

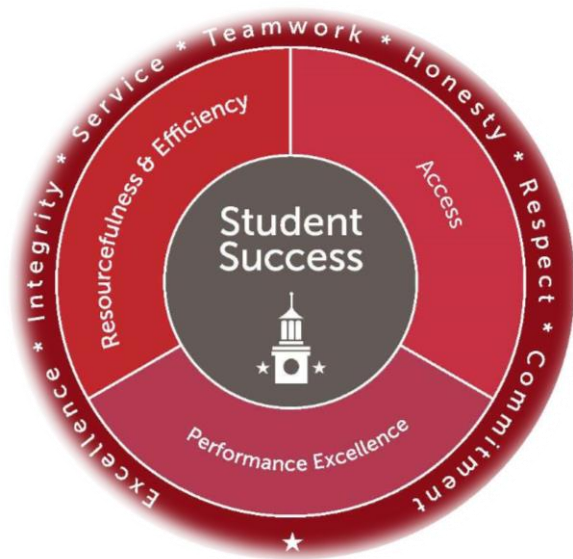


# ANNUAL REPORT

## FINANCE & ADMINISTRATION



February 2016



**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.**

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# A. Finance

## Achievements

- Two consecutive years of no-findings on audit report.
- The Post Office has implemented and is using a software for bulk mailings has allowed departments to save a total of \$50,434.43 this fiscal year as of January 29, 2016.
- A Post Office lobby self-service area was developed and is used daily. Services that are provided include: anyone can pay, print labels, and drop off packages for USPS Click-n-Ship; FedEx, and UPS Ground pickup. All supplies are provided as part of the service; estimated student savings from July 1, 2015 to January 29, 2016 is \$118.00. In addition to the reduce postage rates from Click-n-Ship.
- The Post Office put into operation services to include Post Office staff helping to locate any type of tracking services expected for student packages; including FedEx and UPS Ground; along with U.S. Postal mailings.
- Instead of paper notifications placed in the student's campus box about any type of package pickup; students are emailed. And the hope is by the fall 2016 term such students will receive a text message instead of an email. There are three types of savings; dollar value; time and staff expense; and reduction of environmental foot print. The Post Office has saved at least a case of paper since July 1, 2015.
- The Office of the Bursar implemented a process to confirm dual enrollment students automatically in order to prevent them from being purged.
- The Office of the Bursar recognized that many students were being re-enrolled after purges creating considerable manual work and time for both the Bursar' and Registrar's Offices. In conjunction with Enrollment Management, the Bursar's Office implemented a process that will identify and exclude students owing a balance of \$500 or less from the purge until the 14<sup>th</sup> day, giving them extra time to confirm.
- The Office of the Bursar determined several telephone call were being received by the Bursar's Office due to former students losing the ability to log into OneStop after six months to retrieve their 1098-T. The Bursar's Office implemented a process for electronic 1098-T forms to be sent to students who are no longer enrolled. This removes a barrier for those individuals, allowing them to receive their information and file taxes in a timely manner.
- Team travel on the purchasing card has allowed charges for buying team travel and travel related services required for the conduct of University business. Travel expenses charged to the card will be paid directly by the University. To ensure the success of the initiative and to improve customer service, the Purchasing Manager has been identified as the point of contact for any issues that arise while the teams are traveling. Currently, 27 coaches and assistant coaches have been issued new cards to help with conducting University business.

# A. Finance

## Achievements

- Austin Peay was one of the institutions selected to represent and serve on the TBR Strategic Sourcing Committee. The Committee gathers information so that the entire TBR system can leverage its consolidated purchasing power to find the best possible solutions to increase the effectiveness of each purchasing dollar spent.
- Online contract process. Contract approvals routing through Govs e-Shop. Several departments are using the new process and by the next quarter, all departments will be using electronic contract approvals.
- Initiate more postal electronic service; such as electronic return receipts; priority; and express mailings.
- Promote and educate customers on the savings of click and ship self-service station. (As well as offering options with FedEx and UPS payment).
- Continue to promote and increase departmental bulk mailings by at least 20% over the next five years.
- Improve package tracking procedures.

## Goals

- Currently, the Automated Clearing House (ACH) files are manually routed to the bank using the bank's online portal. A process will be developed to automatically send the ACH files from Banner.
- A vendor payment system will be developed using the university's banking partner that will use the power and flexibility of the current purchasing card system to issue payments to vendors. By using this system, invoices will still be approved and entered into the university's finance system, but will be paid using assigned card numbers so that participating vendors will receive payments directly into their accounts. This will reduce the cost of postage, lost checks, and reduce the actual number of checks written.
- Develop a web portal of easy to understand financial information.
- Maximize money saving opportunities for the University.
- Improve bookkeeping on incoming and outgoing packages.
- Develop a method of tracking who picks up packages and when.
- Employ online or texting methods of tracking and notification of mail or package shipment and delivery
- Reduce environmental footprint.
  - Replace office copies with digital copies.
  - Replace certified and express logs with digital logs.
- Create a process to track calls and foot-traffic to know how to better assist our students, thus removing barriers.
- Create an online acknowledgement of financial responsibility for students to sign electronically.
- Create a report to verify age eligibility of students for discounts. This allows the student to submit one form for each academic year, removing a barrier.

# A. Finance

## Goals

- Develop a process that will mark a class as paid by a discount/waiver instead of processing the entry manually.
- Process Management-Simplify and manage the procurement/contract processes while providing clear guidance and avenues to access services and resources.
- Establish a clear and easy to navigate online database of FAQ's and purchasing processes.
- Procurement and Contract Services will work with Human Resources to develop online training for new and current employees.
- Establish an electronic signature software.
- Develop an online contract/purchase order data base.
- Research, visit, and attend conferences to access new ideas and options for office to have more efficient and better services.
- Expand Post Office services currently offered.
- Office of the Bursar will create a targeted texting system for confirmation, billing, etc.
- Continue process redesign of contracts to establish an easy to use online process that includes approval routing, contract execution, searchable database for departments and vendors, and reminder system.
- Work with TBR and other schools to implement a successful and centralized repository of purchasing/contract suppliers.
- Tip-of the –Month. Procurement and Contract services will submit a tip to help stimulate interest, to inform campus of deadlines, change in processes or just general information.

## Major Initiatives

- To continue process redesign to achieve industry best practices and sustainability.
- Improve and continue the development of the online travel system.
- Continue to strive with strong customer service and assistance.
- Promote services and find new approaches.
- Use new technologies available for tracking mailings involved with APSU. Also, have methods to allow students to receive package tracking information by text message.



# A. Finance

## Challenges

- The goal of increased students will create an impact in services provided by Accounting Services, such as travel, grant accounting, and foundation accounting.
- Accounting Services has difficulty in getting adequate time for projects from Information Technology.
- Post Office faces possible consideration to outsource services.
- All FedEx, UPS Ground, DHL mailings must be picked up by Central Receiving and go out next business day; instead of same day, which may cause an inconvenience to customers.
- All students' FedEx, UPS Ground, and DHL mailings delivered to Central Receiving first.
- Service hours of the Post Office are reliant on USPS mail pickup and delivery.
- Post Office work flow relies on APSU enrollment.
- U.S. Postal Services change and APSU Post Office must comply with these changes.
- At this time, APSU Post Office must purchase or lease all postal equipment; such expenses may possibly become an issue to maintain in the future.
- Based on initiatives from the president, we will have additional international students. Billing internationally and collecting these funds might require additional resources.
- The Perkins program is in jeopardy because of federal budget cuts.
- Changes in Procurement and Contract Services with the challenge of buy-in. When change occurs, there are always three groups involved; "Yes, this is great", the "I don't know"; and the "It has always been done this way". The challenge is always to combine the groups into one (1) cohesive satisfied group.
- The University's funding is determined by several factors and varies year to year which can make planning sometimes difficult in Procurement and Contract Services.
- Our policies and procedures are based on the guidance Procurement and Contract Services receive from the State and TBR. When the governing bodies make changes, Procurement and Contract Services has to immediately make changes to their procedures and sometimes with little or no input from our institution.



## B. Human Resources

### Achievements

- Supported significant progress toward completion of a new compensation plan for the campus
- Provided additional training opportunities for campus community
- Introduced new electronic process to improve efficiency of processing extra compensation payments

### Goals

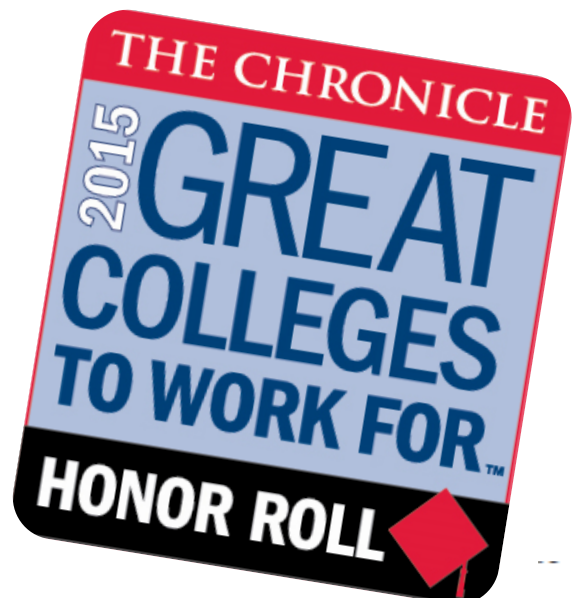
- Submit new compensation plan to TBR for consideration at June Board meeting
- Participate in implementation of Banner Faculty Load and Compensation (FLAC) module
- Continue refinements to student hiring process by introducing hiring through PeopleAdmin to streamline process
- Work with Information Technology to introduce additional online training component

### Major Initiatives

- Finalization, implementation, and communication of new compensation plan
- Implementation of FLAC
- Introduction on new trainings
- Streamline student hiring process utilizing PeopleAdmin

### Challenges

- Funding for compensation plan and other initiatives
- Changes to Fair Labor Standard Act, final rules still pending
- Educating campus and addressing concerns regarding new compensation plan



## C. Information Technology

### Achievements

- Residence hall internet coverage
  - All residence halls now have wireless access. Two Rivers and Emerald Hills wireless installations were completed this past year. Information Technology facilitated internet bandwidth increase for residence halls in early 2016 which will also result in an annual cost savings for Housing.
- Virtual desktop pilot
  - Implemented a virtual desktop pilot in a 28 seat computer lab in Marks as well as implemented a pilot virtual app for two classes using Minitab. These pilots are an expected precursor to a campus wide implementation of virtual desktops and applications.
- Daily enrollment snapshot
  - In fall of 2015, we began creation of a data warehouse for Institutional Research and Effectiveness (IRE) that captures daily enrollment snapshots including student demographic information. This data will provide decision makers with accurate year to year comparisons of enrollment data. The data integration processes are complete, and IRE now has access to this for reporting.
- Improved onboarding processes for students
  - Implemented all processes that are involved with increasing undergraduate enrollment which included document uploading from the Royall and Company recruitment partner into Nolij document management system. We created processes to import all admissions applications in a paperless workflow that

have been submitted through Royall. 4,541 admissions applications have been uploaded through this process between July 2015 and February 2016.

- Designed and implemented a secure workflow to electronically receive Graduate Admissions students' documents that automatically transfers these documents into the Nolij document management system from Self-Service. Implemented this same workflow process for Financial Aid and Veteran's Affairs. 2,024 documents have been loaded to various departments in the first seven months of use.
- Streamlined graduate studies application decision process
  - Information Technologies developed a self-service page used by the Graduate Studies Committee to allow committee faculty members to view all information they need to make admission decisions on students. Over 590 admissions decisions have been made in the past seven months due to the use of this page. This project helped to directly support Graduate Studies enrollment increase of nearly 9% by increasing the electronic collaboration between committee members.





## C. Information Technology

### Goals

- Increase wireless coverage
  - The use of campus wireless continues to increase. Plans have been developed to upgrade half of the campus buildings current wireless infrastructure as well as install additional wireless access points to increase coverage.
- Prioritization of tasks/projects/initiatives
  - Develop a methodology to document, prioritize and track Information Technology tasks, projects, and initiatives. Use this prioritization to align with the University's strategic plan goals.

### Major Initiatives

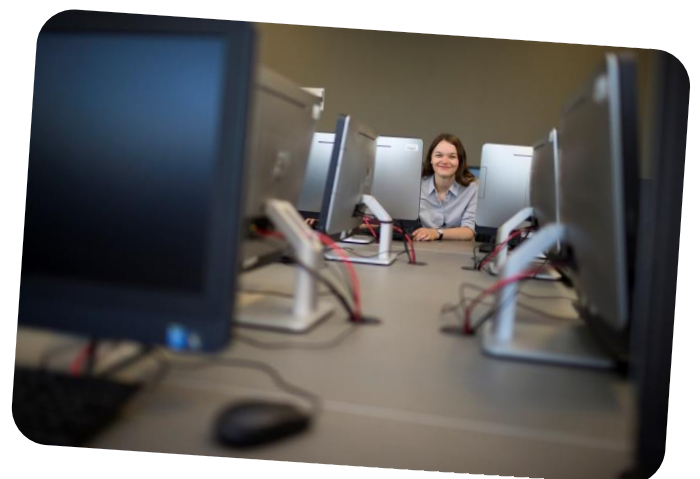
- Review and simplify system/service authentication
  - Review all current methods of authentication to frequently used campus systems and services. Conduct focus groups with faculty, staff, and

students to identify methods for accessing these systems and services. Simplify usage of these systems and services while maintaining information security best practices.

- Automate and improve Information Technology processes
  - Information Technology has assisted many departments on campus in implementing workflows to increase efficiency and accuracy in critical university processes. We will be reviewing our own internal processes and automate where appropriate.

### Challenges

- Information Technology's Organization
  - Most job titles and position descriptions within Information Technologies are outdated and do not reflect industry changes that have occurred over the past ten years. This has caused some positions to be misaligned to current University priorities.



## D. Physical Plant

### Achievements

- Painted and maintained football field lines for band camps and APSU band
- Assisted track and field in preparations for the OVC Championships and assisted Athletics in fence addition around Governor's Stadium
- Sent four employees to Green Industry and Equipment Expo in Louisville and one employee to the Green Industry Expo in Nashville
- Provided snow and ice removal after snow events
- Safely removed and relocated multiple wild animals from campus
- Planted 125 new trees on campus; added multiple landscape beds and removed over 200 diseased roses and replaced with hardier plants. Created a Tree Advisory Committee and Campus Tree Care Plan. Applied to become a Tree Campus USA through the Arbor Day Foundation.
- Planted over 3,000 8 inch potted annuals for Plant the Campus Red and assisted with the Campus Clean Up Day
- Implemented a new turf management program for the irrigated areas of campus to include weed control and fertilizer regime. Received funding for central irrigation control from Sustainable Fee Committee.
- Built a new dumpster enclosure behind the Library.
- Removed old and unsightly landscape block walls around flower beds and replaced with brick walls to match the rest of campus.
- Widened the sidewalks from Castle Heights to Drane Street and added a new sidewalk and pole lights from 8<sup>th</sup> and Farris Lot to Henry Street. Replaced various broken sections of sidewalks across campus.
- Re-built two sets of failing outdoor stairs at Sundquist Science Complex
- Added a new bike rack pad at Blount and Sevier Halls and added an ADA accessible entrance to the west side of Miller Hall
- Added 15 trash cans around campus
- Repaved Drane Street and University Avenue parking lot
- Resealed and striped several parking lots and streets around campus
- Provided monthly safety training for approximately 65 Physical Plant employees
- Sustainable Campus Fee Committee approved projects totaling \$352,000. Greener Campus Committee has merged with Sustainable Campus Fee Committee
- Conducted 55 annual in-house chemical fume hood certifications, saving \$4,500.00
- Conducted monthly inspections and annual maintenance on 980 fire extinguishers
- Completed 19 mold and 6 Indoor Air Quality (IAQ) complaint investigations
- Participated in APPA Facilities Performance Indicators Survey to compare operations against approximately 400 other colleges and universities
- Warehouse personnel purged the warehouse inventory of over 500 obsolete items

## D. Physical Plant

### Achievements

- Staff completed a campus-wide lock change to improve security and replaced classroom locksets for occupant safety and ADA compliance
- The Physical Plant processed 14,840 work orders during the 2014-15 fiscal year with 84% of the work orders completed in less than a week
- Physical Plant coordinated the relocation of faculty and staff to Miller and assisted with the cleanup and restoration of College of Graduate Studies after water damage to Kimbrough in January 2015
- Coordinated the relocation of College of Education staff from Claxton to Miller in the summer of 2015 due to HVAC replacement project
- Sold approximately \$98,000 in surplus items on Gov Deals

### Goals

- Provide well maintained campus buildings
  - Continue to expand preventive maintenance program
- Provide consistently clean campus buildings
- Provide well maintained campus grounds
  - Continue sidewalk replacements at various locations on campus
  - Assist in design and installation of Pave the Way campaign project
  - Implement Landscape Master Plan planting beds to certain areas

- Expand irrigation to accommodate added beds
- Add an all native educational garden
- Renovate the “Green Man” sitting area
- Renovate AP Bowl
- Assist in renovations of Dunn Bowl
- Continue to identify Stormwater BMP opportunities
- Participate in the 50K Tree Day, where APSU will plant 250 new trees on the downtown campus and at the APSU farm
- Reduce energy use (electricity and natural gas)
  - Add building level utility meters to five campus buildings
  - Program and verify HVAC system schedules for energy efficiency
- Reduce water use
  - Complete installation of central irrigation control. Convert Castle Heights’ irrigation to be compatible with central control
  - Assist in addition of a new solar powered well at the farm
- Provide efficient Physical Plant services
  - Continue in-sourcing in key areas, IAQ and mold investigations and fume hood testing. Identify other opportunities
- Reduce solid waste
  - Identify waste reduction opportunities in regards to hazardous and universal waste streams

## D. Physical Plant

### Major Initiatives

- Improve consistency of custodial contract cleaning operations to meet Level 2 standards
- Improve Environmental, Health, and Safety inspection/audit process
- Improve Environmental, Health, and Safety training and education process to include online training



### Challenges

- Funding for online training
- Custodial contractor management turnover and consistency of cleaning
- Inspection hardware/software funding
- Jenkins and Wynne property will require time and money to effectively utilize parking and building space.
- State outsourcing plans (through SEREM) are creating a huge distraction to normal operations
- Inadequate capital maintenance funding is creating a backlog of maintenance needs



## E. Public Safety

### Achievements

- Creation of a parking office
- Public Safety Restructure by collapsing a position and remaining budget neutral
  - Assistant Chief of Police (professional position)
  - Parking Office Supervisor
- Funding received and selection of a parking consultant
- Implemented community police initiative (Segway patrol) without incurring costs to the department by being paid for the by Sustainable Campus Fee Committee
- Creation of an Emergency Management Committee to improve campus safety
- Significant completion of a complete re-write of our General Orders Manual to be compliant with Tennessee Association of Chiefs of Police Standards to prepare for TACP Accreditation.



### Goals

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



## E. Public Safety

### Major Initiatives

- Parking & Transportation Master Plan completion and setting priorities to implement the plan
- Create Building Emergency Action Plans for each facility on campus
- Create Continuity of Operations Plan for the University
- Increase in facilities and acreage to patrol and protect assets

### Challenges

- The Emergency Manager function is assigned to the Administrative Sergeant who has many other duties. This has created a delay in emergency planning due to conflicting priorities in this position. There is also a conflict in having a first responder act as an emergency manager since their roles have opposing missions. This can be alleviated by hiring a civilian Emergency Manager (professional position) to further the emergency management efforts of our university.
- Adding almost 10 acres and 80,000 square feet of facilities will increase the patrol needs. While this addition is close to the main campus, it will take our officers away from the central part of campus to ensure these areas are secured and protected. The addition of two security guards will help alleviate the reduction in the patrol in the central area of campus while maximizing the patrol of the new areas.



# F. University Design and Construction

## Achievements

- Implemented a formal project request form for estimates and construction.
- Improved stakeholder involvement in all phases of design and construction.
- Continued to improve design and construction guidelines.
- Development of an in-house construction document that allows for competitive bid.

## Goals

- Update the master plan reflecting utilization of existing spaces and Jenkins & Wynne property with regard to increased enrollment and graduate studies programs.
- Implement campus space utilization study, making use of space management software.
- Implement a formal process for reallocating space assignments to be submitted to and reviewed by the Space Allocation Committee.
- Continue to improve meeting customer service as UDC's role is expanded and as APSU transitions to self-governance.

## Major Initiatives

- Identifying strategic goals and their impact on capital improvements.
- Facilitate prioritization of construction/renovations/repurposing of spaces and identify opportunities on the Jenkins and Wynne property.

## Challenges

- Funding sources to meet a growing campus.
- Lack of personnel to meet an expanded role of UDC.
- Changes to APSU's governance, especially a greater role for UDC with regards to a diminished role with TBR. E.g., what happens with projects underway if TBR is structurally unable to support us?
- Getting a handle on how best to utilize space for a growing/changing institution.



## G. University Facilities

### Achievements

- Enhanced coordination of campus events to ensure efficient use of resources (people and equipment).
- Streamlined the reservation process to make room request process easier.

### Goals

- Expand the use of the ID cards to increase campus safety
- Market APSU campus for camps and conferences
- Development of a staffing plan to address enrollment growth
- Promotion of APSU campus to guests, visitors, and campers

### Major Initiatives

- Enhance and ease access to wireless capabilities to guests and visitors in the University Center
- Move to digital room sign format
- Upgrade room reservation software to facilitate access and efficiency
- Upgrade University A/V equipment

### Challenges

- Campus growth – as campus grows so will student groups resulting in fewer large spaces (100+) for meetings. This will happen by fall 2016.
- Adequate staffing to meet the increasing demand and use of University Center and related space.





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