

## FINANCE AND ADMINISTRATION

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### Section I. Institutional Effectiveness Report for Academic Year 24-25.

The Vice Chancellor for Finance and Administration (VCFA) will address the financial needs of the University of Arkansas Fort Smith (UAFS) by reducing salary and service expenditures by a minimum of \$600,000 for Fiscal Year 2027. These reductions include a strategic restructuring within the Information Technology Department, specifically the decision not to replace retiring programmers. Their responsibilities have been transitioned to the University of Arkansas System Workday System Services (WSS) Team, which provides programming support across all system campuses. Remaining departmental personnel will focus on integrating third-party applications utilized by UAFS into the Workday environment and developing Workday-based reports for faculty and staff.

In addition, UAFS will discontinue funding for Banner and several smaller software platforms, including Zoom, generating further cost savings for Fiscal Year 2027. Consistent with prior years, the VCFA will continue to prioritize professional development for university personnel. Training resources will include Workday Learning, UA System–provided courses, the UAFS-sponsored LinkedIn Learning platform, and a range of conferences that support functional and professional skill development.

The University Police Department (UPD) completed the long-anticipated demolition of its former facility at the 51st Street Annex. UPD is relocating to the building previously known as the Sustainment House, located at the northern end of campus. Construction is scheduled to begin in spring 2026 to add approximately 1,000 square feet, establishing this site as the department's permanent and much-needed home. Following the failure of several aging patrol vehicles, UPD acquired two new white units that prominently display the UAFS brand as officers patrol and safeguard the campus. UPD also coordinated a phenomenally successful tabletop exercise simulating a cyberattack on the university's information technology infrastructure. The exercise included participation from multiple campus departments as well as representatives from local, state, and UA System offices. Additional events of this nature are planned to further strengthen a culture of security awareness across the institution.

The UAFS Finance team is entering the new year with a transition in leadership. Laura Lehnen, who has served as the Senior Director for Finance and Operations at the UAFS Foundation, will assume the role of Associate Vice Chancellor for Finance and Controller for the University. The Finance team previously migrated to Workday Finance in summer 2021 and expanded into Workday Student in fall 2025, consolidating all financial operations within a single enterprise system. In addition to successfully managing these two major Workday transitions, the team implemented a new cashiering system, a new refund platform, and a new inventory management system during the same period. These accomplishments were achieved while consistently meeting all system and state financial reporting deadlines.

The Procurement Office continued to expand its expertise, bringing additional vendors online to support the growing needs of the University. The team successfully negotiated exclusive beverage and snack vending contracts, resulting in revenue increases of 60 percent or more in both areas. In a first for UAFS, the office collaborated with Housing to negotiate an agreement with a local apartment complex to increase capacity in response to rising demand for on-campus housing.

The UAFS Information Technology Department is undergoing its most significant personnel transition since the institution became a four-year university. Four members of the programming division, collectively contributing more than 110 years of service, retired between August and December 2025. The group was led by Pam Fout, who began as a student worker at WestArk, later joined the IT staff full-time, and played a pivotal role in every major programming upgrade during her 45 years of service. With the UA System Workday Support Services team assuming programming responsibilities for all campuses, UAFS has made a strategic budgetary decision not to replace the four retiring programmers. Remaining IT personnel will focus on UAFS-specific software integrations and the development of Workday reports needed by faculty and staff. The rest of the IT team continued to provide exemplary support to students and employees, maintaining campus infrastructure, implementing continual firewall updates to protect against cyber threats, and even managing the music broadcast from the Bell Tower.

Human Resources continues to evolve into a highly supportive unit for university employees, operating within the parameters established by State and UA System guidelines to ensure that employee benefits are offered at the best possible value. The department has expanded wellness initiatives and provides team-building programming across campus to enhance the work environment, while also contributing to shared governance with an HR team member serving on Staff Senate for a fifth consecutive year in 2025–26. HR leadership now serves in an ex-officio capacity on both the Faculty and Staff Policy and Procedure Committees as they review, revise, and develop policies impacting all employees. In preparation for the implementation and go-live of Workday Student in fall 2025, HR staff collaborated with UA System Workday Support and multiple UAFS departments to improve processes affecting employees, including transitioning employee and dependent tuition waivers into Workday, updating the application and hiring process for student employees, and modifying the Period Activity Pay (PAP) process. The HR team—particularly the Senior HCM Administrator—also partnered with the IT department, Workday Support Services, and LinkedIn Learning leadership to integrate employee access to the LinkedIn Learning library through Workday Learning and continues to provide training and support to employees and managers on required learning in Workday as well as ongoing enhancements to the staff evaluation process.

The Budget Director, Ellen Binford—who also serves as the entire Budget Office—has dedicated significant additional time this year to learning the UA System’s new budgeting tool, Anaplan, while continuing to meet ongoing campus needs. She will serve as the primary trainer for the new system, which all departments will use to upload their budgets for Fiscal Year 2027. Anticipating the need to address the upcoming budget shortfall, the Budget Council began its work in September, four months earlier than usual. The Director has also provided essential data and analysis to several subcommittees reviewing university fees to determine necessary adjustments for the coming year.

The Physical Plant concluded the year under new leadership, as Environmental and Occupational Safety Director Samantha Gillespie assumed additional responsibility for Facilities. New staff members joined seasoned personnel to support the maintenance of the University’s aging

infrastructure. Facilities and Environmental Safety focused on projects that enhanced campus operations, safety, and resource efficiency. The relocation of the Counseling Center and Health Clinic improved space utilization and strengthened student support services. To reduce costs associated with major mechanical assets, the department pursued economical solutions, such as rebuilding the chiller motor for the Stubblefield Gymnasium rather than purchasing a new unit. Campus-wide improvements included new paint and carpet installations, including updates to the Campus Center, to maintain a clean and welcoming environment. Additional investments included new kitchen equipment and necessary repairs, such as the fryer repair for Slims in the Campus Center. The safety team expanded its responsibilities by developing building evaluations for managers that addressed both maintenance and life-safety needs, and continued collaborating with departments on fire alarm systems, first aid kits, and AEDs to maintain a safety-conscious environment. Staff also completed RCRA training to remain current on compliance requirements. A new Project Manager position was created to support evolving campus needs, including advancing demolition planning for the 51st Street Annex to enable future development opportunities.

A new addition to the VCFA division this year was Campus Center Director Wesley Hooks and his Audio/Visual team. The group supported numerous events throughout the year, oversaw the installation of contemporary furniture in the Food Court, and collaborated closely with the Bookstore on facility improvements and the launch of the Lions Textbook Access Program pilot initiative. Plans are underway for additional enhancements to the Campus Center, including upgrades to the Reynolds Room and renovations to the former box office area, to create a more appealing environment for students and the broader community.

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
VCFA OBJECTIVES				
Develop Professional Development programs for all areas of VCFA	2.2.4	Subscribe to and track usage of online training programs for specific disciplines	All areas of the VCFA participated in professional development. Areas of development included local development through the Center for Economic Development; Accounting and Finance state and national forums and	Increased the number of employees participating in professional development. This will remain an objective.

			conferences; Procurement state and regional conferences; Multiple cyber training events and workshops; Artificial Intelligence presentations; FMLA and ADA training; LinkedIn sessions; specialized safety and security courses; and facility and safety courses.	
UPD OBJECTIVES				
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 student ORG requests doors open and auditing swipes for labs	Tracking proving more difficult. This will no longer be an objective, but could be addressed at a future date
Collaborate with local first responder groups for training and information sharing	4.2.3	# of sessions and # in attendance	Tabletop for Cyber Security, Kirk Memorial, Commencement, Reviewed active shooter after action (UAF), Emergency Management, LEPC (local emergency Planning committee) REPC (regional). Bomb squad response	Excellent response and cooperation for multiple events. This will remain an objective
Create and implement Safety Committee to consider public safety, environmental safety, and occupational safety issues across campus.	1.5	Meet required safety compliance	Met three times in January, June, August,	Committee will continue.

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	Emergency planning for events, housing RAs, Advising Center, Library Staff, CAB, BSA. Lots of Departmental Training. Grilling and met with Gamma Phi Beta Moon Ball, Student Success Mini Conference, Campus Crawl, SGA Meet the admins, Den Day, RA event in Lion's Den, Library, RA self-defense Training, Cub Camp	Programs will continue. This will continue to be an objective.
FINANCE OBJECTIVES				
Meet all UA System and ADHE deadlines for financial reporting	4.1.1	Complete reports accurately by the deadline date	All reports complete, mostly on time	This will remain 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	Have at least 180 days of cash on hand at the end of the reporting period	Cash on hand 257 on June 30, 2025	This will remain an objective.
Meet expectations for system KPIs on quarterly financial reports	4.1.1	Meet system KPIs	Met	This will remain an objective.
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	Inconsistent. This needs more work.	This will remain an objective.
Record and monitor grant budgets in a timely manner	2.3.2	Input into Workday within 30 days of receipt of grant	Recorded when awarded and monitored monthly	This will no longer be an objective
PROCUREMENT OBJECTIVES				

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	With addition of a local Contracting firm as a Job order Contractor and a local architect firm on our largest construction contract, spending has increased. Added two local engineering firms and two local architecture firms as on calls	This has proven successful over the past two years. We will concentrate on getting the best value for our limited funds. This will no longer be an 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	Earning 60% to 80% more profit under sole rights revenue producing vending contracts	Good results. This will remain an objective
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 all timelines	This will remain an objective
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.	Did not and need to work on this	This will remain an objective
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	Improving Procurement/Facilities working together on local policy based on new system policy	This will remain an objective
IT OBJECTIVES				
Make Data-informed decisions to determine the	2.3.3, 4.1.1, 4.1.4	Determine the most efficient number of computer labs on campus.	Need to obtain the data	This will remain an objective

number of computer labs needed on campus				
Clear work orders in a timely manner in IT	4.1.1	Complete 75% within seven workdays	We are at 85%	This will remain an objective
Maintain an annual average Microsoft Secure Score for 80 out of 100 or higher.	4.1.4	Use the Microsoft secure score produced daily.	80.36 currently	This will remain an objective
Professional Development in IT department	2.2.4	Complete 50 courses as a department during the year	Have completed 56 courses	We will track this as part of the overall VCFA objective
Have a security score card rating of a B or higher	4.1.4	Security Scorecard ratings	Third party vendor and we are rated as an A	This will remain an objective
<b>HR OBJECTIVES</b>				
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	Continued with 10% of CUPA. May be the best we can do, and goal may need to reflect that in the future.	This will remain an objective
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	No similar programs at other campuses	This will no longer be an objective
Create programs for employee learning for Workday, prof dev, or compliance of travel and procurement	4.2.2	# courses conducted and # employees trained	Training for managers to track training in Workday, Special Programs overview for all employees, Team Building for multiple departments,	This will remain an objective
<b>BUDGET OBJECTIVES</b>				
Trend analysis for tuition and all fees	1.4	Compare tuition and fees to regional institutions for affordability	Completed	This will remain an objective

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	Completed	This will remain an objective
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	Complete – helps to reduce errors in work tags	This will remain an objective
Communicate budget process and results to campus	4.2.5	Continue regular budget 101 sessions and budget updates, measure attendance as a performance indicator.	Complete	This will remain an objective
Adopt the UA System's new budget program, AnaPlan	4.1.1, 4.2.1	Track build and implementation of the new program	In progress – change to build the budget in AnaPlan	This will remain an objective
PHYSICAL PLANT/SAFETY OBJECTIVES				
Clear work orders in a timely manner for Physical Plant	4.1.1	Complete 75% within seven workdays	With move to TeamDynamix has not been properly tracked	This will remain an objective
Safety compliance inspections completed	1.5	Types and frequency of inspections. Pass rates	Will work on regular reports for supervisors and campus leadership	This will remain an objective
Track facility requests and timely decision of facility committee	4.1.1	Part of facility committee meetings and reporting back to the committee	Improvement, but need better tracking and reporting	This will remain an objective
Create and implement Safety Committee to consider public safety, environmental safety, and occupational safety issues across campus.	1.5	Meet required safety compliance	New safety committee meeting regularly.	This will remain an objective

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	Need regular meetings to track progress	This will remain an objective
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	Will use results of FCA and IGA to develop plan	This will remain an objective

<b>CAMPUS CENTER OBJECTIVES</b>				
<b>Campus Center:</b> Pursue funds to purchase new food court furniture.	1.1.1 First Choice and 4.1.3 Optimize Environments	Metric: Once funds are in place, shepherd project through installation and branding (banners with Lions) by August 2025.	Completed	This will no longer be an objective
<b>Campus Center:</b> Address code compliance related to storage of equipment in Campus Center.	1.5 Health and Safety	Metrics: Meet with Health and Safety Officer on storage of equipment early in spring 2025. Plan in place, or proposal to VCSA, by April 2025.	In progress	This will remain an objective
<b>Campus Center:</b> Work with new bookstore vendor on renovation	4.1.3 Optimize Campus Facilities	Metrics: Complete renovation in summer 2024. Signage installed by spring break 2025.	Complete	This will no longer be an objective
<b>Campus Center:</b> Work with Follet and Faculty to initiate UAFS first Follet Access Pilot Program for students. Pilot in fall 2024	4.2.4 Evaluate efficiency of operations	Metrics: Manage process so that any desired expansion for fall 2025 is vetted within the timeframe allowed. Wesley should coordinate with Provost's office and Follett staff in January-February 2025.	In progress. There were issues with some publishers in the pilot and working with Follett to correct problems in the future	This will remain an 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
<b>VCFA OBJECTIVES</b>		
Develop Professional Development programs for all areas of VCFA	2.2.4	Subscribe to and track usage of online training programs for specific disciplines
Utilize LinkedIn Learning for Professional Development within VCFA	2.2.4	Track LinkedIn Learning within VCFA
Update and review all policies within VCFA	4.1.1	Complete policies in new format and publish on the web or internal for UAFS personnel only
<b>UPD OBJECTIVES</b>		
Collaborate with local first responder groups for training and information sharing	4.2.3	# of sessions and # in attendance
Create and implement Safety Committee to consider public safety, environmental safety, and occupational safety issues across campus.	1.5	Meet required safety compliance
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

FINANCE OBJECTIVES		
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
Meet expectations for system KPIs on quarterly financial reports	4.1.1	Meet system KPIs
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
Meet System guidelines on Monthly, quarterly, and annual close outs	4.1.1	Completed check lists for all close outs
PROCUREMENT OBJECTIVES		
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 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.
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
Complete review of procurement handbook	4.1.1	Post on UAFS website
IT OBJECTIVES		
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
Maintain an annual average Microsoft Secure Score for 80 out of 100 or higher.	4.2.4	Use the Microsoft secure score produced daily.
Have a security score card rating of a B or higher	4.2.4	Security Scorecard ratings
Have a Microsoft Compliance score of 80 or higher	4.2.4	Track compliance ratings
<b>HR OBJECTIVES</b>		
Create competitive and equitable salaries by performing salary and equality analysis for job openings	2.2.3, 4.1.1, 4.2.2	Goal is to eventually have all full-time personnel at least at 25% of CUPA comparable positions
In coordination with supervisors, create programs for employee learning for Workday, prof dev, or compliance of travel and procurement	4.2.2	# courses conducted and # employees trained
Collaborate with supervisors to better define CUPA job description codes to match current employee jobs	2.2.3, 4.2.2	Develop better defined codes for use with comparisons with CUPA data
Explore options for monetary incentives for full-time staff employees who obtain credentials (i.e., degrees, certifications, etc.).	2.2.2, 2.2.3	Develop a proposal for consideration and possible implementation in FY27
<b>BUDGET OBJECTIVES</b>		
Trend analysis for tuition and all fees	1.4	Compare tuition and fees to regional institutions for affordability
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
Communicate budget process and results to campus	4.2.5	Continue regular budget 101 sessions and budget updates, measure attendance as a performance indicator.
Adopt the UA System's new budget program, AnaPlan	4.1.1, 4.2.1	Track build and implementation of the new program
Develop Long-term budget plans	4.2.4	Build five-year plans
PHYSICAL PLANT/SAFETY OBJECTIVES		
Clear work orders in a timely manner for Physical Plant	4.1.1	Complete 75% within seven workdays
Safety compliance inspections completed	1.5	Types and frequency of inspections. Pass rates
Track facility requests and timely decision of facility committee	4.1.1 Part of facility committee meetings and reporting back to the committee	
Create and implement Safety Committee to consider public safety, environmental safety, and occupational safety issues across campus.	1.5	Meet required safety compliance
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
CAMPUS CENTER OBJECTIVES		
Campus Center: Address code compliance related to storage of equipment in Campus Center.	1.5	Metrics: Meet with Health and Safety Officer on storage of equipment early in spring 2025. Plan in place, or proposal to VCSA, by April 2025.
Campus Center: Work with Follet and Faculty to initiate UAFS first Follet	4.2.4	Metrics: Manage process so that any desired expansion for fall 2026 is

Access Pilot Program for students. Pilot in fall 2026		vetted within the timeframe allowed. Wesley should coordinate with Provost's office and Follett staff in January-February 2026.
Perform Box Office Renovation into the CACE Welcome Center	4.1.3, 4.2.1	Manage progress to create a welcoming store front for students
Renovate and upgrade the Reynolds Room	4.1.3, 4.2.1	Upgrade paint scheme and modernize the interior
Replace campus center furniture	4.1.3, 4.2.1	Upgrade and improve the look of the fireplace, lobby, and upstairs areas

Section III. Short-term Resource Requests for FY 26

In consideration for salaries for all UAFS employees, the following is recommended for FY27:

1. If funds are available in FY26, pay COLA, the Market increase for employees.
2. If funds are not available, consider one-time COLA payment at end of FY25.

Budget reductions for FY27:

Salary and Fringe from IT	\$300,000
Software/Equipment	\$300,000

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
Utilize the Space Utilization Study and the Facilities Condition Assessment to improve campus efficiency	2.1.2, 2.3.1, 2.3.3, 2.3.4, 4.1.3, 4.2.1, 4.2.4	Create more efficient use of classroom and shared area space. Develop a long-term plan to prioritize facility upgrades
Develop long term facility plan based upon the Master Facility plan	4.1.3	Compare MF plan to actual facility uses
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.
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
Build a new server area for IT	4.2.1. 4.2.4	New Building or new room within an existing facility

Resource Description	Alignment with strategic plan pillar	Budget request on-going	Budget request one-time	Total of Budget Request for FY26-28
Develop Internship programs for all areas	3.1	\$50,000*		\$50,000
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

