FINANCE & ADMINISTRATION

2020 ANNUAL REPORT

Austin Peay State University

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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.
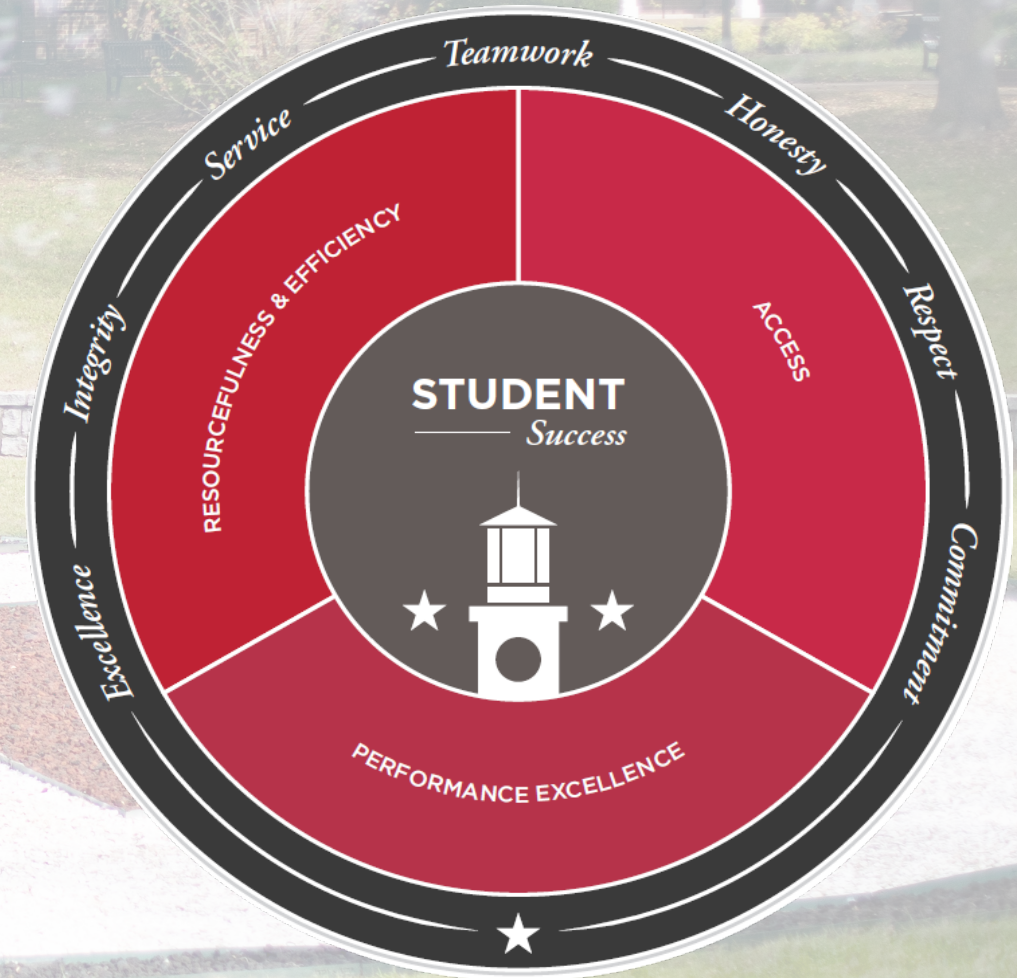
Primary Goals

- Address the need to prepare for unprecedented financial strain by incorporating guiding principles and financial reserve requirements into the existing budget policy to be approved by the Board of Trustees. *(3.6.3)*

- Implement a budget/financial forecasting software to provide more accurate revenue estimates, strategic initiative costs, and new and existing academic program reviews. *(3.4.1)*

- Collaborate with the Office of Human Resources to provide onboarding input for budgets. *(3.6.3)*

- Develop an online budget FAQ to provide more readily available budget information and provide an effective source of communication for the campus community. *(3.6.3)*

Major Accomplishments

- Developed weekly budget-related status reports for the senior leadership team (SLT) in an effort to keep University leaders informed on budget changes related to the COVID-19 pandemic and enrollment shifts. *(3.6.3)*

- Scheduled forums to present status updates and budget information to campus constituents, involving them in the budget planning process. *(3.6.3)*

- Organized meetings and provided resources to the 2021-2022 Financial Planning Taskforce, appointed by the president, and associated sub-committees that were charged with making recommendations on ways to address financial strain resulting from the COVID-19 pandemic. *(3.6.3)*

- Provided one-on-one Banner training for users and new hires as needed and collaborated with the Office of Information Technology to provide group training for Banner 9. *(3.6.3)*

Main Areas

- Accounting Services

- Auxiliary Support Services

  - Ann R. Ross Bookstore

  - Campus Post Office

- Payroll Services

- Procurement & Contract Services

- Student Account Services

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

Mitch Robinson, Vice President, Finance & Administration

Major Accomplishments

- Completed the Fiscal Year 2020 annual audit with **ZERO** findings and **ZERO** management discussion items. *(3.4.2)*
- Reallocated existing personnel resources to create a Director of Accounting Services position that ensures staff learn new skills. *(3.6.3)*
- Completed a request for proposal (RFP) for a payment solution vendor and awarded the contract to Paymerang, a company that provides the University with electronic supplier payments to vendors and students, improving overall efficiency and security and generating revenue from credit card rebates. *(3.6.2)*
- Developed a system to create PDF journal entries and submit/approve entries electronically via email, enabling staff to quickly transition to a remote work environment because of the COVID-19 pandemic. *(3.6.3)*

Primary Goals

- Implement Chrome River travel software beginning June 2021 after normal University travel is expected to resume. *(3.6.3)*
- Collaborate with the Office of Information Technology to implement more efficient, electronic processes by December 31, 2021, within the Banner system for journal approvals and expenditure transfers. *(3.6.3)*
- Enhance the Accounting Services website by December 31, 2021, to include relevant and valuable information that will better guide and benefit the University community. *(3.6.3)*
- Fully implement Paymerang by April 30, 2021, to begin generating revenue earned through
- credit card rebates. *(3.6.2).*

Primary Goals

- Identify by September 30, 2021, the campus demand and need for mail-tracking software and a fully automated, electronic parcel locker system that would provide access to packages at all times. *(3.6.3)*
- By June 30, 2021, identify the benefits of adopting the Barnes & Noble First Day Complete program, an inclusive access model that provides every student with ALL their required course materials on the first day of classes. Additionally, estimate the average savings per full-time enrolled student and any potential bookstore commissions. *(3.6.2)*

Major Accomplishments

- Successfully relocated the Ann R. Ross bookstore to 328 College Street, opening to the public on June 29, 2020. *(3.6.2)*
- The bookstore's First Day textbook program saved students a total of approximately $350,000 in 2020. *(3.6.3).*
- Barnes & Noble, the bookstore operator, provided $15,000 in textbook scholarships along with an estimated $10,000 in free merchandise that was distributed for a variety of campus student events. *(3.6.2)*
- Collaborated with the GIS office to create 15 Gov's Lane as an official street address, enabling the campus post office to use the back-office entrance as a location for package pickup and delivery. *(3.6.3)*
- To assist students during the COVID-19 pandemic, the campus post office accepted textbook rentals on behalf of the bookstore and ensured students received their mail without having to step on campus. *(3.6.3)*

Major Accomplishments

- Implemented a trial contract database model in Bonfire with the assistance of Information Technology and Academic Affairs to centralize contracts in a searchable repository and automate notifications. *(3.6.3)*

- Established a deal with Sam's Club to include a rebate program that covers the membership without additional funds from the University. *(3.6.2)*

- Converted the bid process to an electronic format for delivering and receiving all bids. *(3.6.3)*

- Updated the Amazon ordering process from a centralized location to departmental locations, decreasing the time from ordering to receiving items. *(3.6.3)*

- Conducted customer service surveys with feedback resulting in 75% exceeding expectations and 25% meeting expectations. Conducted post-training surveys with feedback resulting in 16% exceeding expectations and 74% meeting expectations. *(3.6.3)*

Primary Goals

- Achieve an 80% or better satisfaction rating on customer service feedback and overall experience results of 75% exceeding expectations and 25% meeting expectations. *(3.6.3)*

- Develop a cooperative relationship with departments to enable the purchase and implementation of a permanent contract database model to monitor a contractor's performance, improve the visibility of the contract database, and reduce the time needed for preparing contract reports as required by federal and state mandates. *(3.6.3)*

- Increase credit card usage by finding solutions to move 2% of items from non-allowable to allowable purchases by December 31, 2021. *(3.6.2)*

- Roll out on-demand training to the campus community by July 1, 3032, to support 24/7 access to training materials and resources. *(3.6.3)*

Primary Goals

- Improve the University's cash flow by streamlining the student collections process and decreasing the annual write-offs/bad debt expense by 3% by June 30, 2021. *(3.6.2)*
- Support the Army's tuition assistance office and implement the Army's new billing and tuition assistance software, Army IgnitEd, by June 1, 2021. *(3.6.3)*
- Adequately train multiple Student Account Services staff to ensure tuition assistance bills are timely and properly processed through Army IgnitEd, further supporting military-affiliated students. *(3.6.3)*

Major Accomplishments

- Implemented a process to move the credit card convenience fee to users, giving them the option to pay online with credit cards while also reducing the credit-card usage fees charged to the University. *(3.6.2)*
- Moved to an automated ACH process for returned checks, reducing the time spent on manual processes and the possibility of human error from manually posting returns. *(3.6.3)*
- Enabled students to ensure their payments are made monthly and improved the cash flow for the University by creating an efficient method for students with past-due balances to pay via a monthly direct debit process. *(3.6.2)*

Major Accomplishments

- Submitted the capital outlay proposal for the Health Professions Building, which ranked in the No. 2 slot for the 2021-2022 Tennessee Higher Education Commission funding recommendation. *(3.2.1)*
- Entered into a lease agreement with the county for space in the downtown Multi-Purpose Event Center. *(3.2.2)*
- Completed 12 projects including:
  - the William E. and Sadako Newton Military Family Resource Center;
  - the Downey Baseball Operations Center and Clubhouse;
  - the Ann R. Ross Bookstore;
  - the Jenkins Family Fieldhouse; and
  - the APSU Greenway Connection. *(3.2.1)*
- Completed a space inventory update of all buildings. *(3.2.4)*

Primary Goals

- Pending legislature approval, begin design of the Health Professions Building in September 2021 for planned construction to be completed as early as fall 2024. *(3.2.1)*
- Evaluate campus space assignments and efficiency of space usage across campus. *(3.2.4)*
- Complete an assessment of the facilities conditions by December 31, 2021, and ensure that all buildings have been reviewed for condition. *(3.2.1)*
- By December 31, 2021, identify and prioritize items to include in the facilities master plan that

Primary Goals

- Initiate a partnership program with Fort Campbell and Workforce Essentials to offer professional development opportunities to military spouses by Summer 2021. *(5.6.3)*
- Enhance new staff and student employee on-boarding processes, including the development of orientation videos, by Fall 2021. *(3.6.3)*
- Establish digitization of all personnel records by Summer 2021 to improve departmental efficiencies and align with the University's goal of sustainability. *(3.6.3)*
- By Summer 2021, create a paperless hiring process to enhance the PeopleAdmin applicant system and digitize all personnel records to create a more efficient repository. *(3.6.3)*
- Partner with Academic Affairs to leverage a paperless performance evaluation process for adjuncts by Summer 2021. *(3.6.3)*

Major Accomplishments

- Worked with newly created Academic Services & Engagement (ASE) to create a more robust part-time instructor onboarding program. (3.6.3)
- Developed partnerships across campus and with external providers to offer 96 unique staff training and development sessions through Learn. Grow.Lead., garnering 1,567 participants for all sessions. (2.5.1)
- Earned national recognition from the College and University Professional Association for Human Resources (CUPA-HR) for creating innovative family, mental and physical health sessions to assist employees during the pandemic. (3.6.3)
- Applied Maxient software as proximity-tracing to support the University's COVID-19 exposure guidelines and to protect the health of employees and the Clarksville community. (3.6.3)
- Implemented a Voluntary Retirement Incentive Program (VRIP) and a Voluntary Furlough Program as identified by the 2020-2021 Financial Planning Taskforce. (3.4.2)

Major Accomplishments

- Completed numerous major systems upgrades, including the implementation of Ellucian Recruit, a customer relationship management system that allows the Office of Admissions to effectively recruit and manage prospective students, and a unified Single Sign On (SSO) experience for the campus community. *(3.6.3)*

- Successfully moved the University's disaster recovery site from Smyrna, Tennessee, to the Cloud with Amazon Web Services, a far more flexible and robust disaster recovery solution. *(3.6.3)*

- Established and implemented a vulnerability and management system that monitors potential threats and reports vulnerabilities on all University assets. *(3.6.3)*

- Designed and implemented an electronic, instructional-method change workflow to facilitate the high volume of course delivery method changes during the COVID-19 pandemic. *(3.5.5)*

Primary Goals

- **Complete installation and transition to two new Internet Service Provider (ISP) connections with redundant paths and failover functionality by Summer 2021.** *(3.6.3)*

- **Transition the current phone system to a cloud-hosted environment beginning in Summer 2021.** *(3.6.3)*

- **Collaborate with the Office of Human Resources in Spring 2021 to implement a cybersecurity awareness program and disseminate annual information regarding security training for faculty and staff, improving the University's security awareness posture.** *(3.6.3)*

- **Expand multi-factor authentication (MFA) to additional services, including OneStop for all, Student Email, and Virtual Private Network (VPN) access for faculty and staff.** *(3.6.3)*

Primary Goals

- Compile standard operating procedures for the Physical Plant into one cohesive document, a major component of continuity of operations planning, by December 2021. *(3.6.3)*
- Add a second electronic key box in the Shasteen building by July 2021 to improve key control for maintenance staff, provide accountability for master keys and provide timely notification to supervisors for key returns. *(3.6.3)*
- Apply for three grants in 2021 to support sustainability and energy-savings projects. *(3.6.2)*
- Evaluate and complete an analysis of work order communications, including automated messages and work order completion. *(3.6.3)*
- Add signs and pavement markings as needed to the campus Greenway Trail section, providing a path between bike share stations in close proximity to the trail. *(3.2.2)*

Major Accomplishments

- Prepared for COVID-19 prevention on campus by creating socially distanced spaces across campus, building 190 public-facing desk shields, coordinating outdoor study spaces, ordering over 90,000 personal protective supplies. *(3.6.3)*
- Received certification as a Level 3 Arboretum from the Tennessee Urban Forestry Council, with the campus featuring more than 120 species of trees, 77 of which are native to Tennessee. *(3.2.1)*
- Oversaw the APSU connection to the Clarksville Greenway Trail, a 0.6-mile section funded by the Clarksville-Montgomery County Community Health Foundation and the APSU Sustainable Campus Fee. *(3.2.2)*
- Processed 13,893 work orders and increased customer satisfaction from a 4.76 out of 5 overall rating in 2019 to 4.81. *(3.6.3)*
- Received the "Best Overall Organization" award from the Clarksville-Montgomery County Green Certification Committee for sustainability efforts and recognition for achieving platinum level. *(3.2.1)*

Major Accomplishments

- Received a grant from Tennessee Highway Safety Office for traffic safety and crime prevention programs and used the award to purchase equipment for drinking and driving prevention campaigns and provide resources for safety programs across campus. *(3.6.3)*

- Implemented pay-by-plate public parking in under-utilized parking lots close to downtown to help meet the growing parking needs of the Clarksville community. *(3.6.3)*

- Implemented license plate recognition technology for enhanced parking compliance, eliminating the need to purchase plastic, disposable parking permits. *(3.6.3)*

- Created the Office of Emergency Management and hired a director to maintain a comprehensive emergency management program and facilitate the completion of a Continuity of Operations Plan, with 91 departmental plans created in 2020. *(3.3.3)*
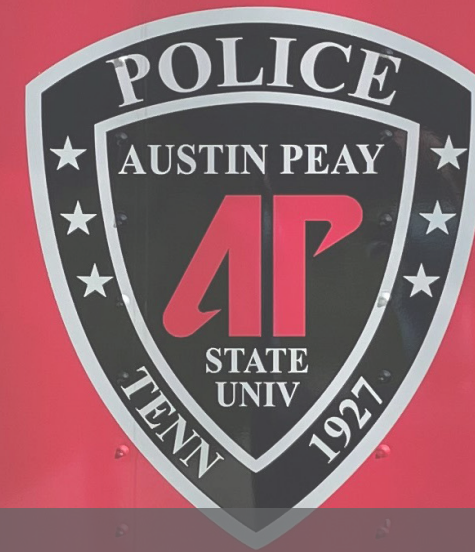
Primary Goals

- 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

- Completed the transition to new ID software that will integrate access control, meal plans and ID pictures into a seamless operating system to provide immediate access to card-controlled areas and meal plans, enhancing the overall student-card experience. *(3.6.3)*

- Completed the implementation of online picture submissions for Gov's ID cards to reduce face-to-face interaction. *(3.6.3)*

- Successfully set up COVID-19 safety templates in the EMS reservation system and reviewed over 1,800 room requests for the fall semester with COVID-19 protocols. *(3.6.3)*

Primary Goals

- **Move Gov's ID cards to be accessible through mobile devices by Spring 2022, reducing the need to print physical ID cards for the campus community.** *(3.6.3)*

- **Create two fully sufficient virtual meeting rooms in the University Center by Fall 2021 to provide easy access to virtual meeting platforms, assisting with the continued need for online meetings.** *(3.6.3)*

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