

A photograph of the Austin Peay State University campus. The central focus is a large, multi-story brick building with a prominent clock tower. The clock tower has two visible clock faces and a decorative top with a spire. In the foreground, there is a well-maintained green lawn with several large, leafy trees. A paved walkway is visible in the bottom right corner. The sky is blue with scattered white clouds.

FINANCE AND ADMINISTRATION
ANNUAL REPORT

FY2018

AP Austin Peay
State University



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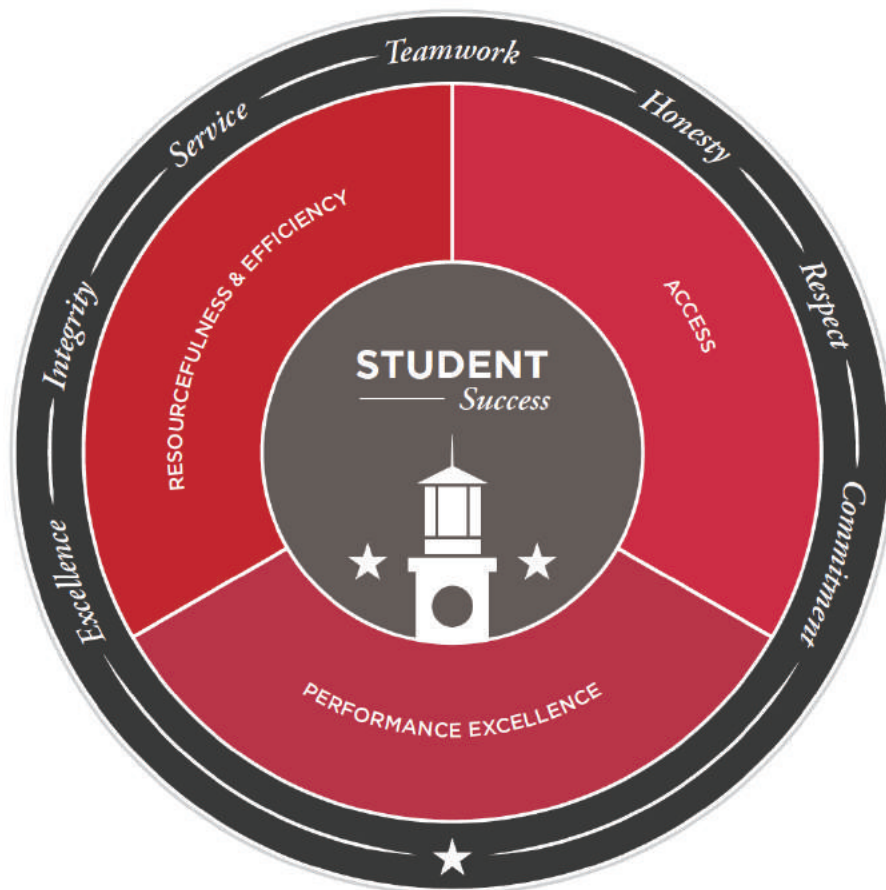
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MISSION STATEMENT

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.







FINANCE

STUDENT ACCOUNT SERVICES

I. ACHIEVEMENTS

- A. Relocated to a central area (Ellington) with Enrollment Management offices in order to serve students in one locality.
- B. Changed call rotation recording to decrease the number of times a call is transferred or sent to another building. The rotation prompts callers to choose:
 - i. Cashier's Window; make a payment
 - ii. Student account; general account questions
 - iii. Collections; past due account questions
 - iv. Perkins; Perkins Loan questions
- C. Created a new process for daily cash balancing that exports reports from TouchNet and Banner and confirms they balance, reducing the number of errors to the bank as well as catching errors before feeding cash transactions to Banner finance.

II. GOALS

- A. Create a few reports to identify issues, such as past due balances, for dual enrollment students before they try to register for another term, thus removing barriers.
- B. Work collections in a way that decreases write-offs by at least 5 percent by June 30, 2019.
- C. Create an efficient process where non-current students can set up an automated payment plan, which will decrease the number of calls from students, keep students on track and decrease receivables.







ACCOUNTING SERVICES

I. ACHIEVEMENTS

- A. Completed FY 17 with no findings.
- B. Updated an on-line accounting manual/procedures folder on the Accounting Services shared drive, which continues to add relevant material to the folder.
- C. Established a new merchant account for foundation credit card payments so funds go directly into the foundation bank account rather than the University bank account. Once Student Account Services updates TouchNet, credit card payments will flow to the correct merchant account. Accounting Services forwarded contact information for the Elavon representative to the Bursar's office to assist with this transition.
- D. An assigned employee attended all website training sessions offered by the University and consistently updated the accounting services web pages. Travel FAQs have successfully been added to the site while other FAQs are in progress.

II. GOALS

- A. Complete FY 18 with no findings.
- B. Continue work on account reconciliation and review of FOAP errors, such as incorrect program codes, account codes, etc., to help ensure the underlying accounting data is correct at year end, thereby reducing time needed for year-end close and financial statement preparation.
- C. Begin research on converting from using a FOAPAL method to using the INDEX method for entry in Banner. Use of an INDEX helps departments ensure transactions are properly recorded. Because departments need only remember one number, rather than three numbers, it helps reduce input/classification errors. If research is positive, implementation may cross fiscal years.
- D. Before implementing new procedures, solicit input and discussion from other departments/areas on campus to help improve communication regarding reasons for specific changes and to help determine whether additional items need to be considered prior to a change being made.







AUXILIARY SUPPORT SERVICES

I. ACHIEVEMENTS

- A. Successfully worked with the campus community in changing the bookstore services from Follett to Barnes & Noble without services being disrupted. The new Barnes & Noble agreement allowed APSU to help several students receive a total of \$15,000 in free course materials to help with student retention, and it provided APSU departments and student organizations \$10,000 in merchandise/apparel/gift cards at 34 events.
- B. Successfully worked with the campus community in changing the drink services providers (from Pepsi to Coke) without services being disrupted. New Coca-Cola agreement provided additional marketing and funding for the University.
- C. Post Office staff completed 25-30 hours of staff development training through Lynda.
- D. Began accepting more prepaid UPS Ground, DHL and FedEx packages for pickup in the campus Post Office.
- E. Post Office has added better and more shelving to help with increase of packages received; better layout and system in place to help serve the students.
- F. Snack vending machine, with TBE – Blind Services, added five more card swipes on their vending machines.
- G. All Coke vending machines accept Gov Bucks, Apple Pay and bank cards.
- H. Participated in a first floor University Center event to help communicate to students who do not live on campus what services we offer.

II. GOALS

- A. Implement selling additional mail supplies in the campus Post Office to provide a better service to the campus community.
- B. Seek options to increase annual post office box rentals fees, which have not been increased in the past 25 years, to help with increasing operating costs.
- C. Feedback received from students, faculty, staff and visiting guests for campus Post Office to have other mailing supplies beside basic U.S. postal supplies and recycled boxes.
- D. Work with GIS department to have a better and more technical visual aid involving campus vending machines. Help bridge gap between Finance & Administration and Academic departments while helping with the service aspect of drink and snack vending for the campus community.
- E. Complete a total of 25-30 hours of staff development training.







PROCUREMENT AND CONTRACT SERVICES

I. ACHIEVEMENTS

- A. As part of the FOCUS Act, Procurement successfully separated from TBR to become a LGI. Austin Peay was one of the first to separate. Procurement and Contracts services was asked to share all processes and forms to Procurement offices at other universities.
- B. During the FOCUS separation process, the department revised all policies, forms and documents. Forms were redesigned into fillable forms.
- C. Provided numerous group and individual training sessions.
- D. Increase usage of DocuSign, an electronic signature module, by adding Grants, Human Resources and Athletics to ensure effective use of electronic signature system.
- E. The department successfully hosted the 2017 Tennessee Alabama Georgia and Mississippi (TAGM) regional meeting of NAEP. One of the most successful meetings in terms of budget, sessions and vendor participation. APSU's purchasing director served as president of TAGM.
- F. Processed a continuing increase in contracts from FY17 to FY18. The department processed 589 in FY17 and 680 contracts in FY18, which resulted in a 17 percent increase.
- G. To improve efficiency in the procurement process, two new punch out catalogs were added into Govs e-Shop.
- H. Developed in conjunction with STREAM the "Real Property Acquisition/Disposal Process" steps/requirements for all STREAM agencies when purchasing or disposing of real property.

II. GOALS

- A. Provide and take advantage of educational opportunities for each member of Procurement and Contract Services Staff.
 - i. Staff members take advantage of at least three online training sessions.
 - ii. Staff members take advantage of at least three in person training sessions.
- B. Develop strong relationships with other groups within the University Community.
 - i. Continue liaison with internal customers to achieve greater understanding of requirements and integration through group training, individual trainings and surveys.
 - ii. Timely, proactive communication with internal customers within two business days.
- C. Review and revise, where needed, the purchasing card section of the current procurement policy in order to improve the utilization of the purchasing card and to assist departments across campus by enabling broader usage of the purchasing card.



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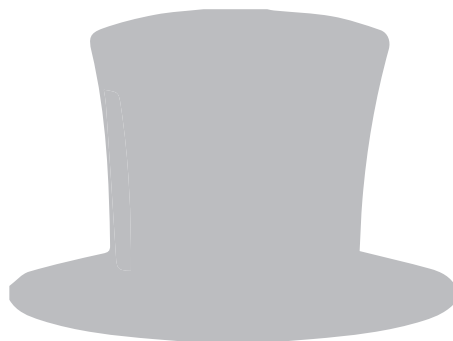
HUMAN RESOURCES

I. ACHIEVEMENTS

- A. Increased efficiency and compliance of international faculty hiring by securing Xie Law firm to manage APSU's employment-based immigration process.
- B. Partnered with Staff Senate for the first time to host the Staff Service Awards Program.
- C. In partnership with the Office of the Provost, implemented faculty performance evaluations dedicated to recognizing and rewarding talented faculty.
- D. Collaborated with the Faculty and Staff Allocation Committees to implement salary adjustments that brought the University's overall Market Median Achievement from 95.72 percent to 97.65 percent.
- E. Implemented full-day adjunct orientation, which guides new adjunct faculty through the requirements and processes for teaching at APSU, helping adjuncts feel more connected to the University and to one another.
- F. Leveraged existing software to implement a more streamlined adjunct hiring and payment process.

II. GOALS

- A. Review and document inventory of current HR business processes to reduce ambiguity, establish training materials and identify areas for improvement.
- B. Increase compliance and productivity by streamlining HR activities to create paperless processes.
- C. Implement a merit-based compensation plan for staff that fosters a high-performance culture, which recognizes employee performance and contribution.
- D. Engage the 2018-19 APSU Compensation Committee in the revision of the current compensation plan and make recommendations based on pertinent compensation issues.
- E. Increase institutional effectiveness by developing a robust training and development program for faculty and staff.
- F. Elevate the Office of Human Resource's university profile by investing in people analytics to measure and establish leading indicators of performance.
- G. Increase marketing and communication from the Office of Human Resources to ensure all APSU staff are engaged and informed.







INFORMATION TECHNOLOGY

I. ACHIEVEMENTS

- A. Upgraded/added over 200 wireless access points across APSU, which expanded and increased wireless coverage by 20% and increased bandwidth from 2 GB to 3 GB at an annual cost savings of \$25,000 per year.
- B. Implemented inaugural TAF funded “Faculty Technology Innovation Grants,” awarding 3 \$10,000 grants.
- C. Began offering “Process Improvement Analysis (PIA)” service, a 6 week review of a process with a cross-disciplinary team to look at the process with “a fresh set of eyes” in order to increase efficiencies and/or improve services. IT completed six PIAs: 250R application processing, academic alert processing, Design and Construction separation from TBR, VA prior credit evaluation, Accounts Payable invoice processing, and international scholarships.
- D. Strengthened IT Data Security to assist in protection of APSU data assets by implementing: email threat protection (attachments and URLs), IT change management process, third party cybersecurity controls assessment, and an informational presentation for faculty and staff about keeping APSU data secure, titled “IT Cybersecurity Road Show.”

II. GOALS

- A. Survey and evaluate feedback from students, faculty and staff on:
 - i. What IT services and resources are important
 - ii. How successfully is IT delivering those services
 - iii. What software/hardware tools are they using
 - iv. How effectively does IT communicate
- B. Decrease the average time to resolution of reported issues/requests for service by 10%





PHYSICAL PLANT

I. ACHIEVEMENTS

- A. Completed implementation of time clock software and eliminated paper payroll reports.
- B. Conducted monthly safety training for approximately 65 Physical Plant employees.
- C. Served as the distribution location in the state for 250K Tree Day and maintained Tree Campus USA Certification with the Arbor Day Foundation.
- D. Installed new landscapes at the John Morgan Walk of History, Archwood, Harned and Harvill and completed prep work for the APSU Native Meadow.
- E. Installed new 400 foot sidewalk from baseball stadium entrance plaza to Farris Avenue.
- F. Facilitated construction of beach volleyball courts and installed two new goalposts for football.
- G. Assisted with installation of two composters for Service Learning, turf halos at the baseball and softball fields and the Spirit Rock for SGA.
- H. Physical Plant employees processed 17,918 work orders, and Central Receiving processed 27,311 packages.

II. GOALS

- A. Create quarterly utility reports for campus electricity, natural gas and water usage.
- B. Develop options for “closing” certain campus buildings during academic breaks.
- C. Create quarterly recycling reports for plastics, paper and metals diverted from the landfill.
- D. Work with existing campus organizations to increase recycling rate on campus.
- E. Provide improved custodial services for campus through transition to a new subcontractor.
- F. Develop monthly metrics to monitor custodial contractor performance.

PUBLIC SAFETY

I. ACHIEVEMENTS

- A. Received Accreditation through the Tennessee Association of Chiefs of Police.
- B. Began construction of a new, more secure police dispatch center.
- C. Updated and provided training on the Building Coordinator’s Manual.
- D. Implemented a new police records management software with NCIC access that is accessible from the police vehicles.
- E. All officers completed at least 40 hours of POST-approved training.

II. GOALS

- A. Enhance campus safety and preparedness through a comprehensive emergency management program.
- B. Provide an effective and efficient police department.
- C. Increase parking operation efficiency.





UNIVERSITY DESIGN AND CONSTRUCTION

I. ACHIEVEMENTS

- A. Updated the University's Master Plan.
- B. Developed a designer's manual.
- C. Began quarterly coordination meetings with APSU departments to discuss capital projects and processes.
- D. Hired campus consultants to replace TBR regional designers.
- E. Completed 18 projects, including the Kimbrough Trading Room project, the Browning Mechanical project and the Executive Classroom project.

II. GOALS

- A. Design an interactive map of campus that shows current construction and buildings affected.
- B. Verify existing floor plans and create base plans for all campus buildings.
- C. Continue to improve campus processes to become more efficient.
- D. Set up the use of plan rooms.
- E. Continue work on 25 projects in the ongoing or starting phase, including the Bookstore Renovation project, the Military Family Resource Center Project and the Campus-wide Roof Replacements project.

UNIVERSITY FACILITIES

I. ACHIEVEMENTS

- A. Began making ID cards embedded with proximity chips.
- B. Renovated and upgraded the Clement Auditorium.
- C. Implemented electronic messaging on the UC food court TVs.
- D. Created a self-serve option for some UC spaces, reducing the need to approve space reservations.
- E. Established an ongoing student worker development program using Lynda.com.

II. GOALS

- A. Streamline the process on educating and training APSU summer camp staffs on the importance of protecting minors while on campus.
- B. Continue to increase the use of technology with mobile access apps and one-click reservations to reduce processing time in the University Facilities office.
- C. Prepare the campus and ID card system for the move to mobile credentialing.



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