FINANCE AND ADMINISTRATION

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Section I. Institutional Effectiveness **Report** for Academic Year 23-24

Academic Year 23-24 was a year of continuing improvement within VCFA.

Human Resources had a tremendous year supporting our UAFS employees. The HR team held numerous training seminars throughout the year helping employees and supervisors navigate Workday, benefits, employee relations, and recruiting. Other accomplishments for HR include transitioning everyone to a semi-monthly payroll, changing FLSA salary threshold requirements, modifying parental and catastrophic leave policies per system requirements, and implemented mandatory Workday training for all employees. HR worked with the Budget office supporting the Chancellor's initiative of bringing employee salaries in line with CUPA data. Additional to the hours ensuring CUPA coding was correctly applied with the data available, HR continued to evaluate every open position for competitive and equitable salaries across the campus using CUPA and other sources. HR will continue to evaluate market conditions for salary comparisons, supervisory support, and budget considerations for future hires, with a long-term goal of all full-time employees being paid within the 25th percentile of CUPA data for comparable positions at other higher education institutions. Over the course of 2024, HR also realigned duties within the department to serve employees more effectively and successfully completed a UA System Internal audit of payroll functionality at UAFS with no major findings.

After the retirement of our long-time Procurement Director, Lance Killough was promoted into the director's position. As a result, Rhonda Boyd earned a promotion from Buyer to Assistant Director/Contracts Coordinator. The department oversaw the RFP and selection process of a new grounds and janitorial contract, with HES replacing SSC for those services. Additionally, UAFS held our first ever pouring rights RFP and Coca-Cola Bottling Company of Fort Smith won the contract to be the sole source of beverages for most of the campus. Fort Smith owned Beshears Construction was added as a Job Order Contractor (JOC) in UAFS's first JOC request for qualifications. The listing also allows contractors to perform work under a JOC on all system campuses. The Procurement will be busy in 2024-25 with multiple RFPs, including student support proposals for both the Health Clinic and the Counseling Center and updating information for on-call engineers.

 Physical Plant once again supported campus infrastructure by taking care of aging facilities through reactive and proactive maintenance and overseeing multiple project improvements. Projects either completed by physical plant or through their oversight included the Nursing Simulation Lab in Health Science, carpet upgrades in the campus center, flooring and other upgrades in Sebastian Commons Apartments, campus wide sidewalk repairs, major mechanical upgrade in Baldor, and renovating triple dorm rooms in the Lion's Den into two single dorm

rooms. Additionally, a new smoke alarm system was installed over the summer at Sebastian Commons and Slims Chicken was added to the Food Court. Furniture upholstery took place in several buildings on campus, putting new life in common spaces of classroom buildings.

The campus began a push in 2023-2024 to create a greater culture of safety on campus. With visits from two state agencies and local experts, some deficiencies were highlighted, and several campus personnel worked together to bring the campus into compliance. For the coming year, the safety office will become a direct report to the VCFA, and mandatory safety courses will be implemented campus wide. This year, the safety office will pair with UPD to re-establish the safety committee to reinforce the campus commitment to safety principles and compliance.

The University Police continued to provide around the clock support to the campus despite having to quickly move their offices due to environmental issues in the 51st Street Annex. UPD is operating temporarily out of the Conservation house at the north end of campus. The campus is in the process of purchasing temporary modular offices for UPD to be placed near the conservation house to provide the space they need while we await a permanent solution. To provide an even more secure campus, the installation of the new camera system was completed, creating a significant improvement to our law enforcement capabilities on campus.   For this next year, public safety personnel will be initiating new engagement programs with the campus population to include regular open forums for students, faculty and staff to bring up their concerns on campus safety and security.

The UAFS Information Technology Department once again provided stellar support for the campus. The department is working diligently on completing workorders in a timelier manner and, although it fell short of the goal last year, is planning on reaching a goal of 75% of workorders completed within seven business days this year. As an assistance to meet that goal, IT is changing to a new workorder system, moving from Service Now, to the much less expensive TeamDynamix software, which is a UA System recommendation. IT is recognized as one of the cyber leaders in the system with an overall 80 of 100 Microsoft secure score. IT replaced 500 computers in 2024 to meet Windows 11 minimum standards. Windows 11 will be the new campus OS for all Windows computers in 2025.

The Budget Director met all objectives this year. As she improved her skills in Adaptive, the UA System's primary budget tool, the system office announced the purchase of a new, more dynamic budget support program called Anaplan. This year, during the height of budget season, Anaplan program sessions will begin for the UAFS campus as we gear toward full adoption in FY27. The budget council was provided up to date information as it prepared for the current budget year and plans will be made to continue to add more data informed decisions to the budget council itinerary. The university provided a balanced budget to the system office for FY25 after reflecting a $4.5M deficit the prior budget cycle. The UA System implemented budget checking in Workday on July 1, 2024, and UAFS will work with the system to identify reports to assist our campus in performing trend analysis in this area.

The UAFS Finance team met all federal, state, and system reporting deadlines. Personnel are constantly improving their Workday Finance skills through constant usage and assistance from the Workday System Support team. To better support our students and create a system approach, Finance adopted Transact cashiering for student accounts and improved the process of taking credit cards for departmental conferences.

Transact is already present on campus in multiple areas and this consolidated our cashiering on campus. Bank Mobile was also implemented to better serve students in the refunding process and was recommended by the UA System. We finished the year amid our plan to move the Accounts Receivable staff to the campus center second floor in offices that had been vacated by the Institutional Student Office.

Section I. Report on the outcomes of the previous year fall, spring, and summer (previous academic year)

Objective	Alignment with Strategic Plan Pillar	Assessment Measure and Performance Target	Results	Response to Results
Meet all UA System and ADHE deadlines for financial reporting	4.1.1	Goal is to complete reports accurately by the deadline date	All deadlines were met	This will continue to be an objective
Meet the UA Board requirement of 180 days 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	There was 268 days of cash on hand as of June 30, 2024	This will continue to be an objective
Create competitive and equitable salaries by performing salary and equality analysis for job openings	4.1.1, 4.2.2	Goal is to have all full-time personnel at least at 25% of CUPA comparable positions	Several employees were provided market increases along with COLAs to reach the 10% of CUPA Comparable positions	Salaries will be reviewed this budget cycle with this goal in mind.
Make Data-informed decisions to determine the number of computer labs needed on campus	2.3.3, 4.1.1, 4.1.4	Goal is to determine the most efficient number of computer labs on campus.	Computer lab numbers remained the same this cycle.	Data will be reviewed in January and February as part of the budget process.
Clear work orders in a timely manner in IT	4.1.1	Complete 75% within a week	The 75% was not met.	We will change this objective to complete 75% within a work week, to allow a full

				five workdays to clear a work order.
Clear work orders in a timely manner for Physical Plant	4.1.1	Complete 75% within a week	This was not tracked properly	We will change this objective to complete 75% within a work week, to allow a full five workdays to clear a work order.
Maintain a Microsoft Secure Score for 80 out of 100 or higher.	4.1.4	Use the Microsoft secure score produced daily.	Met objective	This will continue to be an objective
Professional Development in IT department	2.2.4	Attain 80% completion rate of online training courses	Difficult to access	We will retain this objective but change it to IT will complete 50 courses per year.
Move Student Accounts permanently to Campus center	1.3	Number of students served. Need to create a baseline to determine performance	In progress	To be completed in the current year, office furniture on order.
UPD Partner with student organizations	1.2	Number of events and number of students attending. Need to determine a baseline to determine performance	Met objective	Will continue programs
Conduct trend analysis on waivers and scholarships for trends related to retention and graduation	1.3	Retention of students receiving specific Develop a tracking for each waiver and scholarship through to certifications and degrees	Did no meet objective	Need assistance from IE for this objective.
Trend analysis for tuition and all fees	1.4	Compare tuition and fees to regional institutions for affordability	Met objective	Will continue this objective as part of the budget process
Safety compliance inspections completed	1.5	Types and frequency of inspections. Pass rates	Improving	Will continue this objective for internal

				and external inspections
Complete Windows 11 upgrade for all computers on the network that need migration to Windows OS	2.1.2	Complete by Dec 31, 2024.	Met objective	
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.	Continuing objective	Added areas in the campus center and Baldor
Conduct Class presentations – primarily UPD	2.1.2, 1.5	Track number of presentations and # in attendance	Met objective	Multiple presentation made throughout the year
Continue resident officer program	2.2.2	Track # of programs officer conducts for residents and # of students attending	Did not meet objective	Currently no officer living in SebCo
Develop staff salary increases for educational attainment	2,2,2, 2.2.3	Develop a plan for potential compensation for degrees obtained above job requirement	In work	No other campuses have similar policy, so developing one of our own.
Conduct research to potentially reward employees for obtaining credentials critical to their duties	2.2.2, 2.2.3	Develop a plan to recognize certifications, not just degrees that enhance job knowledge	In work	No other campuses have similar policies in place and we need to decide the level of decision if we pursue this tactic
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	Met Objective	HR working on a case-by-case basis and working with staff senate for procedures
Develop Professional Development programs for all areas of VCFA	2.2.4	Subscribe to and track usage of online training programs for specific disciplines	Met Objective	All areas of VCFA performing

				professional development
Record and monitor grant budgets in a timely manner	2.3.2	Input into Workday within 30 days of receipt of grant	Met Objective	
Develop Master Facilities Plan and track progress	2.3.3	Upon receipt of plan, monitor progress toward meeting plan	Met Objective	
Increase spending with local companies	3.2, 4.2.3, 4.1.2	Develop list of local companies, how often we conduct business with them, and how much we spend locally	Met Objective	Procurement and buyers looking local for support
Coordinate with campus community and surrounding area for supporting the April 2024 Solar Eclipse	3.2, 4.2.3	# of meetings, plans, and track attendance	Met Objective	
Increase revenue through revenue producing contracts on a regular basis – bookstore, food service, vending, pouring, athletic sponsorship	4.1.1, 1.8	Track revenue against expectations from proposals	Did not meet objective	Need to development a method to follow up on contract proposals
Perform trend analysis on parking data and permit sales for future decisions	4.1.1	# of passes versus # of parking places on campus	Met objective	Added Church parking lot back into UAFS parking
Meet expectations for system KPIs on quarterly reports	4.1.1	KPIs from the system	Met objective	
Conduct SSCH analysis performance for budget for accuracy of projections versus actuals	4.1.1, 4.2.4	Track each semester and by tuitions classification and	Met Objective	
Institute and utilize budget check	4.1.1	Track # of instances check was prompted and develop a performance target once we	Did not meet objective	Budget check not instituted until July 1,

		understand how the system operates		will continue objective for this year
Track facility requests and timely decision of facility committee	4.1.1	Part of facility committee meetings and reporting back to the committee	Met objective	
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	Met Objective	
Have a security score card rating of a B or higher	4.1.4	Security Scorecard ratings	Met Objective	
Create programs for employee learning for Workday, prof dev, or compliance of travel and procurement	4.2.2	# courses conducted and # employees trained	Met Objective	Will continue objective
Increase participation in System level decisions	4.2.2	# of meetings and committees' staff is part of for the system	Met Objective	Though limited, VCFA did take part in committee work
Collaborate with local first responder groups for training and information sharing	4.2.3	# of sessions and # in attendance	Did not meet objective	Will continue this objective with new safety leadership
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	Did not meet objective	Will review objective for further use and mechanisms to review revenue production
Use the system quarterly reports to report budget versus actual spends to the Cabinet	4.2.5	There will be multiple measurements based on the time of year and item tracked	Met objective	
Communicate budget process and results to campus	4.2.5	Establish regular budget 101 sessions and budget updates, measure attendance as a performance indicator.	Met objective	

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	Met objective	HR took place in open enrollment, parental leave, Catastrophic leave, market adjustments, mandatory system and campus training, FSLA, and handbook updates.
Cooperative contracts throughout the system	4.2.5, 4.2.6	Work with system office	Met Objective	
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.	Did not meet objective	Need to establish a baseline cost for areas in the university that could be outsourced or shared
Work with CED to partner with local business for campus support	3.4	Conduct training for local businesses on doing business with state agencies, primarily UAFS, measure the number of training session and the number of new businesses added to our vendor list	Did not meet objective	Will review for future consideration
Meet the timelines established on all RFPs and RFQs	4.1.1	Establish a goal of meeting 100% of the timelines established in each RFP	Met objective	

Section II. Institutional Effectiveness **Plan** for the Academic Year 24-25

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

Tactic	Alignment with Strategic Plan Pillar	Assessment Measure and Performance Target
Meet all UA System and ADHE deadlines for financial reporting	4.1.1	Complete reports accurately by the deadline date
Meet the UA Board requirement of 180 days of cash on hand	4.1.1, 4.2.4, 4.2.5, 4.2.6	Have at least 180 days of cash on hand at the end of the reporting period
Create competitive and equitable salaries by performing salary and equality analysis for job openings	4.1.1, 4.2.2	Goal is to eventually have all full-time personnel at least at 25% of CUPA comparable positions
Make Data-informed decisions to determine the number of computer labs needed on campus	2.3.3, 4.1.1, 4.1.4	Determine the most efficient number of computer labs on campus.
Clear work orders in a timely manner in IT	4.1.1	Complete 75% within seven workdays
Clear work orders in a timely manner for Physical Plant	4.1.1	Complete 75% within seven workdays
Maintain an annual average Microsoft Secure Score for 80 out of 100 or higher.	4.1.4	Use the Microsoft secure score produced daily.
Professional Development in IT department	2.2.4	Complete 50 courses as a department during the year
UPD Partner with student organizations	1.2	Number of events and number of students attending. Need to determine a baseline to determine performance
Trend analysis for tuition and all fees	1.4	Compare tuition and fees to regional institutions for affordability
Safety compliance inspections completed	1.5	Types and frequency of inspections. Pass rates
Conduct Class presentations – primarily UPD	2.1.2, 1.5	Track number of presentations and # in attendance
Develop staff salary increases for educational attainment	2,2,2, 2.2.3	Develop a plan for potential compensation for degrees (or certifications) obtained relevant to the current position
Develop Professional Development programs for all areas of VCFA	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
Increase spending with local companies	3.2, 4.2.3, 4.1.2	Develop list of local companies, how often we conduct business with them, and how much we spend locally
Increase revenue through revenue producing contracts on a regular basis – bookstore, food service, vending, pouring, athletic sponsorship	4.1.1, 1.8	Track revenue against expectations from proposals
Meet expectations for system KPIs on quarterly financial reports	4.1.1	Meet system KPIs
Conduct SSCH analysis performance for budget for accuracy of projections versus actuals	4.1.1, 4.2.4	Track each semester and by tuition classifications
Institute and utilize budget check	4.1.1	Track # of instances check was prompted and develop a performance target once we understand how the system operates
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
Have a security score card rating of a B or higher	4.1.4	Security Scorecard ratings
Create programs for employee learning for Workday, prof dev, or compliance of travel and procurement	4.2.2	# courses conducted and # employees trained
Increase 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 and # in attendance
Use the system quarterly reports to report budget versus actual spends to the Cabinet	4.2.5	There will be multiple measurements based on the time of year and item tracked

Communicate budget process and results to campus	4.2.5	Continue regular budget 101 sessions and budget updates, measure attendance as a performance indicator.
Meet the timelines established on all RFPs and RFQs	4.1.1	Establish a goal of meeting 100% of the timelines established in each RFP
Assigned Contract Monitor to each contract to ensure vendors are meeting obligations under the contract.	4.2.1	Establish a method or process for regular updates to the contract's office on vendor performance.
Create and implement Safety Committee to consider public safety, environmental safety, and occupational safety issues across campus.	1.5	Meet required safety compliance
Work with the Arkansas State Surplus (Formerly Marketing and Redistribution) to reduce surplus assets on campus.	4.1.3, 4.2.1	Reduce surplus on campus
Monitor the recently completed Master Facility Plan as part of campus projects and renovations	1.2, 1.8, 2.3.1, 2.3.3, 2.3.4, 3.1, 3.2, 3.4, 4.1.3, 4.2.1, 4.2.4, 4.2.6	Track progress towards meeting plan
Develop plan for physical plant equipment replacement throughout the campus	4.1.1, 4.1.3, 4.2.1	Create 10-year plan for equipment around campus
Outreach programs from UPD to reach more students on campus	1.2, 1.3, 1.5	Develop regular programs to communicate directly with students to determine their needs and seek campus improvements
Adopt the UA System's new budget program, AnaPlan	4.1.1, 4.2.1	Track build and implementation of the new program

Section III. Short-term Resource Requests for FY 26

In consideration for salaries for all UAFS employees, the following is recommended for FY26:

1. Bring all full-time personnel to a salary equal to $15.00 per hour, $31,120 annually.
2. Provide the larger of:
   a. A market increase to 10% of CUPA, with a maximum raise of $3,000
   b. A COLA

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
UPD Vehicle	4.2.1		$65,000	$65,000
Took Kits for Skilled Tradesman	4.2.2	$2,000	$10,000	$10,000
Steel Toed boots for Skilled Tradesman	4.2.2	$3,000		
Wireless Access Points	4.2.1		$125,000	$125,000

Section IV. Long-term Plans and Resource Requests

In consideration of salaries for all UAFS employees past FY26:

1. A goal of meeting 25% of CUPA salaries, with incremental increases above 10% of CUPA until the goal is reached.

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, 4.1.4	Potential change in the contract and will meet with system office, UAF and UAMS to look at Energy as a Service contact with Bernhard.
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
Plan for funding of IT infrastructure, refresh and cloud storage	4.2.6	Long term budget planning
Work as an institution or with the system to obtain Contract Management Software	4.1.1, 4.1.4	Provide more efficient method of contract management.

Updated Technology – laptops, etc. – in support functional areas (HR, Finance, Budget)	4.2.1	Purchase of assets to support those who support
Equipment tracking software for large equipment and tools	4.1.1, 4.1.4	Track large equipment items for repair costs and estimate life cycle costs
Provide Uniforms for Maintenance Team to enhance morale, safety, and functionality of the team	4.1.4, 4.2.1, 4.2.2	Track uniform items issued and costs of those items
Build UPD a new, permanent facility	4.2.1, 4.2.2	New Building

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	4.2.2	$52,000*		$52,000
Budget Analyst	4.2.2	$50,000*		$50,000
Develop Internship programs for all areas	3.1	$50,000*		$50,000
Assistant Controller	4.2.2	$112,500*		$112,500
Project Manager	4.2.2	$75,000*		$75,000
Student Workers	1.3, 1.4, 2.1.3	$25,000*		$25,000
Student Interns	1.3, 1.4, 2.1.1, 2.1.3	$25,000*		$25,000
Employee training and development Coordinator	2.2.2, 2.2.3, 2.2.4, 2.3.1	$52,000*		$52,000
Additional Access Points	4.2.1		$125,000	$125,000

*Dollar amounts for personnel include fringe benefits