we identified, based on survey input, ten locations around the immediate perimeter of campus, with easy walking access to destination buildings, and designated 4-6 spaces at each of those ten locations as Visitor Parking; complete with instructions as to what to do when arriving to campus. The signage is now in-place and on October 1, 2016 the parking became available to our UWG Visitors.

In FY 2017 we are moving our existing power sub-station from close to the center of campus, out to an area along the road leading from main campus to our Athletic Complex. This effort will accomplish many things with one key opportunity being the converting of the old sub-station site, located adjacent to our Campus Center and across from our College of Nursing, Admissions, and UWG Bookstore, into additional commuter and visitor parking.

### **Vending** (fund 12270):

With the inception of our Dine West program, we are now in a position to broaden our Beverage Vending contract to include “pouring”. The contract with Coca-Cola expires in FY17 and so we have begun the process of preparing a “Pouring and Beverage Vending” RFP. We hope to have this out for bid by December, and our new provider selected by March. Not only will this have an impact on access to bottle, can, bag-in-the box syrups, cartridges options etc. for vending and dining, but, due to the size of the opportunity, we also expect to reap purchase savings opportunities; which should in-turn help us maintain or only slightly increase costs to our students. Additionally, this effort should help us, through our new vendor relationship, modernize payment opportunities for patrons using beverage vending on campus;

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debit card, credit, PayPal, etc. all available through new generation “readers” that only modestly exist on our campus today.

### **Summer Conferences** (fund 12270):

We had a very successful summer in 2016. The primary missions of our Summer Conference program, which is large in size, is to keep our fulltime custodial, food services, maintenance etc. employees working through the summer months to that they do not experience financial hardship during those months and so that we start fall rush with those core employees in-place. Additionally, by having those key full-time employees on staff all summer, we are able to provide excellent products, services, and programming to our ever-growing in number Orientation visitors; thus, making a positive and lasting first impression, as well as, getting these students (and parents) ready for their first semester at the University of West Georgia.

### **Health Services** (fund 12240):

All costs associated with the operation of Health Services are absorbed within the Health Services budget. Health Services uses only in-house services to provide complete medical services to our student population. Besides the medical care itself, pharmacy, health education, and patient advocate services are also provided in-house. The health fee covers services provided in the infirmary only; outside services are billed to their private insurance. Total costs to provide these services have increased, but no fee increase has been approved since FY 2012.

### **Campus Center** (fund 13000):

The Campus Center is a fee funded operation. The current Campus Center is a renovation of an existing 32,000 square feet facility with an 85,000 square feet addition that functions as a combined Campus Event Center, Student Union and recreation facility to allow students to recreate, meet, socialize and connect to the UWG campus. The bond was refinanced in FY 2015 which resulted in lower annual payments and additional funds available for campus center operations and equipment repair/replacement. However, current changes in MOWR and dramatic increases in fully online students have impacted the revenue generated by the Campus Center fee.

### **Student Activities** (fund 13000):

The Student Activity fee is not an “auxiliary” in the traditional understanding of that term, in that it is not a department or office. Rather, the fee typically funds 50-60 diverse organizations and activities throughout the campus. The budget is set each year by the Student Activity Fee Budget Allocation (SAFBA) Committee. Each year, the SAFBA Committee recommends the fee for the subsequent year, trying to balance the need for additional funding with the need to keep student cost-of-attendance low. As a result, the Student Activity Fee has not been increased since at least FY10. The program had built substantial reserves through conservative budgeting and now utilizes those funds to support student strategic initiatives and promote a vibrant campus life without increasing costs to the student body. The current goal is to maintain a reserve balance of \$200,000. At that point the fee structure will be reassessed for potential increases to maintain that balance moving forward.

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### **Housing (fund 12210):**

In FY 2012 Housing & Residence Life operated 7 state owned residence halls and 3 bond financed facilities. In FY 2016 HRL operated 3 state owned buildings and 6 bond financed facilities in addition to their portion of the East Commons building. These enhancements to the campus community and student life have contributed to our ability to recruit and retain students, helping with our overall enrollment growth at the University. Moving forward Housing & Residence Life will control expenses and maximize residence hall occupancy to continue to cover operational costs and contribute to their reserve balances for future needs. For Fall 2016 the combined occupancy of all residence halls is 99%. In FY 2017 we will seek the assistance of a student housing market analyst firm to assess the impact of UWG's continuing growth on the availability of on-campus and off-campus housing.

**7) 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. Do current and projected future conditions indicate a need to draw from the capital reserve maintained at the System Office? If so, when and how much?**

The University of West Georgia has 8 LLCs comprised of 9 PPV projects. Fall enrollment has increased during each of the past five fiscal years. FY2012 = 11,646; FY 2013 = 11,769; FY 2014 = 11,929; FY 2015 = 12,206; and FY 2016 = 12,834. Enrollment for Fall 2016 equals 13,308.

### **University Suites:**

The University Suites is a cluster of three residence halls, established in 2004, providing 612 beds with single and double rooms along with a common community center and study room. Occupancy rates for FY 2015 and FY 2016 were 88.7% and 97.5%, respectfully. The occupancy rate for Fall 2016 was 99%. Actual net cash flows for FY 2016 exceeded the pro-forma projections resulting in net cash flow of \$937,310. The unrestricted, reserve balance on June 30, 2016 was \$3,332,978; and with the Fall 2016 occupancy it is anticipated the coverage ratio will be 3.02:1.

### **Arbor View Apartments:**

Arbor View Apartments is a cluster of three buildings, established in 2006, providing 602 beds. Each unit is fully furnished along with a common laundry room, aerobics room and multi-purpose meeting rooms. Occupancy rates for FY 2015 and FY 2016 were 92.5% and 97.5%, respectfully. For FY2016 the project generated a net cash flow of \$549,616. The occupancy rate for Fall 2016 was 99%. The unrestricted, reserve balance on June 30, 2016 was \$754,940; and with the Fall 2016 occupancy it is anticipated the coverage ratio will be 1.57:1.

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### **Campus Center:**

The current Campus Center is a renovation of an existing 32,000 square foot facility with an 85,000 square foot addition that functions as a combined Student Union and recreation facility to allow students to recreate, meet, socialize and connect to the UWG campus. Original annual cash flow projections were estimated between \$4,000 and \$10,000. During FY 2012 and FY 2013, actual net cash flows exceeded pro-forma projections with net cash flows of \$58,319 and \$174,147 respectfully. For FY 2014, an equity contribution of \$135,000 was required to bring the cash flow to the pro-forma projection. A portion of the debt was refinanced on August 2, 2012 with anticipated savings of \$ 1,373,789 over the remaining 19-year life of the bond issue. The remaining original bonds were refinanced on December 18, 2014 with all the savings used to reduce the rent. The unrestricted, reserve balance on June 30, 2016 was \$142,939. For FY 2015 the project generated a net cash flow of \$32,349 and for FY 2016 the project generated a net cash flow of \$32,001. It is anticipated that the FY2017 coverage ratio will be 1.11:1.

### **Greek Village:**

Greek Village is a residential complex of 16 two-story houses offering 262 beds in addition to a community building and staff residence building. This PPV project was known to have financial challenges from the beginning for the first few years. The initial pro forma included a prescribed equity contribution of \$88,000. For the first two years it was expected to generate a very modest cash surplus of \$5,322. However, in order to achieve that result, an equity contribution of \$343,219 from other housing operations was necessary. The equity contribution for FY 2015 was \$2,000 as prescribed by pro-forma. There was on “operational” equity transfer required in FY 2016, however there was an injection of funds from auxiliary reserves in order to make significant improvements in carpet replacement and other renovation projects for which Greek Village specific reserves were inadequate. This program has been strengthened by improving billing procedures. Occupancy rates for FY 2015 and FY 2016 were 94.8% and 91.2%, respectfully. The occupancy rate for fall semester 2016 is 99%. The unrestricted, reserve balance on June 30, 2016 was \$61,479. For FY 2015 the project generated a net cash flow of \$32,349 and for FY 2016 the project generated a net cash flow of \$32,001. It is anticipated that the FY2017 coverage ratio will be 1.23:1.

### **Athletic Complex/Athletic Office Building:**

The Athletic Complex consists of a 10,000 seat football stadium; two football practice fields; a women’s softball field and field house; two soccer fields; associated parking lots; and a 40,000 square feet Athletic Office Building completed under a separate bond issue creating the ninth PPV project. This project was projected to produce a cumulative cash surplus from its inception in FY2009 through FY2013 of \$5,710. During this period, it generated a cash surplus of \$280,905. A second series of bonds (\$3,780,000) was sold in April 2012 to complete the Athletic Office Building. Revenues to pay off the bonds come from a dedicated facility fee and the combined annual surplus generated by all auxiliary units. The anticipated enrollment growth has been achieved, but much of the growth has occurred with students taking all their courses electronically which exempts them from paying this fee. The original Pro-Forma approved by the USG staff, indicated support from the university’s E&G resources to fund the facility operations and maintenance. This concept came under question by the USG Internal Audit group and this support has been removed and the fee was increased by \$12 per

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semester to cover these costs. The 2008 bonds were refinanced on December 18, 2014 with all the savings used to reduce the rent. For FY2016 the project generated a net cash flow of \$123,710. Due to the significant level of depreciation expense, the unrestricted, reserve balance on June 30, 2016 was \$152,438.

### **Bookstore:**

The UWG Bookstore is a 23,000 square foot bookstore and retail center that is meeting all expectations. The total borrowed for this facility was \$5,640,416 with an annual debt service of approximately \$400,000 to be paid from Bookstore surpluses. Annual sales for FY2016 were down 4.6% as compared to FY2015. The total unrestricted, reserve balance on June 30, 2016 for the PPV was \$61,955.

### **Center Pointe (Roberts Field):**

Center Pointe is a 610 bed residence hall completed in August 2012. Included are single and double rooms with private and semi-private bedrooms, oversized wardrobes and movable furniture. This project has exceeded its pro-forma on cumulative cash flow expectations each year. Occupancy rates for FY 2015 and FY 2016 were 96.2% and 99.0%, respectfully. The occupancy rate for fall semester 2016 was 100%. Pro-forma projections were exceeded during FY 2016, based on actual cash flow expectations, by \$443,671. The unrestricted, reserve balance on June 30, 2015 was \$4,223,050. The unrestricted, reserve balance on June 30, 2016 was \$3,987,159; and with the Fall 2016 occupancy it is anticipated the coverage ratio will be 1.80:1.

### **East Village:**

The East Village Project, completed Fall 2013, consists of a new resident hall, *The Oaks*, with 473 beds, renovation of *Bowdon Hall* with 285 beds, and the construction of a two story building inclusive of a new dining hall, *East Commons*, and administrative offices for housing and residence life staff. The *Oaks* features single and double rooms with private and semi-private bathrooms, oversized wardrobes and movable furniture, patios, a TV lounge, large student rooms and an event and teaching space with catering kitchen. The aggregate occupancy rates for FY 2015 and FY 2016 were 95.0% and 99%, respectfully. The aggregate occupancy rate for fall semester 2016 was 100%. Since opening, actual housing revenue exceeded pro-forma projections, yielding a net unrestricted, fund balance of \$3,181,632. This trend is expected to continue for FY 2017 and beyond. Due to the significant level of depreciation expense, the East Commons dining facility had a net unrestricted, fund balance of \$49,818, although the overall dining program has an unrestricted fund balance of \$3,149,853.

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- 8) Provide an update on the financial health of the athletics program at your institution. Specifically, provide the revenue generated, total spend 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 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. What actions will be taken at your institution based on the new athletics policy?

### **Actions to address shortfalls:**

There are no shortfalls to report for FY16. The FY17 budget was developed on the premise that no shortfalls would occur. To prevent shortfalls:

- a. The divisional oversight and reporting for Athletics was moved to the Division of Business and Finance at the beginning of FY16 with the Athletic Director reporting directly to the Vice President for Business and Finance. This has increased the fiscal accountability within Athletics.
- b. Athletics put in place budgets that are attainable and then adheres to the budgeted amounts.
- c. Began phasing in zero-based budgeting starting in FY2017.
- d. In conjunction with University Advancement, Athletic fundraising has been restructured with personnel dedicated to Athletic fund raising.
- e. More focus has been placed on the expense side of the operations to ensure that every dollar spent is for the betterment of the students and the University of West Georgia.

### **Biggest challenges in Athletics:**

- a. Travel costs and associated regulations will continue to be challenges providing student athletes with better travel opportunities.
- b. Proper nutrition for student athletes before and after practice, workouts and competition are necessities to prevent injuries and enhance recovery. These costs continue to increase.
- c. Fully funding scholarships per the NCAA equivalency limits is desired but not currently financially viable.
- d. Staffing levels need to be increased in order to properly serve the student athletes. This includes more assistant coaches and support staff.

### **Actions based on the new athletics policy:**

Although our spending is within the acceptable range of the new policy, we have taken additional steps to ensure we stay in compliance.

- a. Athletics now reports to the Division of Business and Finance.
- b. The new athletics' policy requiring that UWG Athletics receives no more than the allowed 80% of funding from the Institution is now part of the budget process.
- c. Continue the monthly reporting of Athletics' operations to the VP for Business & Finance.
- d. Increase the emphasis on external fundraising.
- e. Improve the reporting process to ensure all in-kind gifts are properly recorded.

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Athletics					
	FY 2013	FY 2014	FY 2015	FY 2016	Budget FY 2017
<b>Resources:</b>					
Fund 12280	\$3,821,936	\$4,032,826	\$4,108,418	\$4,734,401	\$4,721,592
Fund 10500	436,999	496,840	557,261	225,998	321,188
Foundation Contribution *	45,462	91,381	560,602	858,250	\$390,613
<b>Total Resources:</b>	<b>\$4,304,397</b>	<b>\$4,621,047</b>	<b>\$5,226,281</b>	<b>\$5,818,649</b>	<b>\$5,433,393</b>
<b>Expenditures:</b>					
Fund 12280	\$3,786,270	\$4,097,826	\$4,437,540	\$4,755,463	\$4,721,592
Fund 10500	436,399	496,840	557,261	225,998	321,188
<b>Total Expenditures:</b>	<b>\$4,222,669</b>	<b>\$4,594,666</b>	<b>\$4,994,801</b>	<b>\$4,981,461</b>	<b>\$5,042,780</b>
<b>Current Year Balance</b>	<b>\$81,728</b>	<b>\$26,381</b>	<b>\$231,480</b>	<b>\$837,188</b>	<b>\$390,613</b>
<b>Cumulative Balance</b>	<b>\$363,075</b>	<b>\$389,456</b>	<b>\$620,936</b>	<b>\$1,458,123</b>	<b>\$1,848,736</b>
* Includes quasi-restricted reserves					
Student Fees % Resources	81.4%	74.8%	67.1%	73.4%	79.3%
Private Donations % Resources	7.5%	5.7%	13.2%	2.8%	3.1%

### Part V: Fiscal Year 2017 Update

9) **How are new funds appropriated for fiscal year 2017 being used to address the institutional priorities as presented during the last budget hearing? Specifically, discuss the progress to date, achievements, challenges, etc. Provide an explanation if all or a portion of these funds are being used to address other items/mandates that take precedence over stated priorities.**

#### FY2017 New State Funding

##### QEP Core Faculty (5) - \$290,500

English/Writing Composition	An Instructor has been hired. This person also supports faculty grant-writing for 10 hours a week on a Faculty Contract Amendment.
Political Science	This line was changed to Geosciences to replace a faculty member who directs the Sustainability Council. The department is searching for an Instructor, with an anticipated January 2017 start date.
Math	This Instructor line has not been hired yet. The department has experienced turn-over and is working to find qualified faculty.
Foreign Language (French)	This Instructor has been hired.
Political Science	This Instructor has been hired.

## FY 2018 Budget Discussion

### Additional Core Faculty - \$232,400

Sociology	A Limited Term Instructor has been hired while the tenure track search is conducted.
Criminology	A Limited Term Instructor has been hired while the tenure track search is conducted.
English	An Instructor has been hired.
Economics	The salary of \$42,000 was insufficient to find a qualified Instructor for the entire year. A temporary Instructor will be hired for Spring 2017.

### Clinical Placement Specialist - \$115,081

The employee was already in place, funded with special initiative funds. This line was requested to replace the expired special initiative funding.

### Staff Assistant - Nursing - \$86,614

The employee was already in place, funded with special initiative funds. This line was requested to replace the expired special initiative funding.

### Enrollment Management Communication Center - \$361,966

Due to the USG Due Process/Conduct policy change, UWG asked for and was granted permission to shift the purpose of the allocated funds from the original funded request of an Enrollment Management Center to an Office of Community Standards. Additionally, we re-prioritized a Senior Financial Aid position to make sure we are compliant in that area.

Assistant Director	Assistant Director of Enrollment for the call center was hired.
Call Center Dept Associate	Position funding was used for temporary labor in the call center and staff assistance in Center for Academic Success to support student retention.
General Operations	
Call Center Dept Associate	Hired Assistant Dean of Student Conduct given change in student conduct requirements.
Call Center Dept Associate	
Call Center Dept Associate	Hired Student Conduct Specialist Investigator due to changes in BOR's requirements for handling student conduct issues.
Call Center Dept Associate	Senior Financial Aid Advisor was hired was due to increase in student's using financial aid.

## FY 2018 Budget Discussion

### eCore/eCampus Initiative - \$750,000

Open-Ended Resource (OER) Developers (2)	Currently in interviews
High Level Content Instructional (HDCI) Developers (2)	One hired; Second in final stage of interviewing.
Faculty OER Stipends	Small amount will be spent in fall semester; major for spring.
Chief Innovation Officer	Position filled through joint staffing agreement with Middle GA College
Operating Expenses	\$32,000 - Travel & Training; \$6,000 - Supplies; \$10,000 - software; \$18,000 - equipment.
Graphic Designers (2)	Advertising positions
Budget Specialist	Hired

### Part VI: Looking Ahead to FY 2018

**10) Preliminary data show that your institution experienced positive enrollment growth in academic year 2016 and it is likely that your institution will receive additional formula funds in FY 2018. 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).**

#### Funding Request:

The University of West Georgia continues on its growth trajectory at the undergraduate, graduate and electronic delivery levels. Once again, as in each of the past several years, the current Fall enrollment has set a new record with a total enrollment of 13,308 students. The driving force behind this growth is UWG’s strategic plan 2014 – 2020 which is focused on the four imperatives of student success, academic success, partnership success and operational success. Everything we do is driven by and referenced to one or more of these imperatives.

In order to accomplish this powerful plan, UWG instituted a leadership development and campus transformation initiative known as Engage West, which is now entering its fourth year of full institutional participation. Several times a year all managers and supervisors are brought together for focused professional development in leadership enhancement. It is an amazing experience to see over 250 supervisory employees working collaboratively across all boundaries to fulfill UWG’s vision as the “the best place to work, learn, and succeed.”

The Engage West initiative serves as an engine for active participation in the decision-making processes on campus. The budget development process is one of these. For each of the last three years, our budget development process has been taken to every unit on campus demonstrating a complete grass roots developmental endeavor. It reflects the energy and

## FY 2018 Budget Discussion

enthusiasm of the entire community not only in direction but also in priority. Additionally, the efforts in this priority support improvement in progression and graduation rates and overall trend improvement in freshman/sophomore retention - but – retention has experienced a recent static increase (currently 72.3%). We are requesting new funds specifically aligned to improving this student success indicator.

With growth in all student constituencies comes added stress on operations; academic core, lower and upper division seats, and graduate curriculum delivery; student and financial services; facilities and technology infrastructure; and human capital (personnel – faculty and staff). This is compounded with the new overtime ruling (FLSA – non-exempt) regulating hourly operational services on an already overburden staff. We are requesting new recurring and one-time funds specifically aligned with personnel, technology, and facilities to meet these needs.

Ensuring a safe campus environment in an era of political and social unrest; Title IV investigatory processes; Financial Aid processing and distribution; ACA; ADA; Federal Policies; State Policies; Federal Policies challenged by State with educational institutions in the middle; and SACSCOC accreditation compliance and assessment. We are requesting new recurring funds specifically aligned to these critical challenges.

Without knowing what the final result will be regarding tuition increases, we have provided a single list of specific priorities totaling \$4,738,643 from state appropriations if that is the only source of new funds. Given the disparity in tuition between UWG and other institutions within the University System, it is imperative that we receive these resources if additional tuition dollars will not be available. Absent tuition increases, we continue to be at a disadvantage in serving students and providing a high quality educational experience.

### FY2017 Tuition and Mandatory Fees

	Undergraduate (15 CH)		Graduate (12CH)	
	In State	Out-Of-State	In State	Out-Of-State
Georgia Tech University	\$6,106	\$16,202	\$7,826	\$15,036
University of Georgia	\$5,817	\$14,922	\$5,381	\$13,180
Georgia State University	\$5,343	\$14,448	\$5,648	\$15,975
Augusta University - Summerville Campus	\$4,211	\$11,565	separate rate for each program	
Georgia College and State University	\$4,601	\$13,775	\$4,467	\$13,327
Valdosta State University	\$3,671	\$10,280	\$3,967	\$11,558
Kennesaw State University	\$3,663	\$10,391	\$4,391	\$13,236
Georgia Southern University	\$3,659	\$10,268	\$4,364	\$14,305
University of North Georgia	\$3,614	\$10,385	\$3,638	\$11,707
University of West Georgia	\$3,594	\$10,203	\$3,639	\$11,310

## FY 2018 Budget Discussion

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### Summary:

Each prioritized item identifies the strategic plan focus based on the expected outcome. These requests will serve our students through ensuring that our SACS COC Quality Enhancement Plan, “Writing Across the Curriculum,” is strongly supported and that the “Complete College Georgia” initiative is continued aggressively. UWG is also committed to students in all co-curricular areas but especially those that overlap the arenas of campus safety and student intervention. Although the majority of our request is purposefully directed at student and academic success, we also need to support external partnership success and organizational success, especially in the area of proper staffing levels, in order to have an appropriate balance that fosters continued growth.

Before approving any request for new money, we required every unit to undergo a thorough analysis of its current budget and to realign priorities and redirect current resources where possible to meet its needs. Some examples that resulted from this exercise are the following:

- Redirected salary savings from faculty and staff retirements/separations to:
  - Increase administrative support and an instructor in History
  - Hire part-time costume shop manager
  - Restructure the collections unit of the library to hire an associate professor, reclassify support staff, and provide administrative stipends for additional duties.
  - Provide more student employment opportunities in admissions.
  - Create two assistant director positions in facilities and capital planning.
- Implemented the Wolf Guard (student patrols) to assist university police, provided student employment, and minimized the need for more full-time officers.
- Obtained local business support to fund administrative support staff in the Richards College of Business.
- Negotiated lower rates with Georgia Power to increase funding energy saving maintenance projects (e.g. adding solar panels to cooling tower, installing higher energy saving boilers at library, and adding LED lighting upgrades).
- Changed to green-cleaning chemical system using savings from product costs to purchase equipment.
- Dismantled metal furniture to sell at recycle center to generate funds for student workers and equipment in warehouse operations.
- Implemented ACH vendor payments to reduce postage costs.
- Restructured University Police department increasing number of officers and providing promotional opportunities for staff.

These and other efforts were accomplished with redirected internal current year budgeted funds and cultivated philanthropic funds generating approximately \$622,000 in redirected funding.

## FY 2018 Budget Discussion

### Part VII: Facility Needs

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

1. **Biology Building Renovation (FFE) [CIP LC 1]** - UWG continues to face mounting deferred maintenance costs in the Biology Building. A 2012 Facility Condition Assessment by ISES Corporation identified \$16,081,935 in deferred MRR costs, with a Facility Condition Needs Index (FCNI) of 0.43. \$10 million of these systems and components should be addressed prior to year 5 (2016). A 2007 Facility Program, Building Evaluation, and Pre-Design Study by Kent Brown and Associates proposed a two phase approach to addressing the needs in Biology. Phase 1 consists of a renovation project focused on mitigating deferred maintenance and updating/modernizing this legacy learning environment. The scope of this project would address not only improvement of formal and informal learning spaces and labs, but would correct known deficiencies in accessibility, safety, building code, and energy efficiency. UWG is requesting FY18 funding for the FF&E phase of this project.
2. **IT Fiber backbone Improvements [CIP SC 1]** - This project will provide fiber infrastructure needed for disaster recovery and business continuity to critical IT systems that currently doesn't exist within UWG's fiber network. Multiple mission-critical online systems are fully reliant on the uninterrupted operation of this system. Being a star pattern system with very limited spare fiber tubes, disruption of service will result in costly repairs and interruption of critical services including: eCore connectivity (service in excess of 3,600 enrolled students each semester); building management systems; security system; ERP systems; ADP; telecommunications; and general administrative, academic, and student internet connectivity.
3. **College of Business Building (Watson Replacement)**
  - 3.1. **DESIGN (\$1.9 Million):** [CIP LC 2] - Watson Hall is an existing residential facility located in the heart of the University of West Georgia (UWG) campus, fronting Maple Street. In accordance with UWG's Master Plan of 2010, it has been identified as a site for future academic and administrative use. In order to provide the Richards College of Business with a comprehensive site where all faculty staff and students can be under one building, Watson was selected as a premier site. Based on unit cost calculations and a feasibility study performed by Sizemore group in FY15, UWG Campus Planning & Facilities estimates the total project cost at \$21.0 M. This cost includes \$300,000 +/- for abatement, demolition, and utility/site remediation on the Watson site. UWG is requesting FY17 Design funding of \$1.7 million, FY18 Construction Funding of \$17.5 million, and FY 19 FFE funding of \$1.8 million. The project budget includes anticipated private gifts of \$5 million, reducing the construction GO Bond request to \$12.5 million and the total GO Bond funds to \$16 million.
  - 3.2. **CONSTRUCTION (\$19.4 Million):** [CIP LC 2] - Watson Hall is an existing residential facility located in the heart of the University of West Georgia (UWG) campus, fronting Maple Street. In accordance with UWG's Master Plan of 2010, it has

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been identified as a site for future academic and administrative use. In order to provide the Richards College of Business with a comprehensive site where all faculty staff and students can be under one building, Watson was selected as a premier site. Based on unit cost calculations and a feasibility study performed by Sizemore group in FY15, UWG Campus Planning & Facilities estimates the total project cost at \$21.0 M. This cost includes \$300,000 +/- for abatement, demolition, and utility/site remediation on the Watson site. UWG is requesting FY17 Design funding of \$1.7 million, FY18 Construction Funding of \$17.5 million, and FY 19 FFE funding of \$1.8 million. The project budget includes anticipated private gifts of \$5 million, reducing the construction GO Bond request to \$12.5 million and the total GO Bond funds to \$16 million.

- 3.3. **FF&E (\$2.2 Million):** [CIP LC 2] - Watson Hall is an existing residential facility located in the heart of the University of West Georgia (UWG) campus, fronting Maple Street. In accordance with UWG's Master Plan of 2010, it has been identified as a site for future academic and administrative use. In order to provide the Richards College of Business with a comprehensive site where all faculty staff and students can be under one building, Watson was selected as a premier site. Based on unit cost calculations and a feasibility study performed by Sizemore group in FY15, UWG Campus Planning & Facilities estimates the total project cost at \$21.0 M. This cost includes \$300,000 +/- for abatement, demolition, and utility/site remediation on the Watson site. UWG is requesting FY17 Design funding of \$1.7 million, FY18 Construction Funding of \$17.5 million, and FY 19 FFE funding of \$1.8 million. The project budget includes anticipated private gifts of \$5 million, reducing the construction GO Bond request to \$12.5 million and the total GO Bond funds to \$16 million.
4. **Master Plan:** UWG is ready for a new Master Plan in response to change and growth. The most recent full Master Plan was completed in 2006, with an update in 2011. Since that time, the university has experienced significant growth, while changes and trends in the USG and in the higher education landscape have prompted strategic shifts and new directions that are not adequately reflected in the 2011 Master Plan Update. The new Master Plan will be comprehensive, including growth plans for academic, administrative, housing, and auxiliary functions as well as special consideration for physical infrastructure, utilities, data infrastructure, transportation, sustainability, pedagogical trends, land use, athletic precinct, and other concerns.
5. **Library - Replace Air Distribution System** [CIP SC 2] - The three buildings covered by this project were all constructed in 1968. They are served by a district energy loop system. The energy loop is in good repair and will not be addressed by this project. The items that will be addressed are the air distribution systems, which are all original to the buildings. These systems are antiquated with parts that are not available or very expensive, making repairs difficult. The systems are still reliant on the original pneumatic controls, making it very difficult to achieve a comfortable environment. The air distribution systems do not meet current ASHRAE standards making it impossible to achieve acceptable indoor air quality, specifically related to air temperature, humidity, and adequate air exchanges.

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Finally, the current systems are incredibly inefficient and costly to operate. By replacing the systems, we will drastically reduce energy consumption and operating costs.

6. **Electrical, Life Safety, and ADA Improvements - Education Center [CIP SC 3]** - The Education Center is a 46 year old building that is in good condition for its age. This project would replace the aged electrical distribution system, lights and ceilings in this important building. It also includes upgrading the original building elevator, replacement of the fire alarm system as well as adding a fire sprinkler system. Finally, the restrooms, stairs and handrails will be upgraded to meet the requirements of ADA. These existing systems do not meet current code and are getting very expensive to maintain. The updated lights, elevator, restrooms, and life safety systems will help this building continue to serve the needs of our students well into the future by creating a safe environment that is conducive to teaching and learning while allowing the facility to continue to serve in the most efficient and safe way possible.
  
7. **Academic Quad Renovation (\$55.9M) [CIP LC 3]**
  - 7.1. **DESIGN (\$4.0 Million):** The 159,056 GSF Campus Quad includes three UWG facilities – Pafford, Boyd, and Humanities – that were constructed between 1968-1970. The three academic buildings, together with the Library (renovated 2011) are of nearly identical construction and with the exception of Humanities, are connected by a series of elevated walkways. The facilities have never been renovated in their nearly 50 year history and a 2012 FCA by ISES Corp. indicates over \$18M (\$21.5M in 2021 dollars) in capital renewal and deferred maintenance (CRDM) needs. These crucial academic buildings contain 53,764 ASF of instructional space and account for 40% of UWG’s weekly student contact hours. Classrooms are heavily utilized with an average classroom metric of 0.55 and are home to the College of Social Sciences, Art, Music, Mass Communications, Physics, Math, and the university’s data center. This project will completely renovate the Campus Quad by retiring all CRDM work and allowing an additional \$75/GSF for program changes and plant adaptation. The project also includes up to 20,000 GSF of new construction that will allow classroom station sizes to meet current standards, provide updated pedagogy and technology, and add needed classrooms and faculty offices. This project will also correct critical life safety and ADA deficiencies and will include a centralized heating/cooling plant and distribution system for increased energy efficiency.
  - 7.2. **CONSTRUCTION (\$47.1 Million):** The 159,056 GSF Campus Quad includes three UWG facilities – Pafford, Boyd, and Humanities – that were constructed between 1968-1970. The three academic buildings, together with the Library (renovated 2011) are of nearly identical construction and with the exception of Humanities, are connected by a series of elevated walkways. The facilities have never been renovated in their nearly 50 year history and a 2012 FCA by ISES Corp. indicates over \$18M (\$21.5M in 2021 dollars) in capital renewal and deferred maintenance (CRDM) needs. These crucial academic buildings contain 53,764 ASF of instructional space and account for 40% of UWG’s weekly student contact hours. Classrooms are heavily utilized with an average classroom metric of 0.55 and are home to the College of Social Sciences, Art, Music, Mass Communications, Physics, Math, and the

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university's data center. This project will completely renovate the Campus Quad by retiring all CRDM work and allowing an additional \$75/GSF for program changes and plant adaptation. The project also includes up to 20,000 GSF of new construction that will allow classroom station sizes to meet current standards, provide updated pedagogy and technology, and add needed classrooms and faculty offices. This project will also correct critical life safety and ADA deficiencies and will include a centralized heating/cooling plant and distribution system for increased energy efficiency.

8. **Student Health Services Building [CIP NG 1]** - This collaborative project, funded by a third party and managed and operated by the University, will serve UWG students for many years to come. The current Health Services Building was built in 1971 to serve an enrollment of 7,000 students. With an enrollment of nearly 13,000 it is important to have an updated, modern facility that removes health barriers to student success. This 16,108 square foot building will house our healthcare providers, administrative offices, health education, and patient advocates in a location that is very accessible to students. Looking and operating very much like an urgent care center (in fact, modeled after one), this facility will allow us to provide the efficient and effective health care that modern students expect. It will include 16 examination rooms; patient rooms and administrative offices; a fully-equipped "bull-pen" for providers; office and conference space for our patient advocates and health educators; an ambulance entrance for serious cases that need transported; and a convenient entrance and lobby area that is adjacent to the University bus service route. No additional fees will be required from students in the short term as the collaborative project is being funded by an outside source. Increased services to students without increasing their costs will enhance our student engagement and integration to campus leading to greater retention, progression, and graduation.
9. **Z-6 HVAC Replacement [CIP NG 3]** - This project is for the replacement of the existing 47 year old HVAC and Electrical Systems. The existing system is pneumatically controlled and is very difficult to maintain and operate. The parts for the system are no longer available or very expensive to acquire. The objective of this project will be to install a new air distribution system and controls only; the chiller, cooling tower, and boiler are relatively new and in good condition. The Z-6 facility is a shared use building so the UWG Auxiliaries will fund 75% of the project cost.
10. **ADA bathroom enhancements Phase 2** for Bonner, Cobb, Mandeville, Parker, Melson, Miller, Library, Aycock Halls - This priority supports Strategic Imperative #4/ Goal B - Create a built environment that is sustainable and relevant to the educational and personal needs of students.
11. **UCC HVAC Replacement [CIP NG 4]** - 40/60 split (Aux/RI) The boiler, air handler, and chiller systems have out lived their life cycle and require total replacement. The chiller is a mixture of 3 different manufactures due to parts not being available for the original manufacture. There will be a small building addition of approximately 1,500sf to accommodate a new mechanical room as an enabling project. This addition will allow

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replacement of the aged systems in a phased approach while keeping the facility operational during construction.

12. **Newnan Build-out Phase 1** – The need for an increased presence in Newnan was identified in the Newnan Hospital Redevelopment Plan, but was deferred early in the planning process due to funding limits. Sufficient shell space is included in the completed project to fit-out and furnish up to 13,000 GSF of office and operations space for this growing USG program. It is anticipated that proceeds from the sale of the Shenandoah Center will offset the majority of the Phase 1 cost.
13. **Relocation of Baseball Field** [CIP NG 5] - The relocation of Cole Field (baseball) to the Athletic Complex is consistent with the University’s Master Plan. This project will place the baseball program in better proximity to parking, traffic, support resources, and will enable the University to recapture this valuable real estate for continued master plan development. Relocation allows the University greater flexibility in its academic plans to renovate and expand the Biology Building, reclaim additional space for student services in the refurbished Murphy Building, currently underway, and allows for greater consolidation of athletic and recreational activities on the West Campus, simplifying field maintenance and event operation. Additionally, the relocation will provide the opportunity to implement energy-saving procedures, such as the use of LED lighting and installations of restrooms and ramps that will make the facility fully ADA compliant.
14. **Historic Sanford Hall Improvements** [CIP SC 4] - This three-story masonry and concrete structure constructed in 1938 has a partial basement and second floor. It now houses the offices of the President and Provost of the university, as well as the Department for Institutional Effectiveness and Assessment. Several ADA and code compliance issues have been identified, including main entrance access, bathroom’s ADA compliance, and building evacuation routes. This renovation will include a small addition to create an opportunity to enhance accessibility to the facility.
15. **Miller Hall Expansion and Renovation** - The Richards College of Business currently occupies Miller Hall. The original building and annex were built in 1958 and 1985 respectively. This facility is located on the east side of campus off West Georgia Drive. This two-story reinforced concrete, steel, and masonry structure primarily contains offices and classrooms / labs for such university departments as Economics, Marketing and Real Estate. It also houses a first floor auditorium and office space for undergraduate programs. One major issue in the building is the void space in what is now a mechanical pad south of Corridor 230. The space represents a much needed opportunity for expansion. The college presently needs a large auditorium-like space with space for 100-120 students. The cost anticipated for this project is estimated at \$1.3 million for 5000 GSF of new construction plus \$3.5 million for light renovation of the remainder of the facility.
16. **West Georgia Drive Infrastructure Improvements** - UWG plans to partner with the city of Carrollton accomplish this important project to improve this 1.27 mile road a) West Georgia Drive Rehabilitation - West Georgia Drive is the primary travel route for virtually all vehicles on campus. It was constructed in partnership with the city of Carrollton more

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than 50 years ago. Unfortunately, the road was constructed using residential and 1960s traffic and pedestrian control techniques. These decisions are causing the substrate and the pavement structure to fail, and with the growth of the campus beyond the border created by the road have created an unsafe environment for pedestrians and motor vehicles. The heavy commercial traffic of today is causing continuous pot holes and pavement failures. The many years of pavement overlayment has caused delamination of the pavement structure as well as filling the gutters with asphalt inhibiting storm water management. The sidewalks are very narrow and are not handicap accessible. Finally, the crosswalks, landscaping and traffic control needs to be improved to create a safe environment for the many pedestrians that are and will be in the area. b) Z-6 Intersection Improvements - will be made to relieve traffic and pedestrian congestion in this area improving safety. c) TLC Intersection Safety Improvements - is the most congested intersection on campus. Thousands of pedestrians and cars pass through every day creating a potentially hazardous environment for pedestrians. d) Wolves Parkway Intersection - is located on a large sweeping curve. A recent study by a traffic engineering consultant discourages this type of design due to the inability to create safe crosswalks with appropriate visibility for pedestrians and vehicles. e) Maple Street Roundabout - will improve the flow of traffic to and from campus. The university's main entrance causes congestion issues both for people visiting the university and for people just passing by.

17. **Rehabilitate Aycock Drive** - To improve safety by making repairs to structural failures, improving storm water control, improving accessibility, and improving sightlines for pedestrian and motor vehicle safety on this 0.2 mile section of roadway. Aycock Drive is a major thoroughfare across this busy part of campus. The future replacement of Watson Hall with a major academic building will greatly increase the number of pedestrians in the area. Aycock Drive is currently experiencing some major structural failures causing the road to sag and rut. The many years of pavement overlayment has caused delamination of the pavement structure as well as filling the gutters with asphalt inhibiting storm water management. The sidewalks are very narrow and are not handicap accessible. Finally, the crosswalks, landscaping and traffic control needs to be improved to create a safe environment for the many pedestrians that are and will be in the area.
18. **Administrative and Faculty Office Space:** In response to recent growth trends, the University has increased faculty and staff by an estimated 30-40 FTE annually, and this trend is expected to continue. The 2011 Master Plan Update identified a need for office space, particularly faculty offices. This has been validated in recent space utilization studies, which most recently confirmed that there are presently more full time faculty than there are faculty offices. Administrative office demand similarly exceeds available supply in every Division of the University. We estimate a current deficit of about 10,000 GSF for office space, and forecasts indicate that this deficit will grow by 4,000-5,000 GSF per year. This deficit will be address through renovations, repurposing, additions, and new construction at various locations on campus.
19. **Instructional and Pedagogical Improvements:** Academic efficiency and student learning is often effected by the surrounding environment. In order to ensure an environment conducive to learning we must address pedagogical concerns. Faculty

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struggle with class size, design, acoustics of outdated buildings, furniture, sight line issues, HVAC, lighting, wayfinding, and security (single exit classrooms with the podium across the room). We also must consider the changing nature of our student body including adult learners and accessibility. Access points and seating must be regularly adjusted. We need a range of adjustable spaces that will accommodate a variety of disciplines including classroom, studio, and rehearsal space. Flexible space will enable us to continue to foster interdisciplinary liberal arts education, while also enhancing retention, progression and graduation for students during this time of extraordinary growth.

20. **Newnan Hospital Shell Build Out Phase 2** - To accommodate our growth goals to 3,000 students in next 3 years – The need for an increased presence in Newnan was identified in the Newnan Hospital Redevelopment Plan, but was deferred early in the planning process due to funding limits. Sufficient shell space will be remaining to fit-out and furnish up to 8,500 additional GSF of office and operations space for this growing USG program.
21. **Purchasing, Central Receiving, and Asset Management Building:** This facility would consolidate the functions of purchasing, central receiving, central stores, campus deliveries, asset management, and surplus property in a single location on the perimeter of campus. These functions are currently deficient in space allocation, and the spaces that are currently allocated are inefficiently distributed across campus in locations that are not easily accessed by common carrier. Delivery routes for trucks are currently routed through high-congestion areas, creating a hazard for passenger vehicles and pedestrians while sustaining inefficiencies for their respective operations. Relocating these operations would make their current spaces available for other critical needs while creating a safer and more efficient system. The university will explore all available options including new construction and warehouse leasing.

### Part VIII: Academics

**12) Discuss new academic programs under consideration for startup in FY 2018. 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?**

**Bachelor of Science with a Major in Social and Behavioral Health Services:**

One program was forwarded to the BOR for the FY18 Academic Program Forecast Report: the BS in Social and Behavioral Health Services. UWG was invited to submit the full proposal after a successful review of the prospectus. The proposal will be ready for submission shortly.

The Social and Behavioral Health Services degree program is a cross-college, interdisciplinary course of study. It aligns with UWG's strategic plan through Student Success (Strategic Imperative 1), Academic Success (SI 2), and Successful Partnerships (SI 3). In part, this new proposal was developed to respond to workforce stressors in the healthcare industry, because healthcare jobs in the nation are expected to grow faster than any other industry by 2018, with the number of health care jobs in Georgia expected to grow 38 percent by the year

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2020. Further, the new program should be attractive to pre-nursing majors who choose not to pursue the major or are not admitted to the nursing program. In sum, this degree program has been designed for students whose career goal is to work in health systems or organizations that focus upon the social and behavioral aspects of health. The program has been vetted in the community and will operate largely within the current budget until such time that growth dictates additional funding.

### **Bachelor and Master of Music Programs:**

These are not new programs per se, but rather a combination of currently existing stand-alone programs within a single department (see question 13). This move helps to align assets within the department, college, and university and does not require additional resources.

- Bachelor of Music with tracks/concentrations in Music Teacher Education, Performance, and Composition
- Master of Music with tracks/concentrations in Music Teacher Education and Performance

### **13) What existing programs are being considered for termination? What benefits are derived from eliminated the programs?**

#### **Music Degree Programs (Undergraduate and Graduate):**

Aligned with the combination of degrees in Music under question 12, the following degrees will be terminated:

1. Bachelor of Music with a Major in Music Teacher Education
2. Bachelor of Music with a Major in Performance
3. Bachelor of Music with a Major in Composition
4. Master of Music with a Major in Music Teacher Education
5. Master of Music with a Major in Performance

The five Music degrees are being reduced to two degrees with multiple tracks to more accurately reflect workload and graduates from very similar programs in a single department.

#### **Education Degree Programs (Graduate):**

Twelve Education degrees are planned for termination:

1. Specialist in Education with a Major in Physical Education
2. Specialist in Education with a Major in Reading Instruction
3. Specialist in Education with a Major in Teaching Field – English
4. Specialist in Education with a Major in Teaching Field - Mathematics
5. Specialist in Education with a Major in Teaching Field – Mental Retardation
6. Specialist in Education with a Major in Teaching Field - Science
7. Specialist in Education with a Major in Teaching Field – Social Studies
8. Master of Education with a Major in Biology Teaching Education
9. Master of Education with a Major in Teaching Field - English
10. Master of Education with a Major in Teaching Field - Mathematics
11. Master of Education with a Major in Teaching Field - Science

## FY 2018 Budget Discussion

### 12. Master of Education with a Major in Teaching Field – Social Studies

Terminating the 12 education degree programs will document changes designed to streamline UWG's degree program offerings.

- The nine programs listed as "Teaching Field-X" are obsolete, because they are now tracks/concentrations within the Bachelor of Science with a Major in Secondary Education degree program.
- The Physical Education and Reading Instruction specialist degree programs have not been offered in over ten years.

#### **Non-degree Certificate Programs (Post-Baccalaureate):**

Termination is being considered for two certificates:

1. Post-Baccalaureate Certificate in Museum Studies
2. Post-Baccalaureate Certificate in Public History

The Post-Baccalaureate Certificates are currently being offered as stand-alone programs. However, early conversations indicate that embedded versions would be more productive for student learning and preparation to enter the workforce.

### **14) Provide information on graduation and retention rates. Explain positive or negative trends.**

A major component of enrollment is the retention, progression, and graduation of our students. Although the numbers are not yet official, we believe that retention for Fall 2015 (Fall 2014 cohort of first time, full-time freshmen) will be at 72.4% which is near the middle of that of our peer institutions. The trend line is still very positive, moving from a low of 70.17% for the Fall 2011 cohort, but we continue to do more to increase this rate. Our goal for the Fall 2016 cohort is 74%, moving us closer to our eventual goal of 80% in Fall 2020.

Our projected 6-year graduation rate increased to 41.2—a 2% increase from the previous year. Even more impressive is that our 4-year graduation rate increased to 19.47%—a 4.5% increase from the previous year. Again, the trend line continues to show overall improvement.

An indication of future improvements, the work we are doing with the EAB Student Success Collaborative, reorganization of Academic Advising, and investment in Academic Support Services (i.e., tutoring, supplemental instruction, early intervention) have given us better than expected increases in the progression percentages (sophomores to juniors; juniors to seniors). Each of the progression numbers is higher than the immediate previous year.

In addition, another indicator of growing success in progression is our movement towards "15 To Finish." In Fall 2015, our new freshmen attempted an average of 14.16 credit hours—up .25 hours from two years ago. In Fall 2016 the average jumped to 14.33 credit hours, showing a rapid increase in the average credit hours attempted by our new freshmen. Such progression will certainly affect our time to degree for the future.

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### Part IX: Information Technology (IT)

**15) Discuss the information technology needs of your institution to include hardware needs, software needs, etc. IT needs that have been identified as top priorities for your institution should be included as a part of your FY18 funding request (Question #10) if your institution has been permitted to request new funds.**

The fiscal year 2018 information technology (IT) needs of the University of West Georgia center around enhancements and preservation of the university's cyberinfrastructure, cybersecurity platform and the digital information systems/solutions that enable and drive business analysis and operational efficiencies.

Enhancing and sustaining the campus cyberinfrastructure is critically important, as the cyberinfrastructure serves as the foundation for the delivery of core IT services that support and enrich teaching, learning, research and operational activity. In today's highly digital environment, student success, academic success and operational success demand a cyberinfrastructure that is reliable, resilient, robust, secure, easy to use and ubiquitous. A well performing cyberinfrastructure is required to meet the current and anticipated digital communication needs of the university community.

Safeguarding and improving upon cyberinfrastructure components, which include hardware (*servers, routers, switches, etc.*), software (*bandwidth control, etc.*), human capital (*network engineers, etc.*), facilities (*data center components*), licensing and maintenance (*right to use and original equipment manufacturer-OEM-support*) requires both one time and recurring operational funding, as outlined in UWG's response to question #10.

Strengthening of the UWG cybersecurity platform is also of great importance given that the UWG data repositories contain what is regarded as a treasure trove of information used for identity theft, such as Social Security Numbers, medical records and financial data. Additionally, PCI, HIPAA and the USG IT Handbook demand the ability to monitor, secure, track and monitor access to data and systems. To protect sensitive data targeted by cyber attackers, it is imperative that UWG's cyberinfrastructure platform include the ability to anticipate, recognize, and mitigate cyber-attacks. This too requires one time and recurring operational support for hardware (*self-encrypting drives*), software (*file integrity management system-FIMS*) and secure authentication schemes (*two-factor authentication*), as outlined in UWG's response to question #10.

Lastly, information solutions/systems play a vital role in achieving student retention, progression and graduation goals. They also play a critical role in the delivery of curriculum, managing constituent relationships, achieving fundraising goals, providing a safe and secure environment and ensuring operational efficiencies. These information solutions have been identified in UWG's response to question 16 and require recurring operational funding to ensure success in the areas noted.

## FY 2018 Budget Discussion

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**16) What is the FY18 annual projected IT spend across the institution, including IT expenditures paid to the System Office? Provide detailed information for planned single expenditures or projects over \$1 million using the table below or in a separate attached.**

For FY18, UWG is estimating the following budget for IT activity across campus. Other than the \$3.5 million fiber project (#2) identified in question 11 above, there are no planned, single expenditures anticipated to exceed \$1 million.

**FY18 IT Estimated Expenditures**

Compensation	\$5,446,533
Travel	20,000
Operating Expenses	1,147,708
Software/Maintenance/Licenses	4,453,202
Equipment	<u>354,629</u>
<b>Total</b>	<b><u>\$11,422,072</u></b>

**NOTE:** In addition to the FY 2018 Budget Discussion Template, please complete (as applicable) all tabs included in the attached Excel file regarding the fiscal year 2018 budget request. The tabs are labeled (1) Trend Data, (2) Enrollment by Campus, (3) Reserve Balances, (4) Reduction Actions, (5) New Funds, and (6) Facilities.