



FINANCE AND ADMINISTRATION
ANNUAL REPORT
FY2019

AP Austin Peay
State University

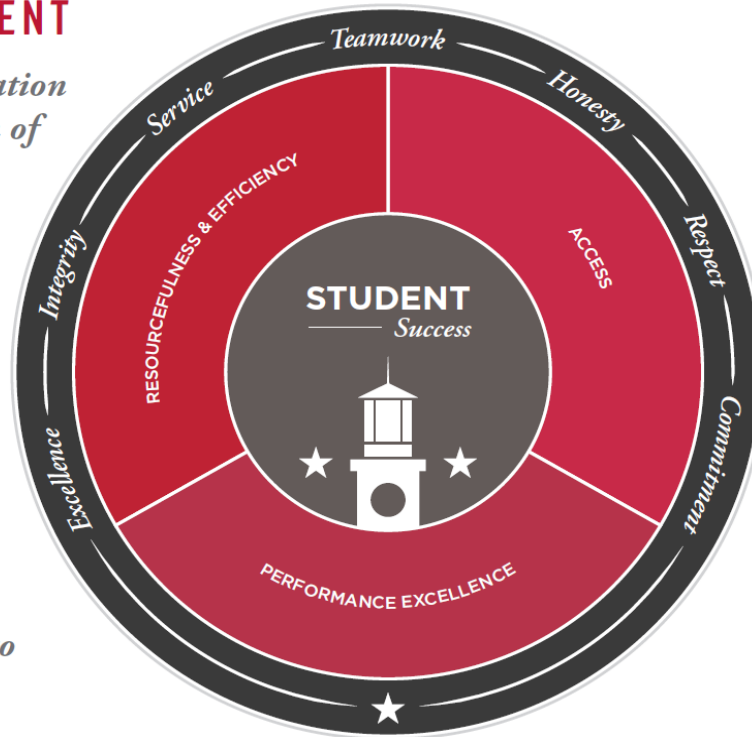


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MISSION STATEMENT

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.



Budgets

Accomplishments

- Conducted group training in collaboration with Information Technology for Banner 9, along with numerous one-on-one-training sessions to familiarize end users with Finance differences between Banner 8 and new Banner 9 features. **(3.4.1)**
- Worked with campus constituents to provide 21 fiscal notes and other data required by the Tennessee Legislature. **(3.4.1)**
- Processed more than 3,000 adjustments to budgets based on financial plan changes. **(3.4.1)**

Goals

- Establish quarterly scheduled training for BANNER Finance beginning the first quarter of 2020, and publish an online guide in January 2020. **(3.6.3)**
- Develop a Budget FAQ sheet for the campus that will be available online in January 2020 to assist campus budget managers with basic understanding of higher education finance and, specifically, APSU finance. **(3.4.1)**
- Prepare quarterly status reports for the Senior Leadership Team (SLT) that will provide snapshots of the APSU budget compared to actual revenues and expenses. The first report will be presented by March 2020, and the budget office will work with the SLT to refine the report and timing process. **(3.4.1)**
- Document internal processes to create an Internal Process Manual, which will provide a written roadmap for budget staff, by June 30, 2020. **(3.6.3)**





Finance

Accounting Services

Accomplishments

- Completed FY 18 with zero audit findings.
- Employed spreadsheet server to create templates for financial statements and related schedules. Also created various spreadsheet server files to detect errors in financial information in Banner in order to reduce time spent on corrections at year end. **(3.6.3)**
- Restructured the accounting services area and began the process of cross-training staff, which ensures smooth departmental operations and enhances employee skills and their values to the University. **(3.6.3)**
- Payroll collaborated with Human Resources to improve the notifications and timing during the clearance process. This enhancement enables payroll to determine if any amounts are owed to the University prior to the final paycheck. **(3.6.3)**
- Accounts Payable implemented a new module that integrated Govs eShop with Banner. The module allowed information to transmit directly to Banner Accounts Payable electronically rather than manually, saving time staff and decreasing data entry errors. **(3.6.3)**

Goals

- Work with vendors to set up payment methods alternative to issuing paper checks by October 2019, which will increase rebates to the University and decrease unclaimed property. **(3.6.2)**
- Develop and conduct campus-wide training beginning in late September 2019 and early October 2019. Training will include Travel and Accounts Payable and will be conducted along with the Office of Procurement and Contracts. **(3.6.3)**
- Investigate alternatives to the current travel system that are customer focused and provide additional features to aid in reporting and auditing. **(3.6.3)**

Auxiliary Support Services

Accomplishments

- Successfully collaborated with other divisions on campus to launch the First Day Program for the summer 2019 semester, saving a collective total of \$11,329 for students enrolled in the seven eligible summer courses. **(3.6.3)**
- The bookstore offered an online Courseware for HIST 2010 with a flat student cost of \$25, (\$40 if the student also wanted a printed copy). Departmental feedback was positive and noted a total savings of \$4,335 across 144 students enrolled in the course. **(3.6.3)**
- Through an agreement with Barnes & Noble, the APSU Military Student Center received \$1,500 toward textbooks for the spring semester, and an additional 37 eligible students also received free course materials for the academic year. **(3.6.3)**
- The Post Office employed a dedicated document scanner to assist in its Go Green initiative, reducing printing and producing a more efficient method to save, store, retrieve and send information. **(3.6.3)**

Goals

- Improve Post Office communications with students during the fall 2019 semester by refining text and email communications and using the package tracking system to better notify students of package intake and pick-up procedures. **(3.6.3)**
- Evaluate current in-house postal operations and compare results with outsourcing postal operations to determine if outsourcing this function is more cost-effective for the University. **(3.6.2)**





Procurement and Contract Services

Accomplishments

- Implemented the Accounts Payable Module in the Jaggaer e-Procurement System with the assistance of Accounting Services. **(3.6.3)**
- Converted all paper vendor packets to electronic format, reducing time and paper consumption. **(3.6.3)**
- Processed a 10% increase in contracts from FY 18 to FY 19. **(3.6.3)**
- Began sending bids electronically to increase the efficiency of the bidding process. This process change resulted in a reduction to the department's postage and printing expenses. **(3.6.3)**

Goals

- Increase University rebates by 10% for FY 20 through increased use of purchasing cards to pay vendors. **(3.6.2)**
- Evaluate and analyze the time between the initial contract request and final completion in order to reduce the time associated with finalizing contracts by 10% by June 30, 2020. **(3.6.3)**
- Provide campus training on purchasing, purchasing/travel card, contracts and Govs eShop. We will provide these trainings with the assistance of Accounting Services and Accounts Payable. **(3.6.3)**

Student Account Services

Accomplishments

- Enhanced the student account services website, creating cleaner, more student-focused pages. **(3.6.3)**
- Created reports to monitor past due accounts, allowing issues to be detected early so that students can be contacted before their accounts are sent to a collection agency and negatively impact credit scores. **(3.6.3)**
- Created a process to invoice Veterans Affairs (VA) Vocational Rehabilitation & Education (VR&E) quicker, easier and more accurately, resulting in timely receipt. **(3.6.3)**
- Created itemized statements for student accounts that all staff members can access upon request, saving time by eliminating the need to create manual statements. These statements are provided to students whose tuition and fees will be reimbursed by employers or other outside organizations. **(3.6.3)**
- Streamlined the Middle College billing process by creating reports that identify Middle College students and enable totals for Middle College students' tuition and fees to be accumulated for direct billing with the Clarksville-Montgomery County School System. **(3.6.2)**





Student Account Services cont.

Goals

- Create reports to identify issues for dual-enrollment students before they try to register for another term to be proactive in removing potential barriers. **(3.6.3)**
- Increase collection efforts to help improve cash flow and decrease write-offs of student accounts receivable by 4% in FY 20. **(3.6.2)**
- Quarterly review TouchNet users and assess access and abilities. Adjust as necessary to ensure proper internal controls are in place for removing employees during the clearance process so that only current employees have access. **(3.6.3)**
- Collaborate with Information Technology to create a process by May 31, 2020, that will enable students who are no-longer enrolled, but owing a balance, to create a payment plan and access the balance online to make payments, which will reduce call time and increase cash flow from collections prior to submitting to a collection agency. **(3.6.3)**
- Implement a credit card convenience fee by the spring 2020 semester payment dates to offset the University's credit card discount rate/expense. **(3.6.2)**

Human Resources

Accomplishments

- Implemented a merit-pay system for staff and refined the faculty merit-pay system by providing training for academic department heads. **(3.1.2)**
- Implemented a New Employee Onboarding (NEO) experience, which makes acclimating to APSU much simpler for new employees while increasing engagement prior to their start date, reducing paper usage by 82%. **(3.6.3)**
- Elevated the Human Resources brand by updating the website to a clean, well-organized and easy to navigate layout, empowering employees and potential candidates, to access information quickly. **(3.6.3)**
- Improved the annual performance evaluation process by updating performance criteria and definitions, conducting in-depth training and transforming the communications strategy. **(3.6.3)**
- Launched “LEARN. GROW. LEAD.” a blended-learning professional development program offering both facilitator-led and 24/7 on-demand virtual workshops, which increased on-campus participation by 100%. **(3.6.3)**
- Launched HR @ Your Service, a quarterly e-newsletter, dedicated to keeping APSU employees engaged and informed. HR @ Your Service is currently one of the leading online APSU publications with an average open rate of 67.8% compared to an industry average of 44%. **(3.6.3)**
- Partnered with Staff Senate to implement an optional “Summer Alternate Work Schedule” as a positive benefit for employees, supporting employee engagement, positive morale and retention. **(3.6.3)**





Human Resources cont.

Goals

- Partner with Academic Affairs and leverage PeopleAdmin to develop a paperless performance evaluation process for adjuncts by winter 2019. **(3.6.3)**
- Enhance the PeopleAdmin applicant tracking and hiring process for managers to create a paperless hiring process by fall 2019. **(3.6.3)**
- Implement the PeopleAdmin Balanced Hiring Analytics tool to gain key insights into time-to-fill, open vacancies, hard-to-fill positions, diversity hiring, adverse impact analysis and compliance by summer 2020. **(3.6.3)**
- Update the APSU compensation plan to include pertinent information on eligibility, compensation and market considerations, merit pay and equity adjustments by spring 2020. **(3.1.1)**

Information Technology

Accomplishments

- Decreased average Office of Information Technology (OIT) ticket resolution time by 61%. **(3.6.3)**
- Migrated over 500 APSU PC computers from Windows 7 to Windows 10 operating system. Windows 7 will be out of Microsoft support as of 1/2020. **(3.6.3)**
- Expanded VDI (Virtual Desktop Infrastructure) to provide lab computing capacity for students for 300 concurrent computer sessions. **(3.5.5)**
- Implemented Microsoft O365 Email ATP (Advanced Threat Protection) for student email to assist in detecting/protecting against phishing and malware. **(3.5.5)**
- Implemented a security awareness program using Wombat where OIT sends mock phishing attacks to assess the ability of university employees to be able to recognize and delete phish. These tests are initiated on a quarterly basis. **(3.6.3)**
- Implemented WDATP (Windows Defender Advanced Threat Protection) service that provides detection of malware, exploits and other malicious activity on over 2,000 APSU PC computers. **(3.6.3)**
- Upgraded APSU firewall with next generation version to provide additional security and advanced monitoring of internal network. **(3.5.5)**
- Facilitated nine Process Improvement Analysis (PIA) sessions to evaluate and implement opportunities for administrative process reengineering. **(3.6.3)**





Information Technology cont.

Goals

- Upgrade one-third of the resident hall network to a modern platform with new equipment that will increase wireless density and bandwidth along with security and robustness without increasing the total cost of ownership. **(3.6.3)**
- Communicate and publish OIT responsibilities—i.e., Maintenance and Support, Allocation and Ownership, Replacement, and Endpoint Standards—for Endpoint computing of APSU provided devices by Dec. 20, 2019. **(3.6.3)**
- Complete implementation of JAMF, a mobile device management software, by Dec. 20, 2019, to provide management and increased security for all APSU Mac and iOS devices. JAMF will allow OIT to compile an accurate inventory of Mac and iOS devices and ensure appropriate security controls are applied. **(3.6.3)**
- Provide a minimum of 10 training workshops open to all employees, covering four topics: Safe computing practices/CyberSecurity, Banner 9 navigation, password management and Zoom conferencing. **(3.6.3)**
- Facilitate a minimum of 10 Process Improvement Analysis (PIA) sessions across campus. **(3.6.3)**

Physical Plant

Accomplishments

- In partnership with the City of Clarksville, the BCycle bike rack and kiosk was installed via proceeds from the Sustainable Fee Committee. For FY 19, 1,524 bicycle trips were taken and 7,256 miles traveled. **(3.2.2)**
- Environmental Health and Safety processed 31 Workers Compensation injury submittals and managed six Return to Work cases. Total lost-time days decreased by 37%. **(3.6.3)**
- Physical Plant increased key security by coordinating an inventory of over 5,000 university keys and by installing an electronic key box for contractor check-in and checkout. **(3.6.3)**
- The campus saved 4,480,264 gallons of water using the Toro Sentinel Water Management System for irrigation control. This system utilizes real-time weather data to make decisions about operating the various landscape irrigation systems on the campus. **(3.6.3)**
- Physical Plant maintained the Tree Campus USA certification for the fourth consecutive year by hosting three volunteer and service-learning events. APSU Grounds planted 64 new trees, 12 of which are new species to the campus, and oversaw 17 tree removals. **(3.2.2)**
- Physical Plant helped the University become a Sustainability Tracking, Assessment & Rating System (STARS) university through the Association for the Advancement of Sustainability in Higher Education (AASHE). Participating in this program creates public accountability and allows APSU to be a model for other universities. **(3.2.2)**
- In FY 19, the Physical Plant processed 18,156 work orders, a decrease of 144 orders, completed 9,065 general maintenance work orders, decreasing the average days to complete by 41%, and completed 1,989 preventative maintenance work orders, a decrease of 76 orders. **(3.6.3)**





Physical Plant cont.

Goals

- Increase campus efficiency by generating quarterly utility reports for the 10 largest non-residential buildings on campus and by evaluating the conditions of 15 buildings and updating the Physical Facilities Survey database. **(3.2.1 and 3.6.3)**
- Generate and publicize an annual recycling/sustainability report to inform the University of campus sustainability projects, which will provide long-term tracking and accountability, gather and analyze data, and help the Sustainable Campus Fee Committee prioritize projects for improved fee allocation. **(3.6.3)**
- Provide a minimum of two campus-wide trainings in Physical Plant Operations during the fall 2019 semester and in Sustainability during the spring 2020 semester. Anticipated training includes key request process, vehicle rental process (through Enterprise), work requests and sustainability opportunities. **(3.6.3)**

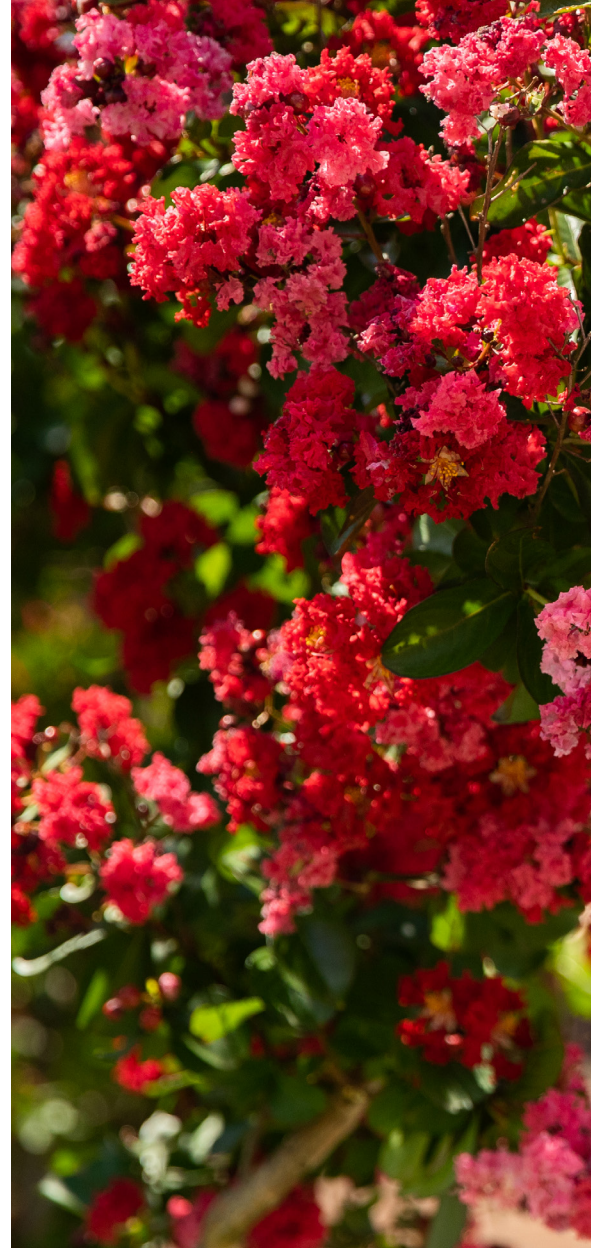
Public Safety

Accomplishments

- Participated in community events with Clarksville Police and Montgomery County Sheriff's Office, including Polar Plunge for Special Olympics, fishing with community youth and delivering candy during the winter holiday, promoting positive police interactions with community youth. **(3.6.3)**
- Improved customer service by implementing a simple online payment portal for parking citations. **(3.6.3)**
- Restructured Public Safety by assuming control of Environmental Health and Safety from the Physical Plant and placing an emphasis on emergency management to improve operational efficiency and reduce overlap of duties. **(3.3.3)**

Goals

- Enhance campus safety and preparedness through a comprehensive emergency management program, including hiring an emergency manager and implementing a university-wide Continuity of Operations plan by August 2020. **(3.3.3)**
- Increase the number of attendees of crime prevention programs by 5% and provide five recorded crime prevention programs on the Police Department website in order to provide an effective and efficient police department. **(3.6.3)**
- Increase parking operation efficiency by August 2020 by implementing license plate recognition for registration and enforcement of all parking regulations and by allowing visitors to obtain temporary parking through an online portal. **(3.6.3)**





University Design and Construction

Accomplishments

- Published interactive construction map to communicate with the campus about future and ongoing construction projects. **(3.6.3)**
- Completed 12 projects, including: Marion St. Apartments, Browning HVAC, campus-wide roofing, softball stands, Kimbrough boilers, men's basketball locker room, central chiller plant repairs, Greek housing sprinklers, Music/Mass Comm HVAC controls replacement, Dunn Center arena lighting replacement, library meeting room renovation, and Harvill fan coil and controls update. **(3.2.1)**
- Decreased designer and contractor contract execution time by 50% from TBR processes. **(3.6.3)**
- Decreased designer and contractor payment processing by 40% from TBR processes. **(3.6.3)**

Goals

- Complete space inventory update of all campus buildings by November 2019. **(3.6.1)**
- Hire an interior designer campus consultant who will work with architects to analyze spaces during reviews for scopes, estimates and designs. **(3.2.1)**
- Hire a programming consultant to assist with the capital outlay request for the Student Success building and to analyze uses of the campus library. **(3.2.1)**

University Facilities

Accomplishments

- Established five rooms on the reservation system that can be reserved with one click, reducing two emails per booking and streamlining the reservation process. **(3.6.3)**
- University Facilities Office processed over 15,000 booking requests for campus facilities, 6,500 of those requests in the Morgan University Center, for a three-year trend of a 5% increase. **(3.6.3)**

Goals

- Assess the learning and skill acquisition of student Building Supervisors by summer 2020. **(3.6.3)**
- Prepare the APSU Gobs ID Card system move to a mobile technology platform in the summer of 2020. **(3.6.3)**
- Assess the online facilities reservation system to enhance the effectiveness and use by users by summer 2020. **(3.6.3)**





AP Austin Peay State University

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