

FINANCE AND ADMINISTRATION

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Section I. Institutional Effectiveness **Report** for Academic Year 22-23

Academic Year 22-23 saw some improvement in most areas in VCFA, but there were still many challenges in every area.

Workday Finance continued to be the largest challenge for the UAFS Business Office and the Controller's area of responsibility. Four of the five individuals in the Accounts Receivable section were hired during this academic year, creating major issues in training and operations. Student accounts and most billing was delayed during the year, but showed improvement toward the end of the year as new personnel learned their roles. Additionally, two new senior accountants were hired for Workday duties, developing tracking and consolidation programs, and performing state and federal reporting duties. Training sessions were held with the Project One team throughout the year and former controller, Robert Wilson, agreed to return on a part-time basis to assist in creating standard operating procedures, training new personnel, conducting refresher training for current personnel, and finding and correcting areas that occurred during the Banner to Workday transition.

Human Resources continued to excel under new leadership and much improved understanding of Workday HCM. HR assumed payroll responsibilities, moving the section over from the Business Office. The organizational change was created for two primary reasons: 1) the payroll function is part of Workday HCM, and it seemed a logical decision to combine the compensation and payroll sections into one cohesive, efficient area and, 2) the move allowed Financial leadership to concentrate on more pressing issues in the business office. HR also had a larger than normal turnover in personnel, however they were able to bring on new personnel without any disruption to HR practices or customer service. Plans were put in place to increase programs and be even more responsive to faculty and staff in the upcoming year.

Procurement hired an assistant director/contracts coordinator after having the position vacant for over a year. This increased the office back to four personnel and allowed the director to create a solid plan for succession in the future. The department developed a Request For Proposal (RFP) for a new bookstore vendor to the campus. After 14 years, Barnes and Noble was replaced by Follett. Procurement developed a plan for campus wide input with a diverse search committee and a hybrid presentation by five different vendors and received input from all campus stakeholders. Two major construction projects were also contracted through Procurement this year – a \$5.3M energy performance contract and an \$8.4M project to expand the Windgate Art and Design Building.

Physical Plant operated under a new Director during this academic year. Robert Airo was hired from the physical plant staff at UAMS after having two interim directors from SSC. Physical Plant had many challenges throughout the year with freezing pipes bursting in three buildings on Christmas Eve to flooding of multiple buildings in the summer. The Campus Health and Safety office returned to Physical Plant from the

University Police Department. Courtney Cox was hired to monitor campus compliance in multiple occupational safety areas. Physical Plant received and completed more work orders during this academic year than during the previous year. In August alone, campus maintenance personnel completed over a 1,000 work orders. The previous high for a month of work orders was 705. In total, there was a 25% increase in work orders over a two-year period and the UAFS team continued to meet the needs of the campus. Additionally, the team continued to maintain aging equipment across campus to keep the building environment comfortable. In coordination with Procurement, Physical Plant monitored the work of Bernhard LLC during Phase 1 of a \$5.3M energy performance contract. The contract used remaining HEERF and university reserve funds to improve ventilation in laboratories in the Math and Science Building and the Baldor Technology Center. Improvements included a new Chiller in Baldor, which also supports temperature controls in the Windgate Art and Design Building.

The University Police Department saw a transition of personnel as well. The turnover left the department with only five UPD officers over the summer to support the campus 24/7. The officers maintained the public safety of the campus community with no major issues. To compete with salaries of local law enforcement agencies, the UPD realigned from a nine-person department to an eight-person department with the salary savings from the extra position used to increase the beginning salary of new employees and increase current officers in order to retain their experience on campus. The technological highlight of the year was a \$750K new camera system purchased with HEERF funds and installed by the UAFS IT department in coordination with a contracted vendor. The new cameras are a vast improvement from the previous analog system and can provide license plate and facial recognition on campus, allowing UPD to respond to a situation in a timelier manner. The new cameras also cut down on the investigative time officers need to research incidents on campus.

The Information Technology Department continued its superb campus support during the academic year. The team worked with academic departments to analyze usage data to realign and decrease the number of computer labs on campus, while still supporting the needs of students, faculty, and staff. The department purchase and installed almost \$2M worth of new computer equipment around campus, spending the last of the institutional HEERF funds. In addition, the department upgraded multiple classrooms and conference rooms that will enable the campus to quickly move to virtual mode as the need arises. The upgrades also improved the operation of in class technology for our faculty and students. Additionally, using data usage report, the IT Department worked with Academic Leadership to reduce the number of computer labs on campus, decreasing the amount of computer equipment the university must track in inventory and not impacting student access to computers.

The Budget Director is also new to the campus. Ellen Binford began during the previous year, and it was fortunate that she came to UAFS with Workday experience from our sister campus in Little Rock. Ellen worked diligently with a re-energized Budget Council to produce the FY24 Budget during this academic year. Ellen spent multiple hours with Budget managers around the campus to work on their budget and educate them on Workday budget reports so they could track their actual spending against the budget. The Budget was developed in the Adaptive software provided by the system office and is a primary data source for all inquiries about the UAFS budget.

Objective	Alignment with Strategic Plan Pillar and Tactic	Assessment Measure and Performance Target	Results	Response to Results
Meet all deadlines for financial reporting	4.1.1	Complete reports accurately by the deadline date.	Not all reports met the deadline for turn in to responsible parties. Though vastly improved over last year, still were late with some financial reports to the system office.	Need improvement in this area. Tracking methods are now in place but need more efficient time management to meet the objective.
Meet the requirements of cash on hand	4.1.1, 4.2.4, 4.2.5, 4.2.6	Goal is to have 180 days of cash on hand at the reporting period	Excellent. We completed the year with 269 days of cash on hand, compared to 270 days the previous year.	This represents we are on solid financial ground and can likely use some reserve funding to meet strategic objectives in the future
Expand Cashier hours of operation to support students	1.3	Increase open times for customer service at the cashier's area.	Anecdotally this appears to provide more customer service than in the past.	Need to develop some measurements such as # of students seen daily, weekly, peak periods, etc.
Recruit and retain employees	2.2.2	Turnover rates	Not evaluated	Need to create regular review of turnover rates and reporting to senior leadership
Perform salary and equality analysis for job openings	4.1.1, 4.2.2	CUPA and other available data to compare salaries	Completed on most positions, certainly positions where there are multiple similar jobs on campus	Very conscientious and diligent in their duties. Hiring officials are provided the information, but need better communication method within senior leadership (VCFA)

Track computer usage	2.3.3, 4.1.1,4.1.4	Computer usage data for trend analysis	Tracking is available by computer labs	Excellent results. Reduced the number of computer labs this past year. Need to continue tracking in the future.
Track Work Orders for IT	4.1.1	# completed	No issues completing a majority of work orders	Need to develop criteria and regularity
Track Work Orders for Physical Plant	4.1.1	# completed	Some complaints on timeliness of completing work orders	Need to develop criteria and regularity
Timely Refund Distribution	1.3		No issues noted	Need to develop timeline
Counseling Center use	1.5	Monthly reporting from vendor	No issues noted	Continue contract surveillance
Health Clinic use	1.5	Monthly reporting from vendor	No issues noted	Continue contract surveillance
Professional Development in IT department	2.2.4	Online training program usage. Attain 80% completion rate	206 IT courses started by 11 employees and 81 completions from six employees	Monitor training and track course completions
Recording and monitoring grant budgets in a timely manner	2.3.2	Grant budgets established in Workday within 30 days of receipt of grant	No date	Need to implement
Track virtual capability in each classroom and conference room	2.3.3, 4.1.4	Monitor status	Created 8 new Zoom rooms, upgraded AV in classrooms	Monitor of status of equipment
Track Microsoft secure score	4.1.4	Top third of institutions	80+% percent currently	Saw improvement, but need to monitor constantly
Replace older equipment with more efficient modern versions	4.2.1	Need to develop timeline for replacement of equipment	Replaced 150 older switches, 100% complete, replaced 10 of 230 older AP's for 4% complete.	Decision needs to be paid on timing replacement or replace at failure and risks involved

			Internet redundancy 100% complete	
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Section II. Institutional Effectiveness **Plan** for the Academic Year 23-24

This section represents the plan of the division for the current year.

Tactic	Alignment with Strategic Plan Pillar	Assessment Measure and Performance Target
Move Student Accounts permanently to Campus center	1.3	Number of students served. Need to create a baseline to determine performance
Continue timely refund distribution	1.3	No late disbursements
UPD Partner with student organizations	1.2	Number of events and number of students attending. Need to determine a baseline to determine performance
Track waivers and scholarships for trends related to retention and graduation	1.3	Develop a tracking for each waiver and scholarship through to certifications and degrees
Trend analysis for tuition and all fees	1.4	Compare tuition and fees to regional institutions for affordability
Timely completion of safety related work orders	1.5	Time between notification and completion of safety related projects.
Continue to track usage of counseling center and health clinic	1.5	Students served and type of service
Safety compliance inspections completed	1.5	Type of frequency of inspections
Timely refresh of classroom equipment and computers	2.1.2	Develop a % of replacement each year
Complete Windows 11 upgrade for labs and classrooms	2.1.2	Complete this year
Add more buildings to the Allerton central control for utility efficiencies and environmental controls	2.1.2	Develop a plan and establish a timeline for each building. Complete move to Allerton is

		part of Phase II of energy performance contract.
Class presentations – primarily UPD	2.1.2, 1.5	Track number of presentations and # in attendance
Track recognition awards	2.2.1	Recognize recipients – potentially on website
Continue resident officer program	2.2.2	Track # of programs officer conducts for residents and # of students attending
Track salary trends	2.2.2, 2.2.3	Maintain updated salary status for tracking, CUPA annual updates, internal system analysis
Develop staff salary increases for educational attainment	2,2,2, 2.2.3	Develop a plan for increase for degrees obtained above job requirement
Reward employees for obtaining credentials critical to their duties	2.2.2, 2.2.3	Recognize certifications, not just degrees
Compensate employees for taking on additional duties during gaps of other positions within the department	2.2.3	Temporary pay increase for taking on extra duties
Develop Professional Development programs for all areas	2.2.4	Subscribe to and track usage of online training programs for specific disciplines
Record and monitor grant budgets in a timely manner	2.3.2	Input into Workday within 30 days of receipt of grant
Develop Master Facilities Plan and track progress	2.3.3	Upon receipt of plan, monitor progress toward meeting plan
Track spending with local companies	3.2, 4.2.3, 4.1.2	Develop list of local companies and how often we conduct business with them
Coordinate with community for supporting the April 2024 Solar Eclipse	3.2, 4.2.3	Primarily UPD attendance at meetings – should we do something on campus?
Track institutional investments on a regular basis	4.1.1	Develop regular reporting method and timing.
Monitor revenue contracts on a regular basis – bookstore, food service, vending, pouring, athletic sponsorship	4.1.1, 1.8	Track whether revenue is matching expectations from proposals
Track parking data and permit sales for future decisions	4.1.1	# of passes versus # of parking places on campus

Track system KPIs on quarterly reports	4.1.1	Report to cabinet with system quarterly reports
Track SSCH analysis performance for budget	4.1.1	Track each semester and by tuitions classification
Institute budget check	4.1.1	Track # of instances check was prompted
Track facility requests and timely decision of facility committee	4.1.1	Part of facility committee meetings and reporting back to the committee
Track access control points for student use and securing planning	4.1.3	How often it is used and the time of day usage occurs
Track and trend utility costs	4.1.3	Monthly per building or meter
Preventive maintenance actions	4.1.3	Develop method to track in work order system
Track secure IT scores	4.1.4	Via secure score and system dashboard
Replace older equipment with more efficient models	4.2.1	Percentage of older switches replaced. Percentage of older AP's replaced. Failover to redundant site testing
Create programs for employee learning for Workday, prof dev, or compliance of travel and procurement	4.2.2	# courses conducted and # employees trained
Participation in System level decisions	4.2.2	# of meetings and committees staff is part of for the system
Collaborate with local first responder groups for training and information sharing	4.2.3	# of sessions
Develop ROIs for revenue producing cost centers – housing, food service, child care, bookstore, CED, etc	4.2.4	Establish baselines for revenue projections and expectations
Review new technologies for system wide implementation, particularly in Procurement and Travel	4.2.4	Work with system office
Assist managers in evaluation of options when position openings occur, such as reorganizations, redistribution of duties, etc.	4.2.4	Documentation of discussions with supervisors
Potential of shared services with other system schools	4.2.4	Work with system office

Compare revenue to SSCH production	4.2.4	Develop method of revenue per FTE
Develop regular budget vs actual reports for cabinet	4.2.5	Develop regular intervals for sharing with leadership
Review internal allocations for IT and Physical Plant	4.2.5	Hours working in each building or department
Communicate budget process and results to campus	4.2.5	Establish regular budget 101 sessions and budget updates
Workday training tracking	4.2.5	Track via workday
Develop and implement communication plans for decisions made at the system or institution level and the impact on individual employees	4.2.5	Track system decisions our employees take part in
Cooperative contracts throughout the system	4.2.5, 4.2.6	Work with system office
Plan for funding of IT infrastructure, refresh and cloud storage	4.2.6	Long term budget planning
Develop a system to analyze and review performing duties in house versus outsourcing during the RFP process or analyze outsourcing things we do in house	4.2.4	This is especially crucial during times of budget constraints so that we are considering all available options.

Section III. Short-term Resource Requests for FY 25

This section will provide the opportunity for the division to express **short-term** resource needs that are one-time or on-going expenses

Resource Description	Alignment with strategic plan pillar	Budget request on-going	Budget request one-time	Total of budget request for FY25
Project Manager		\$60,000		\$75,000
Assistant Controller		\$90,000 salary and benefits		\$112,500

Section IV. Long-term Plans and Resource Requests

Explain longer term plan and resource requests in this section.

Tactic	Alignment with Strategic Plan Pillar	Assessment Measure and Performance Target
Energy Performance Contract Phase II	4.1.3	Validation and Verification Program mandated by the Arkansas Energy Office. The goal is to reduce the usage of utilities on campus.
Develop long term facility plan based upon the Master Facility plan to be received this Spring	4.1.3	Compare MF plan to actual facility use

Resource Description	Alignment with strategic plan pillar	Budget request on-going	Budget request one-time	Total of Budget Request for FY26-28
Additional UPD Officer		\$41,000		\$51,250
Budget Analyst		\$40,000		\$50,000
Develop Internship programs for all areas	3.1	\$50,000		\$50,000
Master Facility Plan	4.2.6	Unknown	unknown	