AP Austin Peay State University

FINANCE & ADMINISTRATION
2021 ANNUAL REPORT

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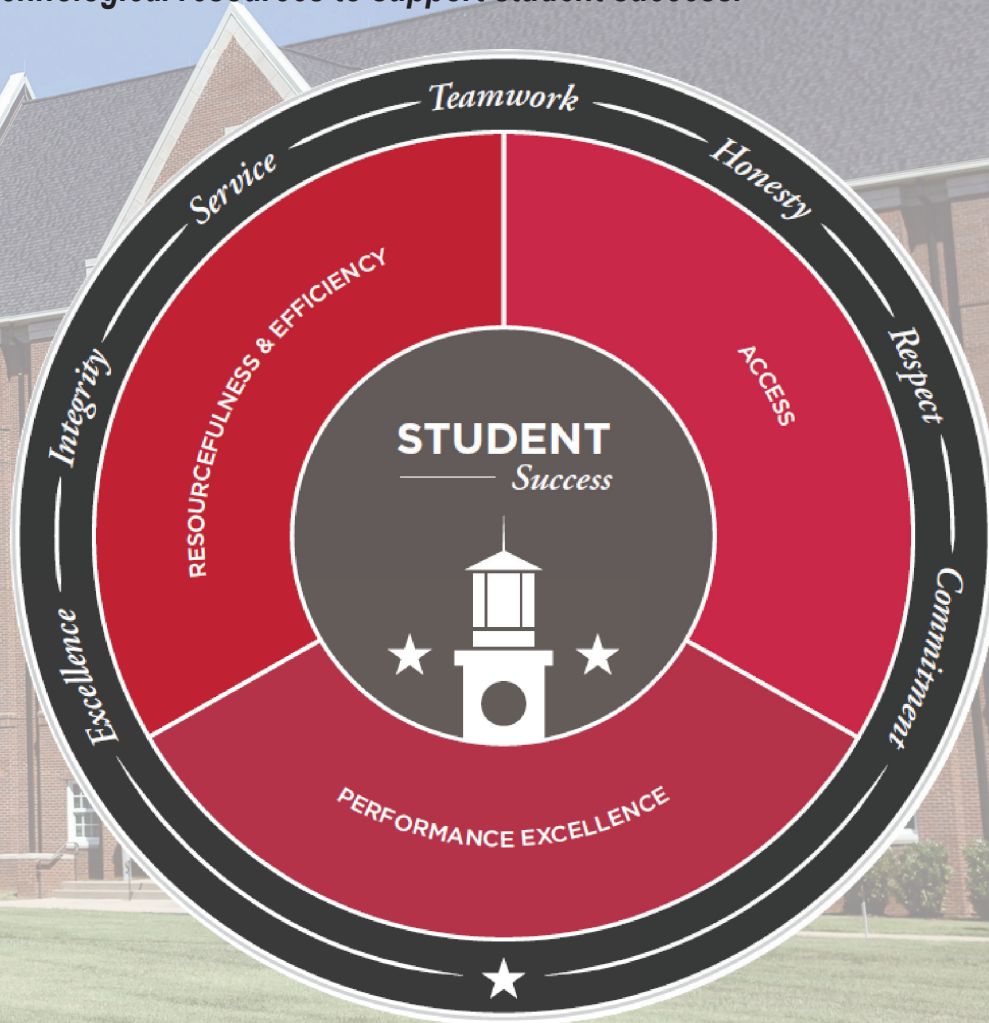# MISSION STATEMENT

Finance and Administration actively works as a team of engaged professionals to provide extraordinary communication, leadership, and service to our university and surrounding community through the efficient and effective use of human, financial and technological resources to support student success.

Teamwork

Service

Honesty

Integrity

Respect

Excellence

Commitment

RESOURCEFULNESS & EFFICIENCY

ACCESS

STUDENT *Success*

PERFORMANCE EXCELLENCE

Primary Goals

- Work with EAB (Education Advisory Board) consultants to review budget models that could improve the structure of the budget process. Key components of the model will be aligning financial goals with strategic priorities.

- Consult with campus Senior Leaders on ways to improve the APSU budget process, emphasis being placed on effectiveness and efficiencies related to shared governance.

- Collaborate and develop a Budget FAQ sheet linked to the Budget webpage so that individuals can ask and obtain budget related information.

Major Accomplishments

- Worked with departments across campus to streamline budget processes. Implemented practices that would eliminate repetitive tasks. This was done by teaming with the Provost and Academic Affairs staff to identify and allocate resources within the division (i.e., adjunct, faculty development, dept chairs). The goal for streamlining the budget/allocation processes was to eliminate monthly budget entries—the processes have been reduced to no more than twice a year.
- Worked with the Associate Vice President for Finance on recording entries that would eliminate manual entry and calculations for both the Budget Office and Accounting Services.
- Used input from the current budget cycle FY21-22 to identify any changes that might be more efficient and effective for future budget processes.
- Continued work on finding ways to provide financial planning information to campus leaders by developing reports for Senior Leaders that provide information specific to their areas of responsibility.
- Prepared a report for management updates on the budget status—provide to SLT on a regular basis (at least monthly).

Business Services provides a wide range of financial services that support and assist in maintaining a strong fiscal environment for the University.

Main Areas

- Accounting Services

- Auxiliary Support Services

  - Ann R. Ross Bookstore

  - Campus Post Office

- Payroll Services

- Procurement & Contract Services

- Student Account Services

Major Accomplishments

- Completed the Fiscal Year 2021 annual audit with **ZERO** findings and **ZERO** management discussion items. *(3.4.2)*
- Continued to enhance templates and reports, including financial statements and related schedules, created with spreadsheet server. These reports were used throughout the fiscal year to detect errors in financial information in Banner in order to reduce time spent on corrections at year end. *(3.6.3)*
- Implemented a payment solution process and moved approximately 75% of vendors to this payment platform to date. *(3.6.3)*
- Implemented a new process to enhance the approval process and time from invoice receipt to payment for dining services. *(3.6.3)*

Primary Goals

- Implement Banner journal approvals workflow process by December 31, 2022. *(3.6.3)*
- Develop a more stream-lined invoice and accounts payable approval process for large vendors like utilities by April 30, 2022. *(3.6.3)*
- Implement a workflow process for interdepartmental transfers by December 31, 2022. *(3.6.3)*
- Develop a monthly workflow that provides an automatic notice to department heads and includes instructions on how to obtain their monthly budget and actual reports by March 31, 2022. *(3.6.3)*
- Enhance the Accounting Services web page to include useful information on accounting information and self –help guidance for the benefit of the university community by June 30, 2022.

Primary Goals

- Continue to seek solution to add package/mail lockers for Post Office services no later than December 31, 2022. This will provide after-hour service and access for students to pick-up packages.
- Provide an analysis of bulk mail services and evaluate feasibility for the following options:
    - Cost for campus Post Office to provide bulk mail services at no charge to the department.
    - Cost for the departments to work directly with the US Postal Service for bulk mailings.
    - Cost for departments to outsource the services.

Major Accomplishments

- Collaboration with University departments, Military Student Center, Student Account Services, Veterans Upward Bound, and VA Benefits, in hosting a 2-day event on August 4 and 11, 2021. Event was done to help better serve our students who use military benefits to get course materials.

- Vending services setup a new online service system for anyone to place work tickets for stocking and repairs over the summer, and by fall 2021 anyone submitting a work ticket also got a confirmation email or text when the ticket was completed.

- Due to the Covid-19 pandemic, the Post Office operations changed or had to be adjusted so that staff & anyone visiting the office were Covid safe. This department operational setup saved the university $42,657.38 in postage.

- The total student savings for courses participating in First Day Program were tracked and total student savings over the retail price of respective textbooks was $365,000 for 2021.

Major Accomplishments

- In conjunction with the Governor's Office of Diversity Business Enterprise, held two (2) APSU's Diversity Business Workshops "Becoming Go-DBE Certified" Diversity Business with the State of Tennessee. *(3.6.3)*

- Revised Vendor Application to enhance the collection of information for new reporting requirement (Foreign Vendors etc.) and update e-procurement system to allow collection of data. *(3.6.3)*

- Developed standard contract templates for improved efficiency and ease of use. *(3.6.3)*

- Established, in conjunction with the University of Tennessee and other Locally Governed Institutions, a new Tennessee Cooperative (TNCUP) to assist in securing cost savings and efficiencies for procured goods and services. *(3.6.2 and 3.6.3)*

Primary Goals

- Create an electronic Purchasing Card training module that may be accessed at any time by card users by June 30, 2022. *(3.6.3)*

- Develop a monthly report per university division that includes pertinent Purchasing and Travel Card usage information. This will be available by April 1, 2022. *(3.6.3)*

- Communicate and provide training information on the Tennessee Purchasing Cooperative with campus departmental users. This information will be provided by April 30, 2022.

Primary Goals

- Collaborate with Army IgnitED to fully implement the new software and develop reports to process student's financial assistance effectively and in a timely manner. This new system should be fully functional by September 30, 2022. *(3.6.3)*
- Create a centralized invoicing process to standardize invoices issued by the University. This process should improve internal controls over cash collection/cash handling by December 31, 2022. *(3.6.3)*
- Develop a real-time student invoicing process that enables students to leave with an invoice for tuition, room and board as they complete registration during orientation. This should be functional by December 31, 2022. *(3.6.3)*

Major Accomplishments

- In conjunction with the Fort Campbell Campus, implemented a process to protect military students impacted by the Federal Government's delay in Army IgnitED implementation. This process ensured impacted students were not dropped from classes.
- Created reports to better assist Tuition Assistance students with the migration to the new system. Since the new system is not efficient yet, it will not allow us to pull their data into an Excel file. We created reports to copy this data and add it to an Excel file for better review and to be able to post in a timely manner.
- Worked with the Veterans Education Benefits
- Office to release funds to Post 911VA students early instead of waiting for their funds to post and then issue their federal aid.
- Implemented a process so students who owe a balance from a prior term can pay online.

Primary Goals

- Compile information and a presentation in order to inform the incoming VP concerning CPDC, OSA, THEC, SBC and ESC policies and procedures.

- Begin creating the THEC-mandated facilities master plan we are due for. It is our goal to begin this process which will involve many stakeholders across campus and take 12-18 months. We will need to identify renovations, additions, which the state is now allowing to be submitted for improvement dollars and weren't included in previous master plans. It will incorporate the vision, strategic and academic plans, along with other studies. If funding is available for fall 2022, then it will be completed by fall 2023 or spring 2024 at the latest. The anticipated the cost is $500,000.

Major Accomplishments

- Started the Athletics Master Plan
- Completed 8 projects including: Fire Alarm Upgrades for Memorial Health and Woodward Library; Fire curtain replacement for Trahern theater; and boiler installations for Browning, Claxton and Clement
- Received funding for the $9.2 million Kimbrough Student Success Renovation
- Started Health Professions Building design.

Major Accomplishments

- Enhanced the new employee onboarding process and employee experience by creating an onboarding video to promote university culture and share key information.
- Implemented a document imaging system for all personnel records.
- Completed the development of a digital adjunct pay form workflow process.
- Implemented a paperless faculty hiring process within PeopleAdmin.
- Collaborated with the Office of Equity, Access and Inclusion to offer DEI trainings to employees.

Primary Goals

- Complete digitization of all active personnel records by summer 2022.
- Implement a third-party solution to securely provide employment verification for all former and existing APSU faculty, staff and student by summer 2022.
- Streamline the staff hiring process by implementing a paperless workflow within PeopleAdmin by fall 2022.
- Develop internal electronic workflow process for Extra Compensation and Overload Assignments to reduce departmental overhead and increase efficiency by fall 2022.

Major Accomplishments

- Completed the installation and transitioned the campus to new Internet Service Provider (ISP) with two connections that established redundant paths and fail over functionality *(3.6.3)*.
- Completed a perimeter equipment refresh. Additional bandwidth to the campus was added and redundant path/fail over functionality was implemented. This project has helped to improve continuity of services to faculty, staff, and students.
- Implemented cybersecurity awareness program and annual information security training *(3.6.3)*.
- Expanded the use of Multi Factor Authentication (MFA) to Student Email, and VPN for faculty and staff *(3.6.3)*. This project significantly improved information security and the university's security posture. Completion of this project now allows for the review of the password policy to potentially increase minimum required password length and the minimum password reset timeframe.

Primary Goals

- **Complete initial planning for term collapse project** *(3.6.3)*. In conjunction with the Provost's Office, complete the initial planning from the IT side including impacts, timeline, and IT milestones.
- **Complete transition of current phone solution to cloud environment** *(3.6.3)*. This project was started in fall of 2021 and will continue through the spring of 2022.
- **Assess password protocols** *(3.6.3)*. This project will assess, plan, and look to implement new password protocols including password length (characters or passphrases) and password changes (length of time).
- **End user computer support improvements** *(3.6.3)*. This will allow for improved support for Macs (Jamf), greater access to approved software (Software Store), and improved patching/patch management for PCs (Intune).

Primary Goals

- Increase training opportunities for Physical Plant employees: Provide at least 15 hours of optional and required training per year for Physical Plant employees with training opportunities will be tracked through the calendar year 2022.

- Reduce gasoline usage for Physical Plant vehicles: Reduce gasoline used by Physical Plant vehicles by 5% (2022 compared to 2021). Baseline (2021) usage was 9,588 gallons of unleaded gasoline. Fuel consumption will be tracked during 2022 and compared to the baseline year of 2021.

Major Accomplishments

- Established the Austin Peay Arboretum Fund for expansion and maintenance of the arboretum trees and conducted the first Native Plant Sale raising nearly $5,000 for the University.

- Established 2 student intern positions for sustainability outreach and recycling.

- Women's softball locker room maintenance: demolished old lockers, old doors and frames, and old sheetrock walls. The project included new wall, finished and painted new drywall, installed new doors and frames, new small kitchen cabinets and tops, new drop ceiling, new carpet and LVT flooring, epoxied bathroom floor, new bathroom partitions, new toilets and sinks, new lockers including electrical and new counter top with outlets for a study room.

- Completed restructure of Operations Division of Physical Plant.

- Remodeled 529 N. 2nd Street: demolished sign, sealed and striped parking lot for relocation of OIT department.

Major Accomplishments

- Set up and conducted drive thru vaccination site with Boyd Health Services and Department of Nursing. Over 4,000 vaccination doses given during that drive-thru.

- Reduced plastic consumption and saved funds by moving away from plastic hangtags for parking and using the vehicle license plates for registration.

- Completed restructure of police department which provides supervisory coverage for almost all shifts.

Primary Goals

- Enhance campus safety and preparedness through a comprehensive emergency management program centered on planning, training staff and testing emergency plans. *(3.3.3)*

- Increase the number of attendees to crime prevention programs by 5% and develop five recorded crime prevention programs to be made available on the Police Department website. *(3.6.3)*

- Create the framework and implement training programs from the Office of Environmental Health & Safety to enhance campus safety and compliance. *(3.6.3)*

Major Accomplishments

- **Received Sustainability funding to convert Clement Auditorium stage lights to LED which will result in a saving in electricity and cooling costs.**
- **Successfully marketed Govs ID Card online photo submission portal and website to new students, faculty and staff. This resulted in a reduction of people in line, less face to face with workers and reduced the amount of time to take a photo.**

Primary Goals

- Assess the current room configuration of UC rooms: Continue to measure the daytime use of meeting rooms in the Morgan University Center. While we think there is a shift in the type of space that is being used, the results will help us determine if we need to configure meeting room space into event space (large rooms).

- Increase the use of the Govs ID card website by 30%: By driving traffic to the website for information and to submit ID photos and add money to cards on line, it will reduce the face-to-face traffic in offices, provide 24-hour service, and reduce lines during critical surge times.

- Increase the use of the Automatic Room Booking template by 20%: We specifically are looking to increase the use of this feature to reduce review time of requests. By having users use this feature, we will be able to reallocate staff time to improve customer service for those event type requests.

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