



FINANCE AND
ADMINISTRATION

ANNUAL REPORT

FY2017





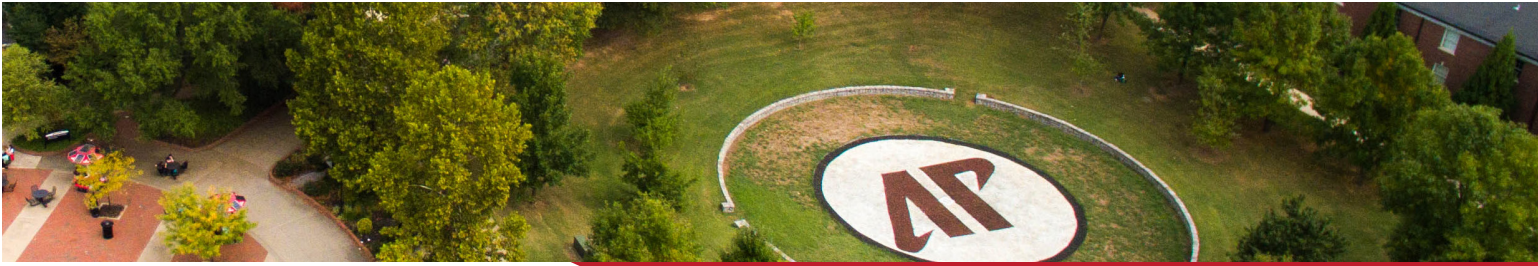


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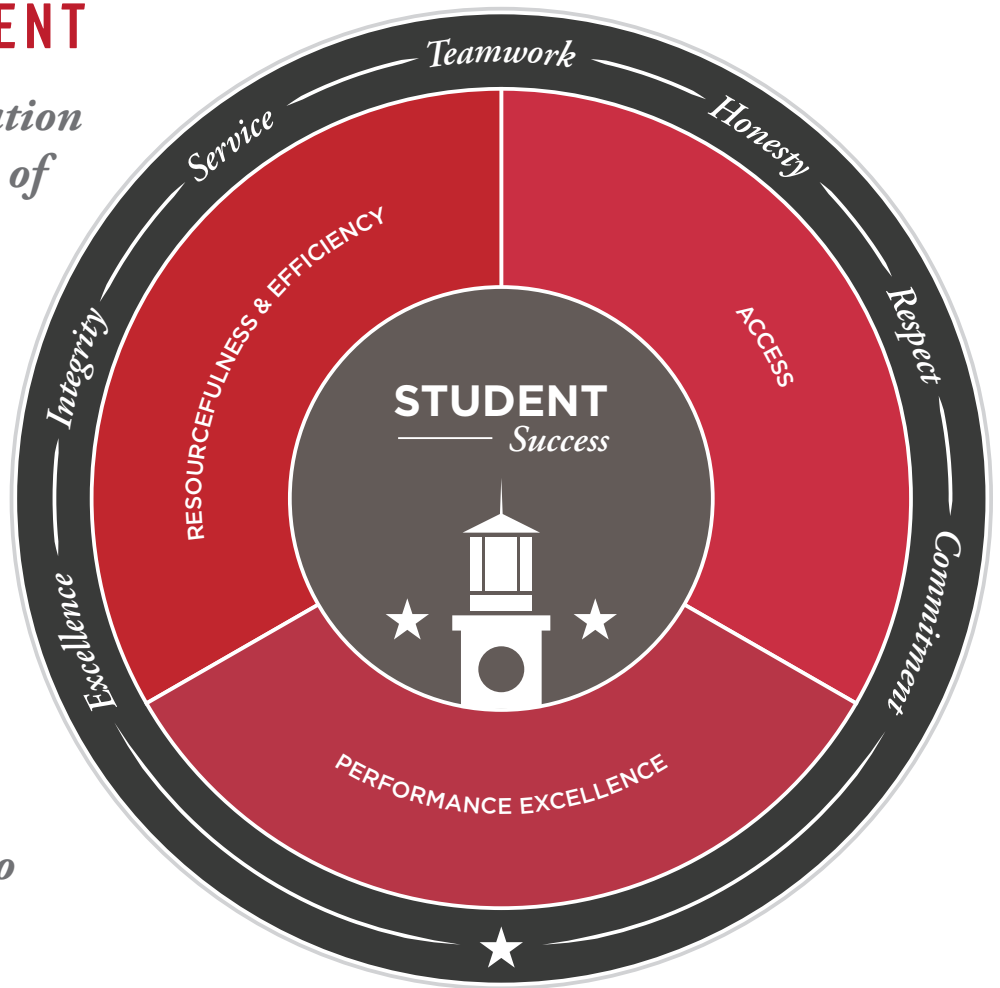
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MISSION STATEMENT

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.



BUDGET

I. ACHIEVEMENTS

- A. The Budget Office began research for APSU budget allocation model by participating in Education Advisory Board Webinars.
- B. Created and piloted financial reports for the College of Science, Technology, Engineering and Math and College of Education – auto email on a weekly or monthly basis.
- C. Spreadsheet Server software solution – attended training for report development and utilization of ad hoc report. Began writing sample queries for use in Budget and Accounting Services; development of queries for selected year end journal entries and financial reports.

II. GOALS

- A. Create comprehensive financial analysis report using Spreadsheet Server Software solution for use by the vice president of finance administration (and other) – similar to the former FBX031 report, except including revenue.
- B. In collaboration with academics, develop a financial template for new academic programs.

FINANCE

Office of the Bursar

I. ACHIEVEMENTS

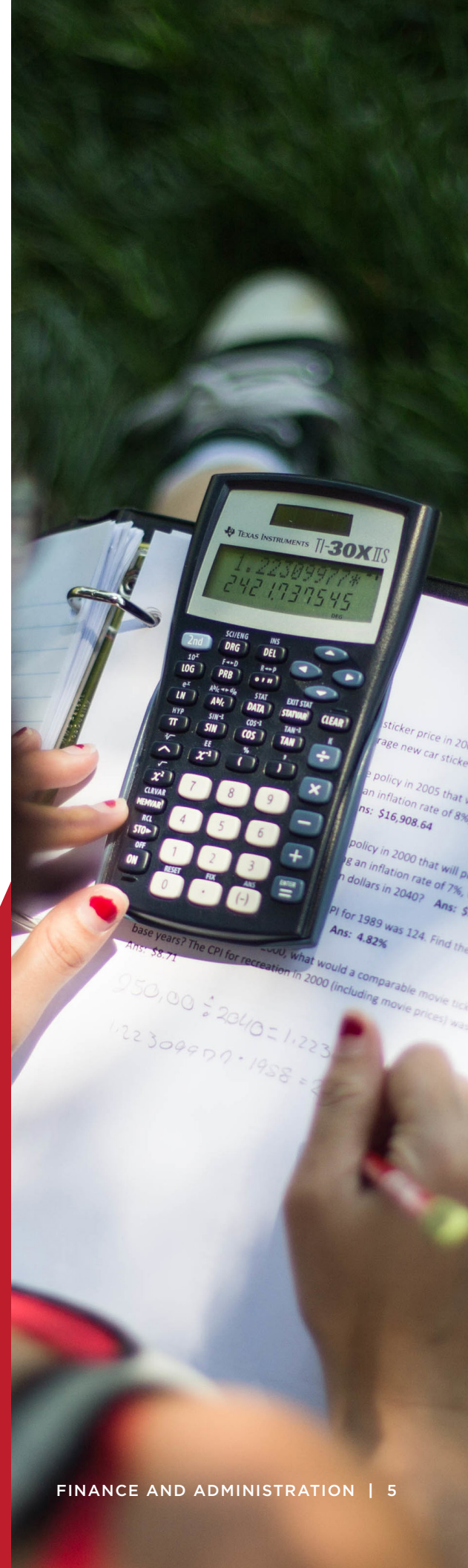
- A. The Office of the Bursar offered a payment plan option for students to make four equal installments instead of 50 percent down with two additional payments. This created a more affordable option for the student; especially those in residence halls.
- B. The Office of the Bursar began calling students during the evening hours who have a past due balance to give them a last opportunity to pay or set up a payment plan before they are sent to a collection agency.
- C. Online acknowledgement of financial responsibility went live.
- D. Implemented Flywire. Flywire is a simple and cost effective payment option for international students.
- E. Began going to GOVS R.O.W. to collect a student's social security number (SSN) before they register so a hold is not placed on their account for lack of SSN.
- F. Created a report to catch errors in posting from the bookstore before the wrong student is billed.

II. GOALS

- A. The Office of the Bursar created reports to identify issues for dual enrollment students before they try to register for another term, thus removing barriers. One issue is a past due balance that needs to be cleared. If we address these before the end of the term, it makes for a smoother transition.
- B. The Office of the Bursar will change its call rotation recording to ask the student to choose:
 - a. Cashier's window; make a payment
 - b. Student account; general account questions
 - c. Collections; past due account questions
 - d. Perkins; Perkins Loan questions

This will decrease the number of times a student will be transferred for assistance.

- C. The office will relocate to a central area with Enrollment Management offices to serve students in one locality. This will decrease the number of students who are sent out in the elements to another student location.



Accounting Services

I. ACHIEVEMENTS

- A. The Accounting Services office hired additional qualified, accounting personnel.
- B. Accounting services has implemented ACH Direct in order to achieve better internal control over ACH payments to employees, students, and vendors.
- C. Accounting services has completed written processes related to findings for the FY 16 audit period.
- D. An accounting services employee has been assigned with the responsibility for updating the APSU Accounting Services web page.

II. GOALS

- A. The Accounting Services Offices will complete Fiscal Year 2017 with no findings by continuing to work on account reconciliation to ensure balances are correct. Edison reports will be reviewed to ensure that all entries related to capital projects are entered.
- B. The Accounting Services Office will institute a separate merchant for foundation credit card payments so that funds go into the foundation bank account rather than the University bank account. This will be in coordination with the Office of the Bursar to set up a new merchant for the foundation and ensure that foundation bank information is associated with that account. Once the merchant is established with Touchnet/Elavon, Accounting Services will work with US Bank to ensure the payments flow to the correct bank account.
- C. The Accounting Services Office will continue to update an accounting manual to ensure that procedures are properly documented. The office will continue to document processes to include an electronic policy manual. The office will review processes and procedures to note where efficiencies can be achieved and revise processes as necessary.
- D. The update to the Accounting Services web page will include training materials and self-help guidance for Banner. The assigned accounting services employee will attend training as necessary. The web page will be reviewed to ensure all relevant information is included for the new website. Helpful information will be considered and an FAQ page and other pages deemed useful may be added to the website. The process will be started to prepare information to add before launch date or shortly after.





Auxiliary Support Services

I. ACHIEVEMENTS

- A. Auxiliary Support Services has successfully completed an RFP and bid process for Bookstore services for the start of the 2017-2018 academic year with Barnes & Noble.
- B. Auxiliary Support Services has successfully completed an RFP and bid process for drink services for the start of the 2017-2018 academic year with Coca-Cola.
- C. The post office has improved service operations and appearance in upgrading the university post office lobby area with electronic signage and how-to-videos merging the department's mission statement and university Leading Through Service branding.
- D. The post office has helped the environmental footprint by replacing the process of copying all mail tracking pieces to electronically submitting the information to the department by email attachment.
- E. The university post office implemented a mail tracking system for all mail pieces and packages received; which includes email or text notifications for package pickups. The university post office also assisted the physical plant department in securing a similar system to help with their package campus deliveries.
- F. Post office staff completed at least 20 hours of staff development training.

II. GOALS

- A. The post office will identify and explore the rules and requirements for incorporating for-profit retail sales and operations in the university post office. This will generate revenue in the post office while also providing a new service and product line to its customer base.
- B. Provide customers with personal P.O. Box mailing address information electronically through their APSU One Stop. The post office will provide the P.O. Box number, combination, and mailing address through APSU One Stop alongside their other personal student information to ensure residential students have access to their information 24 hours a day.
- C. Identify at least three possible methods of expanding Auxiliary Support Service operations and services that will benefit the University community. Auxiliary Support will explore additional options and services that the office might be able to incorporate to provide a better service and supporting role to the University and its community.
- D. Ensure that the Auxiliary Support Services office has participated in at least 20 hours of staff development training to develop and hone the required staff skills and competencies necessary for the personal and professional growth and advancement of the Auxiliary Support Services office and the University.
- E. Continue efforts to find and implement methods to maintain and exceed accessibility compliance. The objective of this goal is to exceed the expectations of the needs of customers with disabilities by implementing methods of enhancing the services provided to them by the Auxiliary Support Services office.

Procurement and Contract Services

I. ACHIEVEMENTS

- A. The RFP process was streamlined to improve efficiency and productivity. Only one original and an electronic copy of the RFP is received from the vendor. The evaluation sheets and a copy of the RFP Technical response is sent to the evaluation committee electronically. The completed evaluations are returned by email to Procurement.
- B. Implemented a new P-Card and travel card for University employees. New P-card will increase the amount of rebate for the University. Receipts are attached into the credit card reconciliation system. New travel card will enable employees to improve their Institution travel process. Travel advances are no longer required and travel charges will no longer be placed on the employee's personal credit card.
- C. Processed a substantial increase in bids and contracts from FY16 to FY17. The department processed 70 RFQs and 12 RFPs in FY16 and processed 113 RFQs and 26 RFPs in FY17. The bids resulted in a 35 percent increase in RFQs and a 54 percent increase in RFPs. The department processed 470 contracts in FY16 and 589 in FY17 which resulted in an 20 percent increase for FY17.

II. GOALS

- A. Provide and take advantage of educational opportunities for each member of Procurement and Contract Services Staff. Staff members take advantage of at least three (3) training sessions for each staff member. Staff members apply for scholarships for TAGM to assist with any potential cost of attending and improving education.
- B. Improve communication through training, easily located information, and availability of information. Provide contract training based on the type of contract. Provide general contract training. Provide general sessions of procurement training. Provide procurement training at a division level. Provide P-card and travel card training sessions. Update website to allow information to be easily found. Provide flowcharts of Procurement and Contract processes. Update and provide frequently asked questions. Update and publish Procurement and Contract Manual.



HUMAN RESOURCES

I. ACHIEVEMENTS

- A. Introduced electronic processing of employment contracts which reduces the time needed to complete an employee hire by several days.
- B. Added a staff position which has allowed us to reorganize responsibilities within the office to provide more efficient service to our customers.
- C. Introduced the ability to provide debit cards to new employees for the deposit of first paychecks, which eliminates the need to provide paper checks during the pre-note process on the first pay cycle.
- D. The Office of Human Resources was awarded a grant with the Tennessee Higher Education Commission (THEC) for TN Advise of \$6.3 million for three years. The University is providing employment services, including payroll to these individuals.

II. GOALS

- A. Transition from the current applicant tracking system to a more modern talent management system. This will include a learning management system to better facilitate staff training, an electronic onboarding process to streamline employee hiring, an enhanced performance management system, and a more user-friendly portal for job applicants.
- B. Complete the transition of paper forms to all electronic forms processing and electronic records management.
- C. Improve communication with the campus community through listening meetings, and by providing frequent updates through the use of social media on informational items, upcoming training events, benefit changes, etc.



INFORMATION TECHNOLOGY

I. ACHIEVEMENTS

- A. Replaced 292 out of date WAPs and installed an additional 44 WAPs to increase coverage in the following areas/buildings: Morgan University Center, Trahern, Sundquist, Claxton, McCord, Sevier, Blount, Harvill, Clement (auditorium only), Kimbrough (auditorium only), Music Mass Communication (concert hall only), Fort Campbell and outdoor wireless at Clarksville campus.
- B. Acquired and implemented Team Dynamix system to manage and facilitate IT tasks, projects and technical issues and requests. Added Distance Education department so they could manage their work. Recently added PR and Marketing to track issues and requests for the new website. Implemented a project prioritization scorecard (see attached) that is used each quarter for IT initiatives that are classified as a “project”:

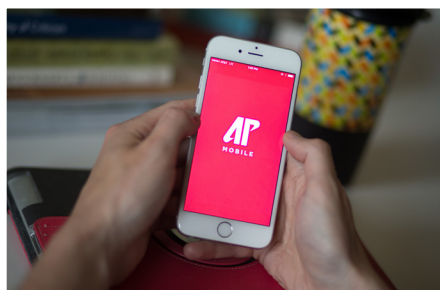
Meets at least two of these:

- IT Resource hours of 80 or more
- Costs (hardware/software) \$10,000 or greater
- Collaboration between two or more departments

OR

- IT Resource hours greater than 120 hours

- a. Each quarter, the IT Directors and CIO, prioritize new requests that have met the condition of a project. This prioritized list of current and new projects are shared with the IT Advisory Committee for confirmation.
- C. Implemented the “enterprise username” on 11/3/2016 for Faculty and Staff. Eliminated unsecure six digit PIN for Banner for Faculty, Staff and Students and enabled Faculty and Staff to use a single username and secure password for most enterprise systems. Implemented unified password for Students on 4/17/2017 to include Office 365.
- D. Information Technology has assisted many departments on campus in implementing workflows to increase efficiency and accuracy in critical university processes. We are reviewing our own internal processes and automate where appropriate. The largest process improvement we have made is the implementation of a central ticketing system, Team Dynamix, for our technical issues and requests. IT had three separate ticketing systems used by three of their areas that did not communicate with each other. IT also began automated server patching on a monthly basis. Patching was not being performed on a regular basis prior to this.
- E. Re-organized/Re-focused the IT staff to align with industry changes and university priorities. Created a dedicated IT Security Director position.



II. GOALS

- A. Ensure deployment of appropriate end-user technology by updating inventory of all PCs and Macs, create end-user technology position document, and include path to best practices and standardization.
- B. Improve wireless network for coverage and density.
- C. Strengthen IT security practices.
- D. Research and plan for providing technology tool(s) for decision support.
- E. Review current data mart for additional requirements.
- F. Review and analyze information technology metrics to improve services.
- G. Ensure internal Information Technology Standard Operating Procedures (SOPs) are up to date and readily accessible.
- H. Implement cross training for information technology employees.
- I. Create and implement communication plan for “process improvement analysis” services.
- J. Develop and implement IT Security awareness training for all employees.
- K. Provide employee-wide technology training on selected technology tools. Information technology is currently piloting Lynda.com for all of our employees
- L. Research and implement collaboration tools in Office 365 products (such as Skype for Business), phone/web conferencing and instant messaging
- M. Assess gaps in mobile capabilities for prospective and current students, such as course registration.
- N. Evaluate available mobile platforms, apps and tools through strong consideration for a mobile platform(s) versus internal mobile development.



PHYSICAL PLANT

I. ACHIEVEMENTS

- A. Austin Peay State University is a pilot campus for the state of Tennessee energy database. Physical Plant has been working with the State Facility Utility Management (SFUM) office to correlate roughly 400+ monthly utility bills with the associated campus buildings. This will lead into the ability to view monthly electrical, natural gas and water usage for each building on our campus. At the campus level, we have begun adding heating water and chilled water meters for the buildings served by the central plant.
- B. The Sustainability Coordinator has secured a Clean Tennessee Energy grant through the TN Department of Environment and Conservation (TDEC). The campus is contributing \$200,000 through the Sustainable Campus Fee and the state is matching this with \$200,000. The project will upgrade lighting from fluorescent to LED in several campus buildings.
- C. In conjunction with university recreation, campus police, human resources and information technology, we are implementing a new computerized timekeeping system for physical plant. The goal of this project is to eliminate paper time sheets that are currently filled out each pay period.

II. GOALS

- A. Scheduled maintenance – continue to develop and refine a scheduled maintenance program. Maintenance has added several hundred pieces of equipment to annual preventive maintenance schedules. Summer preventive maintenance for university housing is being tracked (time and materials) by building. Evening maintenance technicians have begun systematic classroom refresh/repair process. Additional equipment will be added to annual preventive maintenance schedules. A monthly report will be created to track preventive maintenance completion and ratio of preventive maintenance/corrective maintenance (preventive vs corrective work).
- B. Custodial contract management is done by EH&S, which performed weekly random surveys of campus buildings to evaluate custodial services. Random surveys will continue for FY18. Performance metrics will be developed in conjunction with new custodial contractor.
- C. Energy Efficiency – Track usage of electricity and natural gas and begin to develop efficiency projects. APSU has been a pilot campus for the statewide utility database. We have worked with the State Facility Utility Management (SFUM) office to match campus utility accounts with campus buildings for the EnergyCAP database. The director of physical plant will be participating in training on the EnergyCAP software to develop reports that can be used by the campus to track energy usage by building. In conjunction with the sustainability coordinator, we will implement the Tennessee Clean Energy grant to retrofit fluorescent lighting to LED lighting.
- D. Reduce Water Usage – Monitor utility bills, irrigate efficiently and provide education to the campus community. Physical Plant is utilizing the Toro Sentinel Water Management System in conjunction with a local weather data center for optimal irrigation scheduling along with detection of leaks and broken emitters. As part of the EnergyCAP utility database, APSU will be able to generate reports that show water usage for various parts of the campus. Additional opportunities for the next year are to further refine the irrigation scheduling based on plant needs derived from evapotranspiration calculations from the weather data center and to begin a campus-wide education campaign for water conservation opportunities.
- E. Reduce Solid Waste – Increase participation in recycling efforts. There has not been much progress made in this area. Physical Plant has investigated methods to measure recycling and to measure solid waste. These measurements have proved to be more difficult than originally anticipated. Physical plant will continue to pursue ways to quantify materials being recycled and the quantity of solid waste generated. Physical plant will work with sustainability coordinator and other campus stakeholders to publicize opportunities and successes with recycling.

PUBLIC SAFETY

I. ACHIEVEMENTS

- A. Administration of Peay Pickup has been transferred from student affairs to public safety. A second bus route has been added for Fall 2017, with hours extended for both routes to 7 pm.
- B. All Jenkins and Wynne lots have been prepared for use and were opened fall of 2016.
- C. Public Safety has taken over three city streets.
- D. Public safety has utilized 8 and a half foot spaces in two parking lots to maximize parking space. Public safety has plans to resurface and restripe other lots to 88 and a half foot spaces in the coming year to add more parking spaces on the same surface.
- E. Public safety is implementing a new parking management software.
- F. 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. There have been 15 construction projects completed, including Art and Design Building, Sevier Hall HVAC, Trahern HVAC, Ard Building, Jenkins Building renovations, Fortera Stadium Weight Room and new baseball dugouts.
- B. There are currently 28 projects in the on-going or starting phase including the Bursar relocation, Music/Mass Communication HVAC, University Bookstore, Executive Classroom and Browning HVAC.

II. GOALS

- A. University Design and Construction will develop and improve processes for coordination between themselves, the business office and the procurement office in regards to capital improvements.
- B. University Design and Construction will develop designer's manual that will be approved by THEC/OSA.
- C. University Design and Construction will develop a department website reflecting required information from THEC/OSA that include project tracking, designer solicitations, and bid lists.
- D. University Design and Construction will hire design consultants to replace regional designers.
- E. University Design and Construction will evaluate and replace PITS with another project management software.

UNIVERSITY FACILITIES

I. ACHIEVEMENTS

- A. New ID card software in place which will be a platform for future projects and expansion.
- B. Updated the room reservation system with a mobile reserving system.
- C. Upgraded two meeting rooms to TVs and HDMI from projectors.
- D. Participated in process improvement with summer camp planning.
- E. Installation of video screens at meeting room doors.

II. GOALS

- A. Continued expansion of the ID card to increase campus safety by proximity chip and marketing of Gov Bucks use.
- B. Increase the use of technology to assist in the operation of the office by market mobile access apps, explore and purchase software/hardware as needed to reduce workload and increase use of social media to highlight UC technology.
- C. Creations of a student worker development program by developing a yearlong leadership/personal improvement program, implementation of a program and assessment of program outcomes.







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