



FINANCE & ADMINISTRATION

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FINANCE & ADMINISTRATION
2023-2024 ANNUAL REPORT

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MISSION STATEMENT

Finance and Administration supports students, employees, and community through the efficient and effective use of human, financial, physical, and technological resources.

VISION STATEMENT

Finance and Administration will provide innovative, best-in-class service.

VALUES

Finance and Administration shares the values of Austin Peay State University.

ACADEMIC EXCELLENCE

By providing meaningful and practical learning opportunities with highly qualified and dedicated faculty and staff.

INTEGRITY

By maintaining an honest, fair and credible environment.

COMMUNITY

By fostering learning in an environment where all are welcomed and valued.

PERSONAL GROWTH

By providing the knowledge, tools and resources for all Governors to reach their full potential.

LIFELONG ENGAGEMENT

By providing services, programs and experiences that promote loyalty, pride and mutual support.

COLLABORATION

By enriching our local, regional and global communities through value-added programs, strategic partnerships and meaningful service.



BUDGET & FINANCE

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

Main Areas

- Budget & Financial Planning
- Accounting Services
- Auxiliary Support Services
 - Ann R. Ross Bookstore
 - Campus Post Office
- Payroll Services
- Procurement
- Student Account Services

BROWNING

Primary Goals

- Fine-tune the revamped budget process based on feedback received from campus community and campus leaders.
- Work with Accounting Services, Information Technology, and the implementation partner to upgrade Banner Finance to Oracle Fusion Cloud which will improve current work processes, financial reporting, and user experience.
- Develop budget to actual reports for the Senior Leaders, so they can see the overall status of their divisions.

Major Accomplishments

- Revamped the budget process by:
 - Providing historical budget to actual information so users can make informed budget requests.

Changing the request process from a top-down process to a bottom-up process. With the bottom-up process, it allows the departments to put forth all budget requests to the Senior Leaders.

Providing written training guides, webinars, and one-on-one meetings to help users with understanding the new budget process.

- Developed a Budget FAQ that is included in the Budget Training Guide.

Major Accomplishments

- Completed FY23 Financial Statements and Audit.
- Acclimated new staff with the National Association of College and University Business Officers (NACUBO) & Southern Association of College and University Business Officers (SACUBO) by allowing them to participate in training and conferences.
- Implemented New Accounting Procedures related to GASB 87 for leases and GASB 96 for SBITA. This intense project required collaboration between Procurement, Legal, Information Technology, and Accounting Services. Three years of contracts were reviewed to determine if certain criteria were met to capitalize the expenses.
- Managed 138 active grant contracts. Out of the active grants approximately 50 of those were new grant awards.
- Accounts Payable processed approximately 44,000 invoices.
- Procedures were documented and made available to all accounting staff. This will allow for more cross training and understanding of the processes in the accounting department.

Primary Goals

- Implement Oracle, which will allow for a workflow process to be created with travel expenses and approval of journal vouchers that will streamline the process.
- Continue to develop a comprehensive accounting guidelines manual that will outline standardized procedures and best practices for various accounting processes. The manual will create a structured framework to help onboard new employees, enable cross-training, and facilitate knowledge transfer within the accounting team.
- Additional reviews to avoid and evaluate redundancies of existing procedures and practices (i.e., manual work that can be automated to reduce labor hours).

AUXILIARY SUPPORT SERVICES

Primary Goals

- Bookstore: Change course material order model and adjust timelines to ensure enough course materials are available by the start of each semester for students, improve upon communications (particularly on follow up and follow through with students and academic departments), and increase availability of plus and youth size apparel.
- Having Coca-Cola implement an APSU student internship program.
- Post office: Add more smart lockers, replacing the former student post office boxes, add revenue-generating service for handling passports, and remodel office for better workflow.

Major Accomplishments

- The Tungsten program in the bookstore that started off in the summer of 2022 quickly developed into a more streamlined process that benefits our military benefitted students to get their required course materials and supplies in a timely manner. This also has created much improved working relationships between the Bookstore, University VA Benefits and VA counselors.
- APSU received \$15,000 in textbook scholarships to help our military-affiliated student population and students with financial hardships.
- School spirit clothing/apparel sales have increased by 19.1% in the past year. We have also added new APSU hockey and football jerseys to our selection.
- Bookstore management hosted luncheons and events to develop enhanced relationships with academic offices.
- Our Coca-Cola partnership provided drinks and products at no charge to the Athletics and Advancements offices to use at their discretion, and \$2,500 in drinks was also donated to support student events and campus services.
- The Post Office added the first set of smart lockers, which has been a remarkable success in providing better student services.

Major Accomplishments

- We have enhanced the vendor maintenance section to include all vendor records. Added “Knowledge Base” materials for Procurement. Users can search key words and find information on “How to...” in Govs e-Shop.
- Corporate Card review process has been enhanced. A new position in Procurement Services was hired for the review process. We purchased a license with Microsoft to pull reports detailing outstanding items from cardholders that need to be addressed. The report notes the exact infraction and the age of the transaction. This is communicated to our VP and shared with the appropriate persons. Our office sends out notices to those of those items needing attention with a hard deadline to correct any outstanding items to bring into compliance with the credit card program.
- Developed compliance practices for corporate card usage to ensure accountability, mitigate risks, and maintain financial integrity at APSU.
- Implemented Amazon Prime Business to help streamline purchasing processes and save departments money through discounts, free shipping, and other benefits.

PROCUREMENT

Primary Goals

- Implement a new eProcurement system with Oracle in the next 12 to 14 months to streamline our purchasing process and improve cost efficiency.
- Continuously evaluate and optimize procurement practices to achieve cost savings and maximize value for the institution which involves the ongoing assessment and improvement of procurement practices with the aim of identifying opportunities for cost savings and enhancing the overall value obtained for the institution through its procurement activities.

STUDENT ACCOUNT SERVICES

Primary Goals

- Continue to review our collections process in the Student Account Services area. The goal will be to evaluate and improve the efficiency and effectiveness of financial operations related to collection of funds for student accounts and reduce outstanding balances.
- Implement a new point-of-sale software upgrade for our cashiering system which will streamline processes. This will provide a better face-to-face experience for students and other stakeholders. This will also allow us to offer other payment methods
- Implement Oracle solutions for Student Accounts in the next 12 to 14 months.

Major Accomplishments

- Worked with the new Military Division to create a smooth transition into a one-stop-shop for all military students. Proactively worked to foster a culture of collaboration, providing the necessary resources, and maintaining transparent communication.
- Prepared for collapsing terms at APSU beginning with fall 2024. We collaborated with other offices on campus to effectively communicate and be proactive in our outreach for process changes. We have updated processes for a smooth transition so that students will have minimal disruption to their academic endeavors.

Major Accomplishments

- Obtained scopes and estimates for approximately 20 projects
- Began construction for: Health Professions Building, O'Malley Family Welcome Center, Kimbrough classroom and office renovations, Dunn Center HVAC and electrical modernization (phase 1), C.E. Harvill Food Venue renovation, elevator replacement, building management system upgrades, Emerald Hills reroof, Meacham drainage and Pan-Hellenic Plaza.
- Obtained approval to purchase 209 Castle Heights and 455 N. 2nd St.
- Completed the following projects: Lot 7, Meacham roof replacement and farm water pressure improvements.

Primary Goals

- Receive funding for Military Academic Building.
- Complete the Campus Master Plan.
- Complete Kimbrough renovation.
- Complete Health Professions Building.
- Complete the O'Malley Family Welcome Center.

Primary Goals

- Complete the classification and compensation study that represents a thorough and comprehensive review of all positions included in the study.
- Develop a compensation philosophy that aligns compensation to the Employee Experience, and enables the university to attract, hire and retain high quality faculty and staff.
- Implement Oracle Human Resources solutions over the next 18 months.

Major Accomplishments

- Designed a performance management system that strategically aligns performance management to the Employee Experience. Performance Coaching Conversations is intended to foster a coaching mentality at APSU. It is meant for employees and their supervisors to engage in more meaningful conversations surrounding their performance, learning and development, and career aspirations.
- Implemented Govs Trot, a new initiative for Be Fit. Be Well. Be A Gov. that supports employee's physical wellbeing.
- Utilized the Position Description Questionnaire (PDQ) to develop over 300 position descriptions that define more accurately the content and minimum requirements for each position at APSU.
- Redesigned the staff hiring process to reduce the time to fill a position.

Major Accomplishments

- Implemented Microsoft Intune, a cloud-based tool that helps organizations manage their devices in a hybrid environment with enhanced security features while ensuring compliance and improved support for employees.
- Worked with the Admissions department to implement Slate, a system designed to optimize communications and streamline application processing for prospective students.
- Participated in the Nationwide Cybersecurity Review (NCSR) assessment with the Center of Internet Security and the State of Tennessee. This assessment will continue to be used as a foundation to assess the University's IT data security posture and controls.
- Installed new VMware hardware and migrated approximately 200 virtual servers to the new environment.
- Completed a campus-wide Wi-Fi redesign and refresh that consisted of 782 wireless access points.

Primary Goals

- Upgrade all APSU computers to Windows 11 or take them offline before June 1, 2025, when Windows 10 reaches end-of-life and support.
- Merge O365 employee and student tenants into one tenant to allow improved collaboration between faculty and students through various available Microsoft applications and tools.
- Provide cybersecurity awareness training resources to students.
- Implement a new cloud-based Oracle system to update and replace Banner Human Resources and Finance systems to modernize systems that play a central role in Austin Peay's business activities.
- Complete a redesign and upgrade of the core network router infrastructure.

PHYSICAL PLANT OPERATIONS

Primary Goals

- Implement new work management system.
- Continue regular one-on-one meetings with building coordinators.
- Update the website to be more user friendly for finding information and contacts.
- Improve record retention of work orders and notes.

Major Accomplishments

- Foy Chiller replacement
- Demo of buildings: 738 Robb Ave. house , 455 N. 2nd St. and 501 N 2nd St.
- SGI upgrades – dehumidifier, walk-in cooler
- MUC lobby floor replacement
- Irrigation expansion for central part of campus
- GIS Center new roof
- Placed new epoxy flooring in the track and football locker rooms
- Renovations to Student Publications office in University Center
- New office for AVP in Student Affairs
- New office spaces for Honors Commons
- SSC Plaza Fountain replacement
- Library main floor painting and carpeting
- Campus-wide irrigation control change-out
- Created Physical Plant Facebook page for informal campus communication
- Pressure washed nearly 100,000 square feet of campus sidewalks
- Coordinated the 25th Annual Plant the Campus Red

Major Accomplishments

- Renewed our accreditation through TLEA.
- Expanded alert beacon coverage across campus.
- Conducted active shooter table-top exercises and provided active shooter awareness training across campus and within different divisions.
- Established Risk Management Office.
- Implemented event parking for events at F&M Bank Arena, creating a new revenue stream.
- Improved Lot 7 parking and lighting to accommodate a change in parking needs.

Primary Goals

- Improve recruitment and retention of police officers.
- Develop a comprehensive Emergency Operations Plan (EOP) in accordance with National Incident Management System (NIMS)/Federal Emergency Management Agency (FEMA) standards.
- Increase event parking revenue and identify new partnerships.