

# FY 2019 Budget Discussion

***Institution Name: University of West Georgia***

## Part I: Enrollment

- 1) Discuss enrollment trends over the past three years (fiscal years 2016, 2017 and 2018)? Discuss factors impacting enrollment. What are your enrollment projections for the next two years (Fall 2018 and Fall 2019)? What enrollment management strategies are employed at your institution and how effective are these strategies? Discuss trends in online enrollment. To what extent are the trends driven by dual enrollment students? For institutions with multiple locations, discuss enrollment challenges/concerns.

UWG is experiencing record enrollment for the seventh year in a row. Aligned with the University System of Georgia Strategic Imperatives 1 and 3, UWG is committed to recruiting, retaining, progressing, and graduating students.

In the current year we are experiencing some concerning trends. New undergraduate students are down 2.6 percentage points and overall new student enrollment is flat. This was offset by large increases in both Dual Enrollment and Graduate students. Although we will thoroughly analyze the trends with our new student enrollment, early data suggest that we experienced decreases in new freshmen students due to three factors—perceptions of campus safety, more Dual Enrolled students staying at their home institution, and increases in new freshman enrollment at the University of Georgia, Georgia State, and the University of North Georgia. The latter two institutions have the ability to admit more students in the lower spectrum of academic preparedness because of their open-access missions acquired in consolidations. UWG, though, is committed to thorough analysis of our enrollment trends, and will make the adjustments necessary to recapture markets in which we have declined, and to open new markets that have potential for our future growth.

### Headcount Enrollment

	Fall 15	% Change	Fall 16	% Change	Fall 17*	% Change
<b>Overall</b>	12,834	5.14%	13,308	3.7%	13,520	1.59%
<b>Overall New Enrollment</b>	3,937	8.82%	4,005	1.73%	4,000	-.12%
<b>Dual Enrollment</b>	365	93.12%	483	32.3%	680	40.79%
<b>Undergraduate</b>	10,753	4.92%	11,155	3.74%	11,229	.66%
<b>New Undergraduate</b>	3,305	9.84%	3,498	5.84%	3,405	-2.66%
<b>Graduate</b>	2,081	6.34%	2,153	3.46%	2,291	6.4%
<b>New Graduate</b>	573	-5.91%	507	-11.5%	595	17.36%

*\*Numbers not official*

#### **Enrollment Projections (Fall 18 and Fall 19):**

Enrollment, retention, and progression are key drivers of institutional performance. West Georgia is positioned to grow slightly in new student enrollment and 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.

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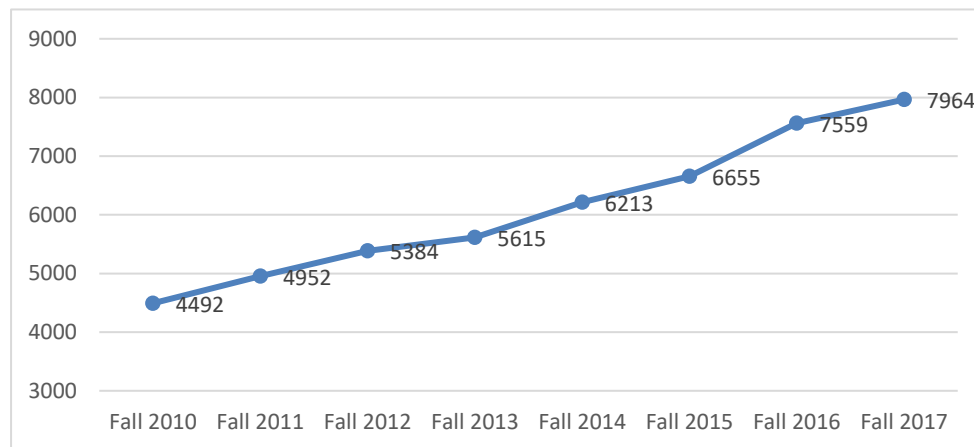
Because Carl Vinson Institute enrollment projections are based on past enrollment trends, without regard to specific institution market realities, it is unlikely that UWG will meet the Vinson projections in the near future. We have had several incredibly successful years—outpacing the Vinson projections and creating record new student and overall enrollment. However in the current year, with the external market changing dramatically, our pace of increase is slowing overall. We project slowing but continuing progress in Dual Enrollment and Graduate Students, but little increase in new Freshmen and Transfer students. This is why it becomes very important that we open new markets including out of state, adult and military, and international.

	Fall 2017 Actual*	Fall 2018 Projection	Fall 2019 Projection
<b>New Freshmen</b>	2,127	2,192	2,172
<b>Dual Enrollment</b>	680	816	938
<b>Total Undergraduates</b>	11,229	11,323	11,418
<b>Total Graduate</b>	2,291	2,383	2,478
<b>Total Overall</b>	13,520	13,650	13,801

*\*Numbers not official*

### Trends in Online Enrollment

Online enrollment, including eCore enrollment, is a major part of our overall enrollment strategy. In Fall 2017, 58.9% of UWG students are enrolled in at least one online course (defined as more than 50% online) and 29.49% of UWG credit hours are generated by Distance Education and eCore courses. The chart below demonstrates the trend in UWG headcount enrollment engaged in at least one online course.



### Enrollment Management

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 12<sup>th</sup> year of this structure. The strategies are integrated and run the gamut from general recruitment in Admissions, to

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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 initiatives, and are very involved in our Complete College Georgia campus plan. They collaborate closely with Academic Affairs, 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 four 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 four years as a result of dedicating resources directly to this effort due to the implementation of our Strategic Enrollment and CCG plans. Overall enrollment has increased more than eight fold in that timeframe, growing from 79 in Fall 2013 to 680 this fall. We expect Dual Enrollment to continue to rise to more than 900 in Fall 2019 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. In fact, in Fall 2017 we entered into relationship with Savannah Christian Preparatory School to provide Dual Enrollment classes to their students through eCore. Eighty-two (82) students are now enrolled in that program and we look to expand at this school and others in 2018.

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.**

3) How is your institution addressing the impact of fall 2017 enrollment declines or shortfalls, if applicable? Was this decline considered in your original budget? What actions are being taken to cut costs and streamline operations?

Fall Enrollment	13,520
Budgeted Enrollment	13,308
\$ Impact on E&G	NA
\$ Impact on Auxiliaries	NA

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UWG has not experienced an enrollment decline since 2010; however, UWG is experiencing a change in enrollment makeup. The student cohort receiving their coursework through electronic delivery is growing at a much faster rate than the overall growth rate of the total student population. Headcount enrollment for Fall 2017 grew by 1.6% (212 students) over Fall 2016. However, the headcount of students receiving 100% of their coursework online grew by 18% (440 students) over this same timeframe. For West Georgia this is a significant issue since 26.88% of the credit hours delivered are online and 21.3% (2,874 students) of our student headcount are 100% online. Therefore, there is a significantly growing population of students exempted from paying most mandatory fees. This is having a serious financial impact to the financial models of Athletics, the Athletic Complex PPV, the Campus Center PPV, Health Services, and Parking and Transportation. The total reduction from anticipated mandatory fee revenue for FY18, excluding the Special Institutional fee, is expected to be \$737,027. We are strongly considering requesting a fee increase for both the Athletic Complex PPV and the Campus Center PPV to make sure they meet the required debt service ratio.

We continue to be committed to the efficient and ethical use of our 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? 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. Over \$6.3 million of savings to students have been identified in the following areas:

- a) **Tuition Support** - Foundation-sponsored need-based and academic-based scholarships (\$1,427,504), athletic scholarships (\$1,665,000), athletic meal support (\$250,000), and College of Education scholarships (\$259,982); study abroad scholarships (\$24,250); and utilizing Wolf Watch to assist students who are short on credits to graduate (\$70,000).
- b) **Supplemental Support** - Reducing the costs of textbooks in the bookstore this fall by 10% (\$110,456); replacing textbooks with online resources, Open Access, faculty-developed material, and using older versions (\$1,750,000); covering the cost of testing materials (\$4,907); reducing course fees in the College of Education (\$72,000); providing free certifications (\$5,800); replacing student purchases of music recordings

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with You Tube videos (\$123,750); and raising funds to cover student organization memberships and event fees (\$5,350).

- c) **Course Modality Options** – Converting Art programs to a block schedule reduces time to degree (\$21,360) and allowing credit for work experience, prior learning, and by exam (\$580,592-Nursing and Political Science).

In addition to the above, UWG is estimated to waive \$4.0 million in undergraduate tuition, \$2.7 million in graduate tuition, and \$1 million in institutional and mandatory fees.

### Part III: Institutional Health

- 5) Discuss the financial health of your institution using the June 30, 2017 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, 2017 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 decreased by \$2,784,876, which was due primarily to a change in actuarial assumptions that generated an increase of \$3,488,816 in the category of pension related activity. Additionally, Net Capital Assets decreased by \$8,368,841 due to depreciation of \$12,298,715. Current assets increased by \$5,824,686 while current liabilities increased by only \$567,311. Cash increased by \$6,436,959.

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 3.33:1 as of June 30, 2017. In other words, UWG has three time the necessary current assets to meet its current liabilities; and UWG's cash ratio shows that there is 3.06 times the coverage for current liabilities in cash.

Cash and Cash Equivalents have grown from \$45,679,888 on June 30, 2015 to \$56,908,194 on June 30 2017, and the total auxiliary reserve balance has grown from \$20,049,684 to \$20,257,530. During this same three-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 takes its financial accounting and reporting responsibilities very seriously and continues its success in receiving clean audits with no significant or material findings for the year ended June 30, 2017.

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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).**

**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.

In FY18 the UWG Bookstore was able to buy an increasing number and percent of its Used Books on the internet through Amazon.com; those books were significantly less than what we would buy from “wholesalers” which further helped reduce prices to students. The UWG Bookstore is working closely with Procurement, USG, and Amazon’s corporate office to develop an agreement where we can also sell our “dead stock” books on Amazon--books that normally would be returned. This will increase our revenue for these books which ultimately helps us keep pricing down for 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 slightly exceeded break-even financially.

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.

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 FY2018, due to the continued changes in the market of providers, the UWG Bookstore is initiating an RFI followed by an RFP for an independent “Bookstore Information System”. Our intentions are to increase access to greater data and more effective analytical tools so that we can enhance our ability to make accurate and financially sound business decisions.

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Finally, the UWG Bookstore and UWG Dine West programs are working collaboratively with Campus Planning, Facilities, Accounting, and Purchasing to determine if we have an opportunity(s) to increase the footprint for dining provisions in the Bookstore; as the textbook industry continues to diversify and market share shrinks, we want to have an Auxiliary solution in-place that continues to meet student needs and allows us to cover the debt service.

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

Early in 2016 the University of West Georgia notified Aramark, its contracted food services provider for over four decades, that FY2016 would be our last year under contracted services because UWG was instituting a Self-Operated Dining Program. The transition was smooth and Dine West was born.

FY2017 Self-Operated Dine West was very successful. The operation was staffed appropriately, the Eatec/Agilysys Management Information System was used very effectively for ordering, inventorying, production, etc food product. Dine West and UWG's Information Technology Services were able to partner with Agilysys and Blackboard, so that each customer interaction at Point of Sale, decreased inventory in Eatec. Additionally, we were able to work with UWG Accounting to establish 14 dining profit centers on campus to carry inventory, sell and assign costs (including labor) and track revenues.

Fall semester of FY2017 a NACUFS Dining Customer Satisfaction Survey was given to campus. Dine West received many strong affirmations substantially improved customer service and hospitality, as well as, pricing, food quality, freshness, and hours of operation. Opportunities for improvement included "variety" and "increased vegetarian options". A very specific set of plans were put in-place by the Dine West management team aimed at improving in the identified areas, while continued excellence in those areas already doing quite well.

Fall of FY2017 Health Inspections from Carroll County were 94% in Food Court, 96% at East Commons, and 100% in Starbucks, Einstein's, Market Fresh Deli, satellite coffee shops, and Z6. Spring semester of FY2017 all locations got 100% on their Health Inspections. Fall of FY2018 East Commons received a 96%, and all other dining locations on campus received 100%.

In FY2018 Dine West will continue to focus on 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.

### **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 supervisor, an alum with years of transportation and logistics experience. The university continues to benefit greatly as a result of this hire. 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.

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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 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 FY18, UWG Transportation will use AIMS (MIS) and Argos (Reporting Software) to better understand student class schedules and transportation needs, thus resulting in more efficient use of limited fleet and drivers.

In FY2017 UWG Transportation purchased a “demo Mid-sized bus” from New Flyer. The bus had 29,000 miles, seats 32 people, stands 24 in aisle, and weighs 19,200 lbs.; about 15,000 lbs. less than our transit buses. This bus is in excellent operating condition, has wrap-around windows, is easier to maneuver, handi-cap accessible, and was about \$200,000 less than a new bus. In FY2018, UWG Transportation hopes to purchase another “demo” bus for its fleet.

In FY2016 we instituted a shuttle system between our Carrollton campus and our Newnan site operating round-trips from 8am til 4pm Monday through Friday and ridership continues to grow. Additionally, we continue to use two shuttles to our local apartment complexes; 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 continue to provide our “Shopper Shuttle” where we take students (roundtrip) from campus to shopping centers in the local community using one bus twice weekly: 3-hours Wednesdays, 4-hours Fridays.

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

The Tim Haahs consulting group evaluated the UWG parking program in Fall 2015 and Spring 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. In conjunction with the Carrollton Community Advisory Board, UWG Faculty and Staff, and our UWG Visitors Welcome Center, we conducted a survey to discover the “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 in place and the parking is utilized often.

In FY2017 we moved 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 accomplished 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; we gained 45 new “Open Parking” spaces and two additional ADA spaces. In FY2018 we hope to relocate



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our current Tennis Courts, currently adjacent to this newest parking lot, out to the Athletic complex, and convert the old Tennis Courts into even more parking; approximately 105 spaces.

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

In FY2017 UWG Vending and UWG Procurement successfully negotiated a very strong Beverage Vending & Pouring” agreement with Coca-Cola United. The resulting agreement, which began July 1, 2017 and has the opportunity for annual renewal for nine years, has much greater guaranteed commissions, additional growth commissions, significantly reduced Bag-In-Box and Cartridge product pricing for dining, as well as, enhanced support for student events. Additionally, this effort will help us, through our new vendor relationship, modernize payment opportunities for patrons using beverage vending on campus. Debit and credit cards, Wolf bucks, cash and coin are all available through new generation “readers” that only modestly existed on our campus previously.

In FY2018 UWG Vending and UWG Procurement will negotiate a new Snack Vending agreement; the current one is set to expire June 30, 2018. Through this effort, we hope to modernize equipment including payment technology, enhance student event support, broaden selection to better meet campus demand, and increase revenues to the Auxiliary.

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

We had a very successful summer in 2017. 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 so 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.

In summer 2017, we hired a new Manager to oversee Summer Conferences. This individual is very organized, customer focused, reliable, and fosters an excellent spirit of collaboration. We expect our Summer 2018 program to be very strong and successful.

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

All costs associated with the operation of Health Services are absorbed within the Health Services budget. Health Services provides services to our students such as primary care, pharmacy, health education, and patient advocate services. 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 FY2012.

We will start third-party billing (submit claims to insurance companies) in FY19 with the anticipation of generating \$376,625 in revenue per year. This additional revenue will allow us to pay the lease on the new building (opening Spring 2019) and make additional staff hires to

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meet our growing enrollment. All pertinent information is contained in the 10-year business plan.

### **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 FY2015 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. We anticipate requesting a fee increase of \$18 per term (bringing the overall fee to \$122) for the Campus Center bond. This fee has not increased since 2008.

### **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 FY2010. 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 but it is increasingly difficult to do that given the impact that fully online students have on the fee revenue.

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

In FY2012 Housing & Residence Life (HRL) operated 7 state-owned residence halls and 3 bond financed facilities. In FY2016 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 continue to control expenses and maximize residence hall occupancy to cover operational costs and contribute to their reserve balances for future needs.

For Fall 2017 the combined occupancy of all residence halls is 93%--an overall decrease from the 99% in Fall 2016. This decrease is due to the 165 fewer freshmen enrolled for Fall 2017, and we are looking for this decrease to be righted by our out-of-state recruitment in Alabama should we be granted an exemption to our out-of-state waiver restriction.

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- 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?

### **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 2016 and FY 2017 were 97.5% and 94.5%, respectfully. Actual net cash flows for FY 2017 exceeded the pro-forma projections resulting in net cash flow of \$1,091,552. The unrestricted, reserve balance on June 30, 2017 was \$4,424,530.

### **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 multipurpose meeting rooms. Occupancy rates for FY 2016 and FY 2017 were 97.5% and 95.5%, respectfully. The unrestricted reserve balance on June 30, 2016 was \$1,371,379. For FY2017 the project generated a net cash flow of \$616,434.

### **Campus Center:**

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 Events Center, 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 unrestricted, reserve balance on June 30, 2017 was \$177,717. For FY 2017 the project generated a net cash flow of \$34,622. Based on the loss of fee-paying students it's time to consider a fee increase to relieve the pressure and ensure continued debt ratio attainment.

### **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

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contribution of \$343,219 in FY 2016 from other housing operations was necessary. There were no proforma equity contributions scheduled for FY 2016. This program has been strengthened by improving billing, and collections procedures. Occupancy rates for FY 2016 and FY 2017 were 91.2% and 93.5%, respectfully. The occupancy rate for fall semester 2016 was 92%. No equity contributions were necessary in FY 2017, however, going forward this project will continue to experience challenges in producing a positive cash flow.

### **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 FY 2009 through FY 2017 of \$351,129. During this period it generated a cash surplus of \$594,588. 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 semester to cover these costs. The 2008 bonds were refinanced on December 18, 2014 with all the savings used to reduce the rent. The unrestricted, reserve balance on June 30, 2017 was \$367,684. Based on the loss of fee-paying students it's time to consider a fee increase to relieve the pressure and ensure continued debt ratio attainment.

### **Bookstore:**

The UWG Bookstore is a 23,000 square feet 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 FY 2017 were down 19.8% as compared to FY 2016. The total unrestricted, reserve balance on June 30, 2017 was \$2,751,632.

### **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 based on cumulative cash flow expectations by approximately \$1,854,396 for FY16. Occupancy rates for FY 2016 and FY 2017 were 99% and 97.5%, respectfully. The unrestricted, reserve balance on June 30, 2017 was \$4,273,013.

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### East Village:

The East Village Project, completed Fall 2013, consists of a new resident hall named The Oaks with 473 beds, renovation of Bowdon Hall with 285 beds, and the construction of a two story building (East Commons) inclusive of a new dining hall and the administrative offices for Housing and Residence Life. 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 rate for FY 2017 was 97.0%. Since inception of operations, actual housing revenue exceeded pro-forma projections, yielding a net unrestricted, fund balance of \$4,114,424. This trend is expected to continue for FY 2018 and beyond. The East Commons dining facility had a net unrestricted, fund balance of \$154,059 after the first three years of operations.

- 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. Is your institution in compliance with the subsidy limit established by the Board? What actions are being taken at your institution to get in compliance?

### Athletics

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
<b>Resources:</b>					
Fund 12280	\$3,821,936	\$4,032,826	\$4,108,418	\$4,734,401	\$4,694,005
Fund 10500	436,999	496,840	557,261	225,998	971,650
Foundation Contribution *	45,462	91,380	560,602	619,795	\$202,012
<b>Total Resources:</b>	<b>\$4,304,397</b>	<b>\$4,621,046</b>	<b>\$5,226,281</b>	<b>\$5,580,194</b>	<b>\$5,867,667</b>
<b>Expenditures:</b>					
Fund 12280	\$3,786,270	\$4,097,826	\$4,437,540	\$4,755,463	4,649,269
Fund 10500	436,399	496,840	557,261	225,998	971,650
<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>\$5,620,919</b>
<b>Current Year Balance</b>	<b>\$81,728</b>	<b>\$26,380</b>	<b>\$231,480</b>	<b>\$598,733</b>	<b>\$246,748</b>
<b>Cumulative Balance</b>	<b>\$363,075</b>	<b>\$389,455</b>	<b>\$620,935</b>	<b>\$1,219,668</b>	<b>\$1,466,416</b>
* Includes quasi-restricted reserves					
Student Fees % Resources	81.4%	74.8%	67.1%	75.6%	72.4%
Private Donations % Resources	7.5%	5.7%	13.2%	12.9%	13.0%

## FY 2019 Budget Discussion

### **Actions to Prevent Shortfalls:**

There are no shortfalls to report for FY2017. In addition to the requirements reported last year, UWG has added the following to prevent shortfalls from occurring:

- Within Athletics, all staff are required to submit pre-approvals prior to any spending.
- Athletic staff do not have the authority to obligate the University for purchases.
- Appropriate approvals must be received prior to a vendor providing goods or services.
- Monthly reviews of athletic spending is conducted with the Vice President for Business and Finance.

### **Challenges:**

- Increasing the athletic-related financial aid to students. We are only 2/3 funded at this time based on NCAA allowances.
- Staffing needs for additional assistant coaches, academic staff, sports medicine and administrative support.
- Balancing increasing operating costs while providing nutritional and travel needs for student athletes to enhance their college experience.
- Facility upkeep and improvements are always a challenge as this is a key component in the recruiting process and giving the student athlete an opportunity for excellence.

### **Subsidy Limit:**

UWG is within the subsidy limit as our reporting in December will show. The subsidy is below the 80% threshold and grew less than 3%.

## Part V: Fiscal Year 2018 Update

9) How are new funds appropriated for fiscal year 2018 being used to address the **institutional priorities**? Specifically, discuss the progress to date, achievements, challenges, etc.

For FY2018 the University of West Georgia was allocated \$3,733,301 of state funding. The following list is in our priority funding order and totals slightly more than the allocation.

### FY2018 New Funding

FTE	Tier 1 - 3: State/Tuition	Ongoing	Implementation Progress
1	1st Year Program (FYP) Director	\$98,500	Search in process
0.5	1st Year Program Staff	\$24,000	Will commence after director hired
1	Educational Leadership Assistant Professor	\$81,860	Hired
1	Nursing Lab Simulation Staff	\$86,900	Hired
1	Economics & Marketing, Assistant Professors	\$59,840	Hired

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	Police Operating	\$90,000	Overtime and equipment replacement for new officers
1	Adult Recruiter	\$51,700	Hired
1	Patient Advocate	\$70,000	Hired
1	Financial Aid System Analyst or software (CL)	\$63,900	Posted
2	Transfer Credit Evaluator (2)	\$111,500	Hired
1	Lecturer, ORSP Academic Professional	\$75,201	Hired
1	Health/Community Wellness Assistant Professor	\$84,351	Hired with Limited Term; search underway
1	Nursing Assist Prof NTT	\$93,000	Hired
1	Physics Lab Coordinator QEP	\$58,500	Hired
	Cyber Infrastructure - Data Center R&M	\$20,000	Data protection and recovery solutions have been updated; the data center power protection system upgrades; local area network switching refresh efforts expanded.
	Cyber Infrastructure - Networking Lifecycle	\$70,000	
	Cyber Infrastructure - Maintenance, hard/software	\$95,000	
	Cyber Infrastructure - Backup Disk Space	\$40,000	
1	Special Services Tech - Facilities	\$45,000	Posted; Reclassified to Access Control Manager
1	Buyer - Purchasing	\$59,149	Hired
1	Business Relations Manager	\$111,500	Hired
1	Network Engineer	\$67,500	Hired
1	Senior Project Manager	\$99,500	Hired
1	Alumni Update Project	\$80,800	Coordinator hired; developing information process flow.
3	Academic Advisors UD (3)	\$179,521	Hired
1	Academic Advisor, RCOB	\$55,100	Hired
1	Assist Director Payroll	\$102,000	Interviewing
2	Bursar Administrative Assistant	\$82,270	Hired
1	Emergency Management Manager	\$131,820	Interviews in process
1	Townsend Center Admin Support	\$44,759	Hired
1	Staff Attorney	\$105,000	Funding strategically redirected to Education Collaborative Initiative to expand to 4 more counties
1	IEA Staff: Analyst	\$50,000	Failed search; reposted
0.5	IEA Staff: Coordinator	\$12,000	Hired

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1	CAS-Dept Assistant Assoc	\$38,575	Hired
1	Senior Desktop Support	\$67,500	Posted
1	Budget Specialist	\$90,000	Hired
1	Center for Public History, Manager	\$57,590	Hired
1	Instructor English (Newnan)	\$53,126	Hired
1	Readmissions/Transfer Counselor	\$48,000	Interviewing
4	Call Center Expansion	\$200,000	Hired 5 positions
	Compliance Hardware/Software	\$36,000	Implemented
	Band width	\$10,000	See ITS items above
	Professional Development Funds	\$30,000	Will be utilized throughout the year
	Oracle Dataguard	\$44,000	See ITS items above
1	Math Instructor (Newnan)	\$54,900	Hired
1	Assist Prof Media-COE	\$79,545	Hired
1	Assist Prof Criminology	\$74,300	Hired with Limited Term; search underway
1	Academic Advisor - Athletics	\$58,278	Hired
1	Coordinator of Involvement	\$59,000	Interviewing
1	Counselor	\$54,612	Hired
1	Senior Financial Aid Advisor	\$55,740	Interviewing
1	MOWR Coordinator	\$51,420	Hired
1	Custodian, Library	\$35,511	Hired
1	Assist Professor, Political Paper Archivist	\$84,668	Search in process
51.0	<b>Total</b>	<b>\$3,782,936</b>	



## FY 2019 Budget Discussion

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### Part VI: Looking Ahead to FY 2019

10) Preliminary data show that your institution experienced positive enrollment growth in academic year 2017 and it is likely that your institution will receive additional formula funds in FY 2019. 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 the past six years, the current Fall enrollment has set a new record with a total enrollment of 13,520 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 fifth year of full institutional participation. Every 90 days 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 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 important example of this process. For each of the last four 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 enthusiasm of the entire community not only in direction but also in priority. Specifically, we are requesting new funds that align with student success indicators and most importantly with the Chancellor's Strategic Priorities of Degree Attainment, Affordability, and Efficiency.

With growth comes added stress: academic core, lower and upper division seats, graduate curriculum delivery, student services, administrative services, and technology infrastructure, and human capital (personnel – faculty and staff). **Much of this request focuses on Degree Attainment (retention, progression and graduation) with an investment in direct instruction, advising, student support and student services.** We believe the strategic alignment of these positions will enhance retention via co-remediation delivery of College Algebra, key faculty in growth areas (Economics, Criminology, Education, Nursing, Health/Wellness and Sciences), and lower and upper division advisors to improve progression and graduation rates.

In 2008, UWG began investing in compensation with the first formal staff salary equity study. We are now in our third iteration having sought out Sibson Consulting in FY16 to

## FY 2019 Budget Discussion

review our staff efforts by developing a compensation philosophy for our campus, updating the market pricing for our current pay scale and assisting us with an implementation plan to address areas of concern which beginning in July of 2016. Even with two fiscal years of recurring staff equity salary increases aligned with the Sibson Study, we are still over \$2.5M recurring from the market entry point of the 19 staff pay bands. In addition to the review by Sibson, we have committed to updating the faculty CUPA analysis which is also in its third iteration. Our faculty efforts began in 2011 with a formal external consultant review and has been updated since to reflect better the competitive nature and successes of our faculty. Due to our continued investments, we are now seeing an overall reduction in turnover of faculty and staff from 12.45% in 2014 to 8.01% now. In addition, we gauge our effectiveness in this effort by our annual Engage West! Engagement Survey. As you can guess our lowest scores have traditionally been surrounding pay and benefits. Since the implementation of our equity salary plan the overall pay indicator has improved to 3.0 out of 5, a statistical increase of over 10% since 2014. Our efforts are improving the lives of faculty and staff and, with equal importance, improving the experiences of our students – **efficient and effective outcomes**. This year’s investment will focus on updating our CUPA CIP code structure comparisons allowing our current faculty comparisons and those newly gaining promotion and tenure to maintain 88% of the CUPA median for faculty salaries and another step towards our staff salary equity goal. Due to the success of this initiative, we are asking for recurring resources to continue our progress towards these salary equity goals.

**With a focus on Affordability - we have included a proposed 50% reduction in undergraduate eTuition Differential resulting in a \$43.17 reduction in eTuition Differential to \$43.16 per credit hour for FY19 (see table below).**

Currently, undergraduate eTuition Differential represents over \$4,886,069 of recurring funding supporting 55 full-time faculty and staff dedicated to delivering online learning, innovation and development, and operations. The 50% reduction represents a decrease of \$2,433,317 in recurring funding for FY19. In "phase one" of a proposed two-year phase-out plan to reduce eTuition Differential, we have identified a preliminary list of prioritized tenure and tenure track faculty currently funded from undergraduate eTuition recurring Differential totaling approximately \$1,634,453 and have internally identified approximately \$809,000 in reduction to accomplish our phase one reduction plan of \$2,433,317.

eTuition Revenue					
Fiscal Year	Rate	Undergrad Revenue	Graduate Revenue	Total Estimated Revenue	Revenue Reduction
2018	\$86.33	\$4,886,069	\$2,020,035	\$6,906,104	\$0
2019	\$43.16	\$2,442,752	\$2,020,035	\$4,462,787	(\$2,443,317)
2020	\$0.00	\$0	\$2,020,035	\$2,020,035	(\$2,442,752)

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Without knowing what the final result will be regarding tuition increases, we have provided a single list of specific priorities totaling \$4,511,425 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 these resources, we continue to be at a disadvantage in serving students, achieving improved degree attainment, balancing eTuition cost reduction and innovation, and providing a high quality educational experience.

Below, we have provided undergraduate and graduate tuition and fee comparisons for your convenience. In both comparisons, we remain and continue to be the most affordable quality educational option in our sector.

### FY2018 Tuition and Mandatory Fees Sorted by In State Undergraduate Rates

	Undergraduate (15 CH)		Graduate (12CH)	
	In State	Out-Of- State	In State	Out-Of- State
Georgia Tech University	\$6,209	\$16,507	\$8,099	\$15,489
University of Georgia	\$5,909	\$15,196	\$5,485	\$13,479
Georgia State University	\$5,429	\$14,716	\$5,744	\$16,076
Georgia College and State University	\$4,673	\$14,030	\$4,467	\$13,327
Augusta University - Summerville Campus	\$4,302	\$11,803	\$3,512	\$9,712
Valdosta State University	\$3,738	\$10,479	\$4,055	\$11,836
Kennesaw State University	\$3,716	\$10,579	\$4,476	\$13,542
Georgia Southern University	\$3,711	\$10,452	\$4,364	\$14,305
University of North Georgia	\$3,668	\$10,574	\$3,638	\$11,707
University of West Georgia	<b>\$3,646</b>	<b>\$10,387</b>	<b>\$3,705</b>	<b>\$11,565</b>

**Summary:**

**Considering the overall FY19 budget request of \$4,511,425 – our focus is to improve degree attainment, continue our path of growth and student success, reduce cost directly to students via a 50% reduction in undergraduate eTuition Differential, and demonstrate efficient and effective use of precious recurring resources.**

As a final note to this request, we have also provided a brief overview of our internal strategic redirection exercise that we document at UWG. 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. These and other efforts were accomplished with redirected internal current year budgeted funds and cultivated philanthropic funds generating approximately \$1.1M in redirected funding. Additional detail is available upon request. Some of the activity identified include:

## FY 2019 Budget Discussion

- Redirected salary savings from faculty and staff retirements/separations:
  - College of Arts and Humanities funded a professional development residency opportunity.
  - College of Education uses salary savings to fund strategic initiatives and funded additional faculty (Instructors/Lecturers) in areas of higher demand.
- Downgraded positions in:
  - Criminology from a Tenure Track Faculty to Lecturer to add one additional course per semester.
  - Criminology from PT faculty to Graduate Assistants providing teaching experience plus financial support for students to complete their education.
  - Nursing from a Tenure Track faculty position to a Non-Tenure Track to assist with professional development and operational needs.
- Psychology redistributed graduate faculty to undergraduate courses based on course fill rates creating a savings of one faculty position in the department that does not need to be filled.
- As student enrollment increases and additional staff/faculty are hired, Business Office functions (Accounting, Budget, HR, Payroll, Bursar, and Purchasing) are continually reviewed to create efficiencies in order to delay the need for adding new staff.
- During the past year Purchasing increased their efforts to close out open purchase orders to increase current year spending opportunities.
- The Offices of Human Resources and Budget restructured through swapping positions and staff in order to obtain needed skill sets without adding a new position.

11) With the conversion to the OneUSG Connect platform, a number of processes and responsibilities have shifted from the institutions to either the Shared Services Center or the outsourced benefits provider. Because of these centralization efforts, it is expected that institutions will need fewer staff members devoted to the administrative processing of payroll and benefits. An engagement with Accenture has estimated that the time devoted to routine payroll and benefits tasks on USG campuses will be reduced by 30% and 50%, respectively. Please see the attached list of tasks that have moved away from the institution.

Describe the process that your institution is using to evaluate the level of staff needed post-conversion. Who is responsible for evaluating capacity and reassigning duties as needed? What positions are expected to have time redirected to new duties? What positions are contemplated for elimination?

The OneUSG project impact at the University of West Georgia will require a collaborative approach in evaluating future needs and structural changes for our institution. The primary team that will be responsible for reviewing the changes include the following institutional leaders: Associate Vice President of Human Resources, Associate Vice President of Finance, Executive Director of Budget Services, and the Director of Project Management Office, also

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OneUSG Project Manager. Those that fall under the leadership of the primary team will also be engaged to advise on matters associated with the OneUSG project.

As we enter the system implementation phase we will meet on a monthly basis to assess the current impact on university departments. As change becomes necessary, the review team will present suggested structural and redirection changes to the President and Vice President for approval.

As an initial evaluation, the Office of Human Resources has identified the following positions as those that are expected to be impacted by the OneUSG effort. At this time, we do not anticipate a complete elimination of a position and have identified redirection strategies for all. Positions within the Office of Controller, Budget Services, and Information Technology may have structural changes but are expected to be below the threshold of substantive change.

<b>Position(s)</b>	<b>Redirection Strategy</b>
Benefits Administrator	Time will be redirected to support retirees and campus wellness initiatives for faculty and staff.
Human Resources Associate	Position originally supported benefits with a direct responsibility of supporting retirees. This position will be redirected to support employee relations and investigator duties for campus Title IX and social equity efforts.
Human Resources – Departmental Associate	The position has been redirected to support a program specialist that will focus on employment data analytics, compensation data management, and system administration for talent management.
Payroll Associate	This position has the potential of being redirected to the Employment Services group to support data entry activities and system updates.
Payroll Accountant	The payroll accountant serves as primary for payroll and benefits reconciliation efforts as well as ensuring that all applicable tax responsibilities are maintained for the university. Dependent on the availability of time, a structural reassignment to Accounting and Finance will be considered so that redirection may be shared with other functionalities.

The review team will also assess the broader impact of departmental positions within the academic and administrative units on campus as we anticipate redirection opportunities within the individual units, especially those with larger employee populations. Part of the redirection strategy in consideration includes retraining administrative support personnel in the management of their employees, budgetary responsibilities, and administrative duties to coexist with the new system and optimize the support of their managers and supervisors.

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12) Please list any third-party costs of Human Capital Management incurred during FY17, including software, professional consultants, or outsourced services, that will no longer be needed by the institution in FY19 or beyond.

Vendor	HR Cost	Other Cost	Total Institutional Cost	End Date
ADP	\$14,262.81	\$2,538.99	\$16,801.80	
People Admin	\$0.00	\$51,356.99	\$51,356.99	November 2018
PeopleSoft			\$0.00	
Legal Files	\$1,440.00	\$1,732.00	\$3,172.00	November 2018
EAP (Tanner)	\$0.00	\$2,770.00	\$2,770.00	
HR Tru Check	\$36,815.15	\$0.00	\$36,815.15	April 2018
Ricoh			\$0.00	
Core Integrator	\$0.00	\$10,034.00	\$10,034.00	June 2018
<b>Totals</b>	<b>\$52,517.96</b>	<b>\$68,431.98</b>	<b>\$120,949.94</b>	

### Part VII: Facility Needs

13) 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) (\$1.0M)** - UWG received \$2.1 million of the \$3.4 million requested in FY18 GO Bonds for the FFE phase of the project. FFE includes all loose equipment, furniture, and audio visual systems. The FY18 GO Bonds received do not allow for all needed FFE. The AV package alone exceeded \$1 million. In order to furnish the project with all needed equipment and furniture, institutional funds are needed to supplement the gap between what the GO Bonds funds will purchase and what is needed.

**2. Student Health Services Building (~\$4.5M) [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 7000 students. With an enrollment in excess of 13,000 it is important to have an updated, modern facility that removes health barriers to student success. This 14,000 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

## FY 2019 Budget Discussion

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.

**3.1 College of Business Building (Watson Replacement) (Design) (\$1.7M) [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 \$23.5 M. This cost includes \$300,000 +/- for abatement, demolition, and utility/site remediation on the Watson site. UWG is requesting FY19 Design funding of \$1.7 million, FY20 Construction Funding of \$19.9 million, and FY 21 FFE funding of \$1.9 million. The project budget includes anticipated private gifts of \$5 million, reducing the construction GO Bond request to \$14.9 million and the total GO Bond funds to \$18.5 million.

**3.2 College of Business Building (Watson Replacement) (Construction) (\$19.9M) [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 \$23.5 M. This cost includes \$300,000 +/- for abatement, demolition, and utility/site remediation on the Watson site. UWG is requesting FY19 Design funding of \$1.7 million, FY20 Construction Funding of \$19.9 million, and FY 21 FFE funding of \$1.9 million. The project budget includes anticipated private gifts of \$5 million, reducing the construction GO Bond request to \$14.9 million and the total GO Bond funds to \$18.5 million.

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**4. Relocation/Upgrade of Tennis Courts (\$1.0M)** - The relocation of the Tennis Courts to the Athletic Complex is consistent with the University's Master Plan. This project will place the tennis courts 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 providing needed infrastructure parking support to the Campus Center, and allows for greater consolidation of athletic and recreational activities on the West Campus. Additionally, the relocation will provide the opportunity to upgrade the courts to NCAA tournament standards, implement energy-saving procedures, such as the use of LED lighting and installation/access of/to restrooms and ramps that will make the facility fully ADA compliant. Request is for a budget allowance. No programming study has been completed.

**5. Relocation of Athletic Track/Field (~\$3.2M)** - Relocation of the existing athletic track to the Athletic Complex. The current site is anticipated to be redeveloped with new student housing facilities pursuant to BOR, P3-Phase II. The relocated track will meet existing conditions for NCAA Guidelines, track & field event elements, storage and restroom facilities, and gated access. The relocation will allow for opportunity to add concessions, site lighting, parking, security, and implementation of energy-savings measures.

**6. Relocation of Baseball Field (\$3.0M) [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.

**7. Training Center (\$0.75M)** The Center for Business Excellence would like for a larger training center to be considered in the Master Planning process. The current training center seats 12 and remains booked regularly with departments both inside and outside the Business and Finance Division (e.g. Career Services, Health Education, IEA, ITS, UCM). With the new "unified" employee orientation program just implemented for the campus, a larger training center and closer proximity to Human Resources supports operational effectiveness and mitigates ADA concerns. The lower level of Strozier Hall (currently used for commuter students) would not only provide the additional learning space required but will also provide convenient parking opportunities for both new and current employees, something that is not feasible in the Row Hall parking lot.

**8. UCC HVAC Replacement (~\$3.8M) [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



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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 replacement of the aged systems in a phased approach while keeping the facility operational during construction. Design of the project has proceeded incorporating the opportunity to split the project and funding over two fiscal years at approximately 50% completion of the project by phase. Phase I cost impact is estimated as \$1.9M. Phase II cost impact is estimated at \$1.7M.

**9. Library - Replace Air Distribution System (\$4.5M) [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 that 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. Finally, the current systems are incredibly inefficient and costly to operate. By replacing the systems, we will drastically reduce energy consumption and operating costs.

**10. Electrical, Life Safety, and ADA Improvements - Education Center (\$4.6M) [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.

**11. Z-6 HVAC Replacement (~\$1.6M) [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.

**12.1 Academic Quad Renovation (Design) (\$4.0M) [CIP LC 3]** -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

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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.

**12.2 Academic Quad Renovation (Construction) (\$55.9M) [CIP LC 3]** - 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.

**13. ADA bathroom enhancements Phase 2 (\$0.5M)** for Bonner, Cobb, Mandeville, Parker, Miller, Library, and 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.

**14. Newnan Build-out Phase 1 (\$1.0M)** – 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.

**15. West Georgia Drive Infrastructure Improvements, Phase I (\$2.0M)** - UWG plans to partner with the city of Carrollton via multiple phases to accomplish the improvements to the 1.27 mile road, the primary travel route for virtually all vehicles on campus. The original road was constructed using residential and 1960s traffic and pedestrian control techniques. The

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heavy commercial traffic of today is causing the pavement and substrate structure to fail, presenting continuous pot holes and pavement failures. The many years of pavement overlays 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.

**16. Rehabilitate Aycock Drive (\$2.3M)** - 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 overlay 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. 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. Finally, the project will allow for upgrades/repairs to the existing utility infrastructure; water loop, sewer lines, and storm water system.

**17. Historic Sanford Hall Improvements (\$1.9M) [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.

**18. Miller Hall Expansion and Renovation (\$4.8M)** - 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.

**19. Administrative and Faculty Office Space (\$4.8M)** - 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

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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.

**20. Instructional and Pedagogical Improvements (\$2.0M)** – 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 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.

**21. Newnan Hospital Shell Build Out Phase 2 (\$3.0M)** - 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.

### Part VIII: Academics

14) Discuss new academic programs under consideration for startup in FY 2019. 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?**

All four degrees proposed for FY19 were the result of research and vetting through university governance and leadership. Budgets were considered adequate to launch each program under current funding with plans to scale them according to growth patterns over the first 3-5 years. No new funding was requested for any of the proposed programs during launch or the first year.

- **Doctorate of Education with a Major in Higher Education Administration** – There are various doctorates in higher education administration, student affairs, leadership, etc. in the USG, but there are very few doctorates of higher education administration that are fully online. This degree will fill a current gap in online degrees for students seeking to advance their career in post-secondary education. Additionally, adding another doctoral program will help support the university as a doctoral granting institution.
- **Bachelor of Interdisciplinary Studies** – This degree is being designed to evolve and change with regional workforce demands. A recent report conducted in the region noted that workforce demands require graduates with specific skillsets, for example

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technical writing. This flexible program will be able to quickly embed those skills in a Bachelor's degree, allowing graduates to enter the workforce with a well-rounded education grounded in the USG Core, coupled with particular skills that are in the high demand career initiative.

- **Master of Science with a Major in Sport Management** – This online program has the ability to appeal to recent graduates, graduate assistants in athletics, and many others in pursuit of a deeper understanding of the sport management industry. This degree program will be fully online and will have concentrations in high need areas; intercollegiate athletics and sport analytics.
- **Master of Interdisciplinary Studies** - This degree is being designed to evolve and change with regional workforce demands at the Master's level. A recent report conducted in the region noted that the workforce requires graduate level skillsets, such as leadership and conflict resolution, within a framework of specific disciplines. This flexible program will be able to quickly embed those skills in a Master's degree, allowing graduates to advance in their careers.

15) What existing programs have low degree production? What measures are you taking to improve the enrollment in these programs?

The following degrees were listed as Low Producing in Fall 2016. We are currently working with departments to consolidate some programs, enhance others through curriculum revision, and sunset others.

DEGREE ACRONYM	CIP	LEVEL	DEGREE NAME	DEGREE NAME
BA	50070101	Bachelors	Bachelor of Arts	Art
BA	45090102	Bachelors	Bachelor of Arts	Global Studies
BA	45060500	Bachelors	Bachelor of Arts	International Economic Affairs
BA	50050101	Bachelors	Bachelor of Arts	Theatre
BBA	52060101	Bachelors	Bachelor of Business Administration	Economics
BBA	52150100	Bachelors	Bachelor of Business Administration	Real Estate
BM	50090401	Bachelors	Bachelor of Music	Composition
BM	13131200	Bachelors	Bachelor of Music	Music Teacher Education
BM	50090301	Bachelors	Bachelor of Music	Performance
BS	40050100	Bachelors	Bachelor of Science	Chemistry
BS	45070100	Bachelors	Bachelor of Science	Geography

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BS	40060101	Bachelors	Bachelor of Science	Geology
BS	40080101	Bachelors	Bachelor of Science	Physics
EDD	51381701	Doctoral	Doctor of Education	Nursing Education (online)
MED	13130301	Masters	Master of Education	Business Education
MED	13040101	Masters	Master of Education	Educational Leadership
MED	13131501	Masters	Master of Education	Reading Instruction
MMUS	13131200	Masters	Master of Music	Music Teacher Education
MMUS	50090301	Masters	Master of Music	Performance
MS	27019901	Masters	Master of Science	Mathematics

16) What existing programs are being considered for termination? What benefits are derived from eliminated the programs?

Currently we have one program that is slated for termination for FY19. After sun-setting 21 programs in FY18, we believe we are at a point where terminations will be limited in the next few years. The Post-Baccalaureate Certificate in Integrative Health Studies will be terminated next year due to having one degree conferred in the last 5 years and upon recommendation of the faculty during comprehensive program review. The benefits include more accurate degree offerings and flexibility to create programs that are more in line with student and workforce demands.

17) 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 2016 (Fall 2015 cohort of first time, full-time freshmen) will be at 72.4% which is near the middle of that of our peer institutions. Retention is an area of focus for us because despite the amount of resources, time, and effort we have devoted to it, we have not been able to move the needle recently. The trend line is still 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 2017 cohort is 74%, moving us closer to our eventual goal of 80% in Fall 2020.

Our projected 6-year graduation rate decreased slightly to 40.44%, less than a one percentage point decrease from the previous year. However, we are seeing great promise in our institutional record 5- and 4-year graduation rates—indicating that our efforts to increase

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progression and earlier graduation are beginning to pay off. Our 4-year graduation rate now sits at 21.29%--up from 19.47% a year ago and 15.23% two years ago. That represents a 1.81 point increase from the previous year, a 9.3% jump, and a 6.06% increase from two years ago, a two year 32% improvement. It is our expectation that these record rates in 4- and 5-year graduation will translate into a higher 6-year graduation rate over the next two years exceeding 44% (record to the institution).

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 2017, our new freshmen attempted an average of 13.9 credit hours. Such progression will certainly affect our time to degree for the future.

18) What initiatives do you intend to introduce this coming year to improve student success? In what ways will you know that these initiatives are succeeding?

Co-remediation in English and Math core courses. Taking a team of faculty and staff to the USG Learning Support Academy in October. Goal is to pilot new co-remediation courses in Fall 2018.

- Assessment: Mid-term reporting and final course grades.

Implement required early alert and mid-term grade reporting in all 1000- and 2000-level courses for Fall 2018.

- Assessment: Monitoring and ensuring that early alert and mid-term grade reporting is implemented in all courses; assessment of improvements in DFW rates.

Increase the number of LEAP First-Year Seminar offerings for Fall 2018 building upon the pilot project initiated in Fall 2017.

- Assessment: Comparison in number of sections offered; assessment of effectiveness in relationship to student retention and first-year GPAs.

Implement designation of courses with Service Learning Outcomes as part of our LEAP initiatives and Carnegie Service Application.

- Assessment: Developing baseline assessment scores based on the LEAP Service Learning Rubric.

Train department chairs and key faculty in the analysis of DFW rates in relationship to course redesign for gateway courses (ENGL 1101, MATH 1113, BIOL 1107, HIST 2101, and ACCT 2101).

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- Assessment: Documentation of training sessions, assessment of DFW rate analysis being used by departments; work on course redesign based on analysis.

Develop internal capacity for course redesign based on national models. Faculty course redesign facilitators from UWG will be trained at the Course Design Institute at the University of Virginia.

- Assessment: Faculty facilitators will begin to develop training models and course design workshops.

Implement meta-majors advising in Fall 2018.

- Assessment: Process will need to be assessed to ensure that all students are participating in the meta-major advising model.

Hire First-Year Academic Programs Director and begin work in Fall 2018. Will coordinate First-Year Seminars and Academic Learning Communities and other academic experiences for First-Year Students.

- Assessment: Successful hire and carrying out job responsibilities.

### Part IX: Information Technology (IT)

19) 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 FY19 funding request (Question #10) if your institution has been permitted to request new funds. Have funds been allocated or requested to resolve issues identified by audit findings?

Information technology (IT) needs for fiscal year 2019 center around the need to improve upon the university's cybersecurity posture and the need to provide high-availability internet access.

Cybersecurity enhancements are needed to address one of the most prevalent information security threats, malware (*viruses, spyware, and ransom ware*). Endpoints (*PC's, laptops, tablets, etc.*) present a significant amount of risk as they serve as an entry point into the university's network. A breach at the endpoint layer could compromise data on the device as well as data in the data center. Because of this, endpoints and data center hardware must be protected against malware. Additional operating funds are needed for software solutions that detect, contain and prevent zero-day (*newly discovered software vulnerability*) malware exploits.

Additionally, the university's single access route to the internet must be addressed. Current campus internet connectivity is sourced from a single internet service provider that utilizes a single connection with no route diversity. Although the existing single connection has historically provided excellent service and uptime, an outage to UWG's internet connectivity could result in significant down time for faculty, students and staff, as many of the core academic and administrative systems are cloud-based. New funding is needed to support the cost associated with a secondary internet service carrier to serve as a failover safeguard against an unplanned internet outage. When service is available from both carriers, the university



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would benefit from load balancing, which will address the current need for additional bandwidth and result in improved network performance.

20) What is the FY19 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 the institutional IT purchase authority using the table below or in a separate attachment. Also, please indicate which USG enterprise managed services you are currently taking advantage of at your institution.

**Enterprise Managed Services**

<input checked="" type="checkbox"/>	Ellucian (Banner)	<input checked="" type="checkbox"/>	PeopleSoft (Financials)
<input checked="" type="checkbox"/>	Degreeworks	<input checked="" type="checkbox"/>	PeopleSoft (HCM)
<input type="checkbox"/>	Desire2Learn	<input checked="" type="checkbox"/>	PeachNet

### FY19 Projected IT Spend

Vendor	Purpose	Amount	Date
USG BOR	Adobe Site License	\$55,180.00	
AirMagnet	AirMagnet Maintenance	\$1,245.09	8/1/2018
AllRound	AllRound PLSQL App	\$180.00	
	APC Maintenance Contract	\$22,716.22	
SHI	APP Detective Pro License	\$2,000.00	
USG BOR	Application Xtender Maintenance Fee	\$1,193.77	
USG BOR	Application Xtender Web Services Maintenance	\$590.08	
USG BOR	Banner Document Management Suite Maintenance	\$13,760.68	
USG BOR	Banner Student & Financial Aid Maintenance	\$114,613.78	
USG BOR	BlackBoard Collaborate	\$22,492.00	
SHI	BT Diamond IPAM Maintenance	\$5,918.40	8/1/2018
Dell	Classroom and Labs Computers	\$450,000.00	
Howard Tech	Classroom AV	\$265,000.00	
AppSense	CopySense Maintenance contract	\$8,899.00	6/30/17
Core Integrator	Core Integrator Workflow Software	\$10,034.00	
USG BOR	DegreeWorks Annual Maintenance & Support	\$12,066.58	
Dell	Dell CoPilot Maintenance	\$15,606.24	7/31/2018
Dell	Dell SAN System 19029 / 19030 Hardware Maintenance	\$29,685.03	Spring 2018
Dell	Dell SecureWorks	\$40,964.49	
Dell	Dell SecureWorks Log Service	\$40,000.00	
Dell	Dell Tech Direct.	\$1,500.00	

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DT Group	DT Group Hardware (Sun Microsystems equipment)	\$4,253.23	
USG BOR	Ellucian Recruiter - Base License Maintenance	\$27,601.49	
USG BOR	Ellucian Recruiter - Named Users Maintenance	\$18,866.41	
USG BOR	Evisions Argos Enterprise Maintenance	\$16,543.99	
Extreme	Extreme Hardware	\$56,067.52	
Dell	F5 maintenance.	\$4,546.15	
Fast Command	Fast Command Emergency Response Web Site	\$4,975.00	
BMC	Footprints Annual Maintenance	\$14,178.96	
Fourwinds	Fourwinds Digital Sign Site License	\$17,266.00	
USG BOR	LANDesk	\$44,526.90	
Lenel	Lenel Technical Support Contract	\$4,800.00	
Linode	Linode 2048	\$216.00	
USG BOR	LMS Hosting & Support	\$191,105.00	
Lynda	Lynda.com	\$1,500.00	
USG BOR	Maple	\$2,701.00	
USG BOR	Mathmatica	\$8,132.67	
MCA	MCA Server & Campus License	\$72,793.00	
MicroFocus	MicroFocus Cobol	\$4,557.98	
Microsoft	Microsoft Assurance	\$292.74	
SHI	Nessus Maintenance on Second Copy	\$5,872.89	
Charter	Newnan Metro E New connection rate.	\$30,720.00	
Nipper	Nipper Scanning Studio	\$1,022.22	
Norex	Norex Document	\$4,230.00	
Oracle	Oracle Hardware.	\$4,298.02	
USG BOR	Oracle License & Support Fees	\$116,741.36	
PacketFence	PacketFence Annual Support	\$2,000.00	
Palo	Palo Alto Maintenance HA	\$38,986.63	July 2018
USG BOR	PeachNet Managed Network Services - Residence Network (1Gbps)	\$48,000.00	
USG BOR	PeopleSoft Financials License and Maintenance	\$58,668.33	
USG BOR	PeopleSoft HCM License and Maintenance	\$52,879.00	
USG BOR	Recruiter Student Worker Call Center Devise Block	\$10,727.30	
SHI	Red Hat (SHI).	\$26,104.80	
SAS	SAS renewal (1 copy). Pcard	\$300.00	
Scantron	Scantron Hardware & Software	\$1,548.00	
USG BOR	Smarter Measures	\$5,287.50	
SmartSheet	SmartSheet (Initial Subscription)- Dale Driver: owner	\$2,490.00	
SouthernLinc	SouthernLinc (on campus push to talk radios). PO 0000518387	\$9,660.00	

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SPSS	SPSS Academic	\$18,507.00	
SSL	SSL Certs	\$6,375.00	
Switch	Switch refresh	\$100,000.00	
SyncGlobal	SyncGlobal Bremen Colo Site.	\$33,120.00	
USG BOR	TeamMate	\$1,455.00	
SHI	TechSmith Camtasia	\$100.00	
Telephone	Telephone Lines. No PO, done auto	\$2,255.16	
SHI	Toad.	\$598.33	
USG BOR	TouchNet Bill + Payment Account Center, Payment Plans, Mobile Bill + Payment Annual Hosting	\$22,503.60	
USG BOR	TouchNet Bill + Payment Account Center, Payment Plans, Mobile Bill + Payment Annual Maintenance	\$22,074.96	
USG BOR	TouchNet Bill+Payment Client Hosting	\$3,665.62	
USG BOR	TouchNet Bill+Payment Client Maintenance	\$3,947.49	
USG BOR	TouchNet MarketPlace Suite Annual Hosting	\$17,276.39	
USG BOR	TouchNet MarketPlace Suite Annual Maintenance	\$13,593.06	
USG BOR	TouchNet Payment Gateway Hosting & Maintenance	\$18,657.12	
USG BOR	TouchNet Ready Partner Hosting - Innosoft Canada	\$1,500.00	
USG BOR	TouchNet Ready Partner Hosting - Visualzen, Inv	\$1,500.00	
USG BOR	TouchNet Ready Partner Hosting _ ACEware Systems/AceWeb	\$1,500.00	
USG BOR	TouchNet Ready Partner Hosting Services - TerraDotta	\$1,500.00	
USG BOR	TouchNet u.Commerce Mobile MarketPlace Hosting	\$3,945.19	
USG BOR	TouchNet u.Commerce Mobile MarketPlace Maintenance	\$4,248.52	
TurnItIN	TurnItIN	\$32,984.00	
Useable	Useable Net FY18	\$2,014.95	
Veeam	Veeam Agent Backup Maintenance	\$6,110.50	August 2018
Veeam	Veeam Support Backup Maintenance	\$12,760.00	August 2018
Verizon	Verizon (1 cell phone for person on duty & 1 mifi)	\$1,300.00	
VMWare	VMWare Renewal	\$12,122.00	
VMWare	VMWare Renewal USG	\$9,442.34	
Direct	When to Work Renewal. Pcard	\$315.00	
ZoHo	ZoHo Manage Engine All Applications	\$10,235.10	
		<b><u>\$2,393,711.78</u></b>	

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### Part X: Major Success/Accomplishment

21) We are very interested in knowing about the wonderful things that happen on campus! We know the list could be very long, but please use this section to highlight **one** major success/accomplishment at your institution that is in alignment with one or all of the Chancellor's three priorities.

- **Degree Attainment:** ensure more Georgians enter the workforce with a college degree.
- **Affordability:** make college more affordable for Georgians.
- **Efficiency:** find opportunities to be more efficient and control costs.

Please attach a one-pager that succinctly presents this success/accomplishment. **This is an opportunity to brag on yourself. The information provided may be used in external communications.**

#### ENGAGE WEST! People – Purpose – Action (Growing Ourselves to Grow Others)

**The University of West Georgia** is continuing its progress, growth, and impact in realization of the role the USG have envisioned for us! We have continued on our path of setting institutional records - **record enrollment growth, record degrees conferred, record average entering freshman GPA, record 4 and 5 year graduation rates, record scholarships awarded, record funds raised, and record economic impact to the region.** This success is not by happenstance but by a concerted effort of internal continuous improvement and external image building. UWG's strategic plan 2014 – 2020 is a living document 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 and is brought to life through a culture of high performance and evidence-based leadership – Engage West!

**Now entering its fourth year of full institutional participation, the underlying driving force behind the implementation of this plan is the leadership development and campus transformation initiative that we have called Engage West!** Anchored in our 2014-2020 Strategic Plan, guided by our core values, and with student success always our primary goal, the University of West Georgia's Engage West! family of programs is transformative, growing, and deeply interconnected. Historically, higher education lags behind the corporate world in terms of innovative methods of engagement, development, and assessment. Engage West! has changed that and has empowered a collaborative spirit to accomplish UWG's vision of being "the best place to work, learn, and succeed!"

The extensive Engage West! initiative launched in early 2014, centers on several programs. The annual Employee Engagement Survey, a concept borrowed from the healthcare and corporate sectors, is predicated on the idea that employee engagement is critical to institutional success. The survey elicits honest, anonymous feedback from all employees on seven key topics. Our unique-in-higher-ed Leadership Development Institutes (LDIs) are held every 90 days. Each retreat focuses on topics such as developing a culture of high-performance, strategic thinking and planning, hardwiring success, and infusing evidence-based leadership into both our high-level plans and everyday action. Launched fall of 2015, the "Engage West! Faculty Edition" and "Engage West! Staff Edition" create additional conduits for accelerate learning throughout the organization by providing professional development opportunities for all full-time employees three times each year. This academic year, 2017-2018, we have launched the Engage West! Fellows, Engage West! Emerging Leaders, and an Academic

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Department Chairs training program. Both the Fellows and the Emerging Leaders program identify leaders via a nominating process. The EW Fellows program provides eight (8) leaders with identified potential to be AVPs, VPs, Provosts or Presidents individual leadership development and training. The EW Emerging Leaders program provides sixteen (16) faculty and staff identified as having leadership potential organizational leadership and management training. These additional leadership initiatives within Engage West! will ensure the legacy and sustainability of our culture of high performance.

The peer-nominated Best of the West Employee Award and Recognition Program fosters a culture of recognition. The Barrier Team identifies, assesses, and provides recommendations for improving operational processes, policies, and practices with the goal of eliminating barriers of inefficiency. Finally, all of our senior leaders create and publish scorecards and provide annual updates on their progress. This models accountability and assessment, and also improves transparency and confidence in senior leadership, areas in which the university has traditionally struggled. Together, all programs work to create the culture necessary to achieve our vision. More importantly, it provides an environment for continuous assessment, improvement and urgency for change when goals are not achieved. UWG now works at the speed of business...innovating, redirecting resources, and solving market and student success challenges.

Now 40+ months in, the cultural transformation is apparent across campus. All units have strategic plans aligned with the institutional plan and all departments have plans aligned with their unit plans. Each employee's goals tie to the strategic plan and our budget requests and allocations now connect to our strategic imperatives and KPIs as well. The result of this top-to-bottom alignment serves to ensure that our employees and their efforts remain focused and to help each person understand how his or her work contributes to the university's success. In addition to quantifiable markers, our campus has undergone a cultural transformation from a default of negativity and random action to a default of optimism and intentional action. Both AASCU and of course, the USG, have recognized Engage West! with leadership innovation awards. Most importantly, Engage West! has produced record student success outcomes, has lowered direct costs to students, and has prepared UWG to answer the call of accountability, affordability and relevance.

**NOTE:** In addition to the FY 2019 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) Scholarships, (4) Research Activity (5) Reserve Balances, (6) Reduction Actions, (6) New Funds, and (8) Facilities.