

The background image shows a large, historic red brick building, likely a university hall, featuring a prominent clock tower with a white cupola and a green roof. The building has multiple stories with white-framed windows, some of which are arched. In the foreground, there is a well-maintained green lawn with a few trees and a black lamppost. The sky is blue with some light clouds.

# **2020-2021 Financial Planning Taskforce Report**

# Table of Contents

<b>Summary .....</b>	<b>1</b>
<b>Taskforce Membership.....</b>	<b>2</b>
<b>Budget Scenario Analysis.....</b>	<b>4</b>
<b>University Departments Funded in part by Program Services Fees ..</b>	<b>5</b>
<b>Expenditure Savings .....</b>	<b>6</b>
<b>Appendix 1. University Reserves .....</b>	<b>10</b>
<b>Appendix 2. Summary Tables of Projected Expenditure Savings....</b>	<b>11</b>
<b>Appendix 3. Committee Members by Subgroup.....</b>	<b>12</b>
<b>Appendix 4. Additional Financial Enhancement Ideas.....</b>	<b>13</b>
<b>Appendix 5. Existing Initiatives .....</b>	<b>18</b>



## **Financial Planning Taskforce Summary**

### **Fiscal Year 2020-2021**

The COVID-19 pandemic has increased costs for higher education across the nation, including Austin Peay State University, and created great uncertainty for the fiscal year 2020-2021 budget. While state appropriations remain unaffected, fall enrollment and the associated tuition revenue are projecting a significant downward trend.

In anticipation of additional increased costs related to the international pandemic and decreased revenue, the 2020-2021 Financial Planning Taskforce was established in early May 2020 and was charged with evaluating and recommending budget enhancements to better prepare the University for future, unknown variables. Collectively it was decided that the paramount principle to guide the taskforce's recommendations was to maintain the high-quality education for APSU's students.

The taskforce analyzed financial data and deliberated on the principles behind many cost saving measures because the welfare of APSU's students was considered too important to rely solely on wagers of future revenues. Therefore, the taskforce has thoughtfully recommended a series of escalating expenditure savings in the hopes of increasing the financial stability of APSU and subsequently the success of APSU's students.

The recommendations of the 2020-2021 Financial Planning Taskforce were reviewed, and the targeted savings goals listed in this report were developed. The taskforce made it clear that the preference was to eliminate non-required expenses and preserve jobs of permanent employees.

The taskforce also contemplated ideas for revenue enhancements, expenditure investments, and administrative and academic efficiencies. These ideas are included in Appendix 4 for future consideration.



## Financial Planning Taskforce Membership

The extreme importance of the taskforce charge called for a distinctly diverse group of representatives from all areas of the University to better determine expenditure savings, revenue enhancements, expenditure investments, and administrative and academic efficiencies. Recommendations were submitted by each division vice president, each dean, the faculty senate president, and the staff senate president, and from these recommendations, 64 members were selected in addition to the chair. Moreover, five (5) information resource individuals were selected to assist with quantifying financial data.

Members were further selected for separate planning groups related to each member's area of expertise: Instruction, Student Affairs, Academic Services, Athletics, and Administrative Services. Subgroup membership is detailed in Appendix 3.

### Members:

- **Alexis Miller** – Assistant Director, Student Account Services
- **Amor Moran** – Director, Distance Education
- **Austin Siders** – Director of Enterprise Applications and Solutions, Information Technology
- **Beatrix Brockman** – Associate Professor, Languages and Literature
- **Benita Bruster** – Professor, College of Education
- **Beth Lowary** – Director of Marketing, Public Relations & Marketing
- **Blayne Clements** – Chief Audit Officer, Internal Audit
- **Brandon Di Paolo Harrison** – Assistant Professor, College of Business
- **Chad Brooks** – Associate Provost and Dean of the College of Graduate Studies
- **Chris Euman** – Patrol Sargent, Public Safety
- **Christine Mathenge** – Associate Professor, Geosciences
- **Crystal Faulkner** – Instructional Technology Support Manager, Distance Education
- **Darren Michael** – Professor, Theatre & Dance
- **Donna Price** – Director, Student Financial Aid & Scholarships
- **Elaine Berg** – Professor, Library
- **Gena Shire** – Academic Assistant to the Chair, Art & Design
- **Greg Singleton** – Associate Vice President for Student Affairs & Dean of Students
- **Jackie Struckmeyer** – Controller, Accounting Services
- **James Green** – Maintenance Supervisor, Building Maintenance
- **Janesa Wine** – Student Representative
- **Jerica Swiger** – Director of Major Gifts, University Advancement
- **Joe Mills** – Assistant Vice President for Student Affairs, Housing/Residence Life & Dining Services
- **Joe Weber** – Director, Library
- **Jolann Baldwin** – Director-Student Conduct & Case Management, Student Affairs
- **Kathryn Woods** – Associate Professor, Leadership & Organizational Administration
- **Kim Carney** – Administrative Assistant 3, Information Technology
- **Kito Aruh** – Student Government Association President
- **Kris Phillips** – Assistant Vice President, University Advancement
- **Kristine Nakutis** – Executive Director, Fort Campbell Center



- **Laneeça Williams** – Chief Diversity Officer & Title IX Coordinator, Office of Equity, Access & Inclusion
- **Leong Lee** – Professor, Computer Science & Information Technology
- **Lisa Barron** – Associate Professor, College of Education
- **Lisa Sullivan** – Professor, Chemistry
- **Loretia Duncan** – E-Campus Coordinator, Regents Online Degree Program
- **Lori Moore** – Public Relations & Marketing Business Manager
- **Lorneth Peters** – Director, TN Small Business Development Center
- **Lynne Crosby** – Vice Provost and Associate Vice President for Academic Affairs
- **Marcus Hayes** – Professor, Theatre & Dance
- **Marissa Chandler** – Director of Study Abroad & International Exchange
- **Maurice Thompson** – Shipping & Receiving Clerk
- **McCartney Johnson** – Administrative Specialist, President's Office
- **Megan Mitchell** – Director of Graduate Admissions & Recruitment, College of Graduate Studies
- **Mercy Cannon** – Professor, Languages and Literature
- **Michael Phillips** – Professor, College of Business
- **Mitch Robinson** – Chair, Vice President for Finance & Administration
- **Michelle Robertson** – Professor, School of Nursing
- **Mickey Hepner** – Dean, College of Business
- **Moniqueka Gold** – Professor, College of Education
- **Myah Leflore** – Student Athlete Representative
- **Nancy KingSanders** – Vice President for Student Achievement, Student Success
- **Nate Toothman** – Student Representative
- **Rasheda Smith** – Director, Parking & Transportation
- **Rod Mills** – Associate Professor, Agriculture
- **Sara Robson** – Associate Director of Athletics/Operations, Athletic Administration
- **Sheraine Gilliam-Holmes** – Executive Director and Chief Human Resources Officer
- **Suzanne Desrochers** – Assistant Director, Procurement & Contract Services
- **Sydney Hawkins** – Student Representative
- **Taylor Mott** – Head Coach, Volleyball
- **Telaina Wrigley** – Registrar
- **Tim Hudson** – Executive Director, Center for Extended & International Education
- **Tim Knavel** – Assistant Athletic Director/Chief Financial Officer, Accounting Services
- **Tim Leszczak** – Professor, Health & Human Performance
- **Tony Morris** – Associate Professor, Art + Design
- **Tucker Brown** – Dean of the College of Behavioral & Health Sciences
- **Vikkie McCarthy** – Chair and Professor, Management, Marketing, Gen Business

### **Information Resources:**

- **Sonja Stewart** – Executive Director of Budgets & Financial Planning
- **Sondra Hamilton** – Senior Budget Analyst, Budgets & Financial Planning
- **Benjie Harmon** – Associate Vice President for Finance, Chief Financial Officer
- **Anthony Roark** – Director of Human Resources Technology & Compensation
- **Tom Hutchins** – Executive Director of Physical Plant



## Budget Scenario Analysis

### Fiscal Year 2020-2021

	7% Tuition Revenue Decline	10% Tuition Revenue Decline	15% Tuition Revenue Decline	20% Tuition Revenue Decline
<b>Projected Funds Available</b>				
<i>State Appropriations Increase - redistribution of funding formula</i>	\$ 263,700	\$ 263,700	\$ 263,700	\$ 263,700
<i>Reduction in University Facilities Revenue</i>	(95,200)	(95,200)	(95,200)	(95,200)
<i>Reduction in student credit hours (from fy2019 to fy2020)</i>	(1,766,300)	(1,766,300)	(1,766,300)	(1,766,300)
<i>Reduction in Enrollment for Fall 2020</i>	(4,587,000)	(6,552,900)	(9,829,300)	(13,105,700)
<b>Total Projected Funds Available</b>	<u>\$ (6,184,800)</u>	<u>\$ (8,150,700)</u>	<u>\$ (11,427,100)</u>	<u>\$ (14,703,500)</u>
<b>On-Going Budget Increases for FY 2020-2021</b>				
<i>Mandatory costs</i>	\$ 1,667,935	\$ 1,667,935	\$ 1,667,935	1,667,935
<i>SPIT Recommendation</i>	554,600	554,600	554,600	554,600
<i>COVID-19 Taskforce Recommendation</i>	228,000	228,000	228,000	228,000
<b>Total On-Going Budget Increases for FY 2020-2021</b>	<u>\$ 2,450,535</u>	<u>\$ 2,450,535</u>	<u>\$ 2,450,535</u>	<u>\$ 2,450,535</u>
<b>One-Time Budget Increases for FY 2020-2021</b>				
<i>Mandatory</i>	\$ 67,531	\$ 67,531	\$ 67,531	\$ 67,531
<i>SPIT Recommendation</i>	35,000	35,000	35,000	35,000
<b>Total One-Time Budget Increases for FY 2020-2021</b>	<u>\$ 102,531</u>	<u>\$ 102,531</u>	<u>\$ 102,531</u>	<u>\$ 102,531</u>
<b>Budget Gap</b>	<u><u>\$ (8,737,866)</u></u>	<u><u>\$ (10,703,766)</u></u>	<u><u>\$ (13,980,166)</u></u>	<u><u>\$ (17,256,566)</u></u>

### University Departments Funded in part by Program Services Fees

	7% Tuition Revenue Decline	10% Tuition Revenue Decline	15% Tuition Revenue Decline	20% Tuition Revenue Decline
University Parking & Transportation	\$ (64,300)	\$ (91,900)	\$ (137,900)	\$ (183,800)
Health Services	(40,100)	(57,200)	(85,800)	(114,400)
Student Activity	(130,700)	(186,800)	(280,200)	(373,500)
Athletics	(237,300)	(338,900)	(508,400)	(677,900)
Foy Recreation Center	(79,100)	(113,000)	(169,500)	(226,000)
Debt Service	(144,400)	(206,300)	(309,500)	(412,600)
Technology Access				
Clarksville	(119,200)	(170,300)	(255,500)	(340,600)
Fort Campbell	(12,300)	(17,600)	(26,400)	(35,300)
Student Government	(5,300)	(7,500)	(11,300)	(15,000)
Sustainable Campus	(10,500)	(15,000)	(22,500)	(30,000)
Graduation	(4,200)	(6,100)	(9,100)	(12,100)
Total	<u>\$ (847,400)</u>	<u>\$ (1,210,600)</u>	<u>\$ (1,816,100)</u>	<u>\$ (2,421,200)</u>





## **Expenditure Savings**

The taskforce developed the targeted savings goals below with LEVEL 1, LEVEL 2, and LEVEL 3 priorities. LEVEL 1 includes the highest priorities and LEVEL 3 the lowest. Each tactic will be considered depending on the actual percentage decrease in enrollment.

### **LEVEL 1 Savings:**

- Suspend Non-Essential Projects

Stop all campus projects that are not mandated by State policy or code enforcement and apply savings to University deficit. The tactic would result in a one-time savings of \$2.7 million.

- Review External Professional Services

Appropriate vice presidents would review all current external professional services (consultant contracts, memberships, and subscriptions) in their divisions and determine needs for this upcoming fiscal year, with the exception of those areas that provide revenue to APSU. This review will focus on necessity and opportunities for re-negotiation and may vary in different areas of campus. Savings are estimated to be between \$150,000 and \$200,000.

- Implement Hiring Pause

APSU has already announced a hiring pause for full-time positions, with exceptions, resulting in a savings of \$884,600. <https://www.apsu.edu/human-resources/coronavirus/hiring-pause.php>

- Suspend Employee Professional Development Funds (Travel)

Temporarily suspend campus-wide funds for non-essential and non-required professional development, research, and travel. The savings is \$238,000.

- Implement Credit Card Chargeback

The University is charged by its credit card merchant each time a credit card is used to pay tuition, fees, and other charges. Passing this charge to the card user generates approximately \$200,000 in savings for the University.

- Increase Course Caps

In theory, by increasing course capacity, APSU will have fewer sections, causing more SCH production per course, and reduce the number of adjuncts teaching. Reducing course sections 5% would result in 96 fewer sections needed, based on Fall 2019 data, creating a savings of \$403,200 in the yearly adjunct budget.

- Suspend 2020 Holiday Reception for Employees

Suspending the holiday reception for employees would provide a savings of approximately \$4,500. Retirees could attend the community open house, and employees could be provided a half day to be taken at some point in the month to show thanks and appreciation.

- Host Virtual 2020-2021 Site Visits

Host all 2020-2021 Program Review (of existing programs), External Review (for proposed new academic programs), and Program Accreditation site visits through video conferencing to reduce the expense of catering, lodging, and travel expenses for the external reviewers and THEC staff. The savings would range from \$42,000 to \$56,000, as costs vary from year to year.

- Reduce Cell Phone Stipends

Reduce use of cell phones for all employees in spring 2021, allowing employees enough time to contact constituents and or develop a different communication plan. Total savings equates \$50,000.

- Contracted Auxiliary Support to E&G Based on 2% of Total Revenue

For example, a 2% support would total of \$318,000 in revenues.

- Reduce or Eliminate University Transfers

Reduce or eliminate, based on need, education and general plant fund transfers for FY 2020-2021 to cover budget shortfalls. This tactic would result in a one-time savings of \$75,000.

## **LEVEL 2 Savings:**

- Implement Voluntary Retirement Incentive Program

Implement a voluntary retirement incentive to reduce salary costs. For 100% participation (75 Staff, 110 Faculty). The FY21 savings would be \$921,817, and the ongoing savings would be \$3,658,087. For 20% participation (16 Staff, 22 Faculty), the FY21 savings would be \$184,363, and the ongoing savings would be \$731,617.

- Increase Grant Application Submissions

Encourage offices to apply for grants that include salary sharing. Potential funds would create salary savings on the expenditure side.

- Cap University's Discount Rate

Currently there is no financial plan for how many scholarships are awarded for certain academic criteria (Presidential Scholarship, Provost Scholarship, etc.),

resulting in a negative net tuition revenue. Control the amount of scholarships awarded on a first-come-first-served basis so that funds are not being overspent.

#### **TOTAL DISCOUNT RATE**

	<u><b>FY19</b></u>	<u><b>FY18</b></u>	<u><b>FY17</b></u>	<u><b>FY16</b></u>	<u><b>FY15</b></u>
<b>APSU</b>	<b>21.23%</b>	<b>19.39%</b>	<b>19.19%</b>	<b>18.62%</b>	<b>16.59%</b>
<b>TTU</b>	<b>17.76%</b>	<b>18.64%</b>	<b>19.02%</b>	<b>17.35%</b>	<b>15.03%</b>
<b>MTSU</b>	<b>16.53%</b>	<b>15.78%</b>	<b>14.17%</b>	<b>13.67%</b>	<b>13.30%</b>
<b>ETSU</b>	<b>30.10%</b>	<b>28.54%</b>	<b>27.18%</b>	<b>25.05%</b>	<b>23.52%</b>
<b>UM</b>	<b>20.87%</b>	<b>20.05%</b>	<b>18.76%</b>	<b>19.15%</b>	<b>19.51%</b>
<b>TSU</b>	<b>18.56%</b>	<b>18.62%</b>	<b>16.78%</b>	<b>14.21%</b>	<b>12.98%</b>

- Implement Temporary Voluntary Furlough

Staff would voluntarily shift to 80% time worked on a temporary basis for 80% time paid. In order to keep their benefits (health, retirement, etc.), employees have to work at least 80% of the full-time requirement.

- Eliminate Tuition Reimbursement Program for Non-APSU Programs/Courses

While a benefit for APSU employees, the tuition reimbursement program is quite costly, and the current policy states availability is subject to funds being budgeted and available within the University. The total savings would be \$183,900.

Employees will still have the option to use the fee waiver benefit for Tennessee public institution employees and the audit/non-credit program.

- Reduce Operating Budget by 15%

Reduce the overall University operating budget by 15%. Some areas will be reduced more than others based on essential expenses. This tactic would generate a savings of \$1,585,000.

#### **LEVEL 3 Savings:**

- Reduce Student Wages Budget

Reduce the University budget for student wages after evaluating critical need for student workers in particular departments. This tactic does not impact federal



work study students, the centers of excellence, grant funded positions, or positions funded with a dedicated revenue source. The total budget for student wages is \$649,200.

- Convert Degree Salary Incentive to Bonus

Converting the degree salary incentive to a bonus would require a policy change, and there will need to be a decision as to whether employees who have started the program will be grandfathered in. This tactic is dependent upon the number of employees and base salaries. Estimated long-term savings would be a recurring amount of up to \$50,000 per year.

- Reduce Faculty Course Releases 50% by College

Chairs and Deans would collaborate to reduce temporarily the number of course releases issued to faculty members. Current release time, excluding extra release for new faculty and three hours for all faculty for committees and advising, is estimated to be 536 hours per semester. A 50% reduction would equate a \$402,000 reduction in the yearly adjunct requirement.

- Implement Salary Reduction

Reduction would be contingent upon need and would utilize a tiered approach. Savings are variable depending on need.

- Permit Faculty and Deans to Teach 1 Additional Class Each Semester for 2020-2021

Allowing faculty and deans to teach an additional course would reduce the need for adjuncts to cover the classes. Research, committee, and advising still need to take place on campus, so this tactic would require faculty to work more without compensation. Maximum savings would be approximately \$800,000.

# LET'S GO PEAY!

## Appendix 1. University Reserves

### APSU One-time Reserves

	Balance Available
University Operating Reserve (2%-5%)	\$ 4,800,000
Unallocated*	4,900,000
Unexpended Plant and Debt Service	2,760,000
	<hr/>
	\$ 12,460,000
	<hr/>
Other--Plant Fund Reserves for Match on Health Professions Building	\$ 4,064,100

\*Final reserves will not be determined until fiscal year 2020 closeout (September 2020)



## Appendix 2. Summary Tables of Projected Expenditure Savings

<b>LEVEL 1 Reductions</b>	
	Amount
Suspend Non-Essential Projects	\$2,700,000
Review External Professional Services	\$150,000 – \$200,000
Implement Hiring Pause	\$884,600
Suspend Employee Professional Development Funds (Travel)	\$238,000
Implement Credit Card Chargeback	\$200,000
Increase Course Caps	\$403,200
Suspend 2020 Holiday Reception for Employees	\$4,500
Host Virtual 2020-2021 Site Visits	\$42,000 – \$56,000
Reduce Cell Phone Stipends	\$50,000
Contracted Auxiliary Support to E&G Based on 2% of Total Revenue	\$0 – \$318,000
Reduce or Eliminate University Transfers	\$75,000
<b>Total</b>	<b>\$4,747,300 – \$5,129,300</b>

<b>LEVEL 2 Reductions</b>	
	Amount
Implement Voluntary Retirement Incentive Program	\$0 – \$921,817
Increase Grant Application Submissions	TBD
Cap University's Discount Rate	\$0
Implement Temporary Voluntary Furlough	\$0 – \$1,000,000
Eliminate Tuition Reimbursement Program for Non-APSU Programs/Courses	\$183,900
Reduce Operating Budget by 15%	\$1,585,000
<b>Total</b>	<b>\$1,768,900 – \$3,690,717</b>

<b>LEVEL 3 Reductions</b>	
	Amount
Reduce Student Wages Budget	\$0 – \$649,200
Convert Degree Salary Incentive to Bonus	\$50,000
Reduce Faculty Course Releases 50% by College	\$402,000
Implement Salary Reduction	Variable
Permit Faculty and Deans Teach 1 Additional Class Each Semester for 2020-2021	\$800,000
<b>Total</b>	<b>\$1,252,900 – \$1,901,200</b>



### Appendix 3. Committee Members by Subgroup

Instruction	Student Affairs	Academic Services	Athletics	Administrative Services
Chad Brooks	Greg Singleton	Nancy KingSanders	Sara Robson	Kris Phillips
Tony Morris	Joe Mills	Lynne Crosby	Taylor Mott	Jackie Struckmeyer
Tucker Brown	Loretia Duncan	Telaina Wrigley	Tim Knavel	Laneeça Williams
Elaine Berg	Crystal Faulkner	Donna Price	Myah Leflore	Lori Moore
Joe Weber	Austin Siders	Amor Moran	Mickey Hepner	Alexis Miller
Vikkie McCarthy	Sydney Hawkins	Marissa Chandler	Blayne Clements	Suzanne Desrochers
Michael Phillips	Kito Aruh	Tim Hudson	Beth Lowary	Sheraine Gilliam-Holmes
Mercy Cannon	Janesa Wine	Kristine Nakutis	Jerica Swiger	Kim Carney
Marcus Hayes		McCartney Johnson		Chris Euman
Moniqueka Gold		Lorneth Peters		Rasheda Smith
Lisa Barron		Megan Mitchell		James Green
Lisa Sullivan		Gena Shire		Maurice Thompson
Leong Lee				Jolann Baldwin
Kathryn Woods				
Tim Leszczak				
Rod Mills				
Christine Mathenge				
Beatrix Brockman				
Benita Bruster				
Brandon Di Paolo Harrison				
Darren Michael				
Michelle Robertson				
Nate Toothman				

## **Appendix 4. Additional Financial Enhancement Ideas**

The ideas presented below have not been fully measured and are included for future consideration.

### **Revenue Enhancements**

- **Increase Purchasing Card Rebate**

Encourage department credit card use for maximum return on credit card rebates. Evaluate an e-payables solution that utilizes our current AP processes, but eliminates check writing and provide incentives to vendors to accept credit card payments can increase our overall rebates. Additional revenue would be \$150,000 for the first year and \$300,000 for every year thereafter.

- **Lease to Food Trucks Exterior Parking Lots Adjacent to Downtown**

The food truck foodie park is an event to attract people to downtown Clarksville. It provides an opportunity to offset loss to the auxiliary fund while expanding the culinary experiences of students and the Clarksville community. APSU could lease exterior lots adjacent to downtown Clarksville to food trucks.

- **Waive ACT/SAT and GRE Testing Requirements**

Because of COVID-19, ACT/SAT and GRE testing capabilities are limited. Waiving the ACT/SAT test score requirement before admission has allowed APSU to continue admitting students without the ACT/SAT test score. Further, there is overwhelming evidence that the High School GPA is a much better higher education success predictor than the ACT/SAT assessment. Potential graduate students that may not have the funds to take the GRE test or may have been putting it off because they were apprehensive about taking the test will now apply for graduate admission to APSU.

- **Create Dual Enrollment Pathways**

Currently, 45% of dual-enrolled students matriculate to APSU. By creating dual enrollment pathways, matriculation could increase up to 60%.

- **Rent Guest Houses Near Hand Village**

Open campus rentals to anyone wishing to rent them. Set a nightly rate. Revenue could range from \$0-\$15,000 but may be subject to the unrelated business income tax (UBIT).

- **Add New Academic Programs**

Create new certificate programs related to the health and financial crisis by looking at classes already available and repackaging them into new programs. Offer a Bachelor of Science in General Studies Marketing. New programs could

require multiple approvals, THEC, SACSCOC and SEVIS which could significantly impact launch. Marketing and sufficiency of enrollment needs to be addressed.

- Create a Research Center

The center would serve a 50-mile radius and could generate net revenue to conduct surveys, focus groups, and other types of research needed by business and the community. Revenue estimate not provided.

- Add Game Guarantees to Schedule

Add additional game guarantees to competition schedule starting FY 21-22. Revenue estimate not provided.

- Grow the Child Learning Center

Growth of the center is dependent on staffing increases. The center has to maintain guidelines for the ratio of students to teachers, and it is at the max now with the space provided. Revenue estimates not provided; however, the CLC is currently operating at a deficit and has done so for the past 8 years.

- Clarksville Get Fit Program

Get Fit Clarksville Program would be designed to improve the health and wellbeing of Clarksville employees. Participants would have access to live virtual fitness classes and wellness webinars. To keep costs low, fitness sessions could be offered simultaneously in a face-to-face setting and virtually via Zoom, eliminating the need to hire additional instructors. The program may need to be developed in partnership with the Foy Recreation Center. A potential revenue estimate is \$0-\$75,000.

- P3 Partnerships (Long-Term Land Leases)

APSU could partner with businesses and agencies to share in revenues.

### **Expenditure Investments**

- Fully Fund Program Accreditation Costs Including Membership Fees

Invest in funding the required annual institutional membership fees for program accreditation. APSU has not established sufficient recurring dollars to pay for annual program accreditation fees or the 2020-2021 costs for any new program accreditation application fee, or reaccreditation report review fees. Program Accreditation is a required component of the THEC Quality Assurance Funding process. In 2020-2025, THEC will be emphasizing and awarding (or deducting) more QAF points for an institution's efforts to seek and maintain program accreditation. Excluding site visits, an additional \$87,836 is needed for mandatory accreditation requirements.



- **Drop Out-of-State Tuition for Students Taking All Online Courses**  
Students taking online classes might find APSU's online in-state tuition rate lower than that of their home state and choose APSU for their online degree.
- **Increase Marketing for Student Recruitment**  
Increase marketing for student recruitment for Fall 2021 enrollment, including marketing to international students the existing programs to help them learn and teach English.
- **Expand Continuing Education Offerings**  
Expand and create new community-based programming that brings new revenue to the University.
- **Increase Funds for Major Field Test Proctoring**  
Major Field Tests required by THEC incur remote testing fees. Since Major Field Testing needs to be conducted remotely, due to COVID-19, APSU will face an increase in the amount of remote testing fees charged by the test providers. Estimated costs is \$5,000-\$11,000.
- **Purchase EduNav Software**  
EduNav creates real-time, personalized, optimal education plans from initial registration through graduation based on APSU degree requirements. First year costs are \$195,494, second year costs \$225,744 and third year costs \$265,695.
- **Provide Free Massive Open Online Course (MOOC) (e.g., APSU1000)**  
Offering APSU 1000 as a free MOOC could be used as a recruitment tool to bring in new students.
- **Create APSU Podcast**  
A weekly APSU podcast would bring the community together and strengthen local businesses and schools. Advancement has a story to appeal to potential donors, and many faculty and staff have professional advice and trainings to provide to the community. Expense is not provided.
- **Expand Graduate Assistants**  
Add additional GA lines to fill empty seats in existing classrooms so that the cost of instruction does not change, allowing for more potential graduate students.

### **Administrative and Academic Efficiencies**

- **Streamline Satisfactory Academic Appeals**  
The Department of Education requires an Academic Review form be completed for any student not achieving satisfactory academic progress. Financial Aid

created a dynamic form for Academic Review that could be completed by the student's advisor. With students unable to meet with their advisors to discuss credits, this form creates a workflow that makes the appeal process fully online.

- Better Connect Students to Advisors, Department Chairs, and Other Students in Programs

Connect incoming and transfer students to advisors, department chairs, or other students in their academic major. Offer Zoom meeting rooms to better provide immediate responses and provide in the moment customer service.

- Increase Communication to Students Regarding Financial Aid and Documentation Completion

Add a tuition & fees link on OneStop and APSU application to clearly communicate tuition/fees and financial aid information. Highlight missing documents and registration status.

- Release D2L Shells to Instructors Now

The sooner faculty can be working in D2L shells the better the classes will be and the better prepared faculty will be for online instruction.

- Streamline Admissions Communication and Increase Programs for Dual Enrollment, Transfer, Transient, and Military-Affiliated Students

Create a larger pool of prospective students. Increase interest in APSU lower-level classes at high schools. Entice more transfer students to enroll at APSU. Waive out-of-state tuition. Increase advertisement of online certificate programs to Military and their spouses.

- Analyze and Improve Required Student Forms and Processes

Find efficiencies and streamline APSU's paperwork process, more specifically, forms pertaining to enrollment, registration, and financial aid.

- Increase and Target Specific Advertising

Increase social-media marketing. Ask current students to interact with incoming students. Highlight that scholarships are accepted past deadlines and that the out-of-state tuition is waived for the bordering counties in Kentucky.

- Increase Number of Evening Courses Offered

Increasing time options for various courses could allow for lower density on campus and would provide more options for students who work during the day.

- Share Administrative Services with Other Areas

Share administrative assistant support and other expertise/skills.

- Increase Awareness of Experiential Learning Credit

Turning experience into credit hours is a great option for potential students who lack few classes to complete a degree. Advertise to local businesses that have employees that haven't finished college and push the BSGS program

- Reduce Major-Specific, Non-Required Course Offerings

Most majors have a specific set of courses required for the major but also offer other courses as electives. Reducing the electives would create higher enrollments in offered courses.

- Improve Workflows

Look at processes and procedures on workflows that are detrimental for accuracy. Ensure that all communication and workflows between colleges and administration are up to date. Consider a 48-hour required response time.

- Create Means Other than Vendor Options for Proctoring Exams

Create alternate means for testing that do not compromise the integrity of the exams. This process would eliminate the cost of 3<sup>rd</sup>-party proctoring vendors.

- Enhance Enterprise-Wide Purchasing

Consolidate purchases to the same vendor and maximize savings by utilizing enterprise accounts and pricing.

- Implement a Managed Print Service and Go Paperless Initiative

Start and implement a campaign to save paper/go paperless on campus. An RFP would be issued to multiple providers to ensure the best per click/scan/print pricing that would allocate across campus, including servicing on the copiers or printers and an automatic replacement plan. This process would strategically locate printers/copiers, eliminating desktop printers and printing/paper wastes.

- Staff Teach 1 Course for 1 Day Off per Week

In lieu of pay, staff could teach 1 course for 1 day off per week on a voluntary basis and with the approval of the appropriate supervisor. Staff volunteering for a day off in lieu of compensation would create savings in the adjunct budget.

- Incentivize External Funding

Encouraging external funding with incentives may encourage greater funding opportunities for APSU. Academic Affairs would develop guidelines on how to seek greater research dollars as well as corporate dollars for projects and services to administrative areas.

- Purchase MiFi Devices for In-Season Team Travel

Order and maintain MiFi devices for team use during competition travel in an effort to increase bid responses and supplier pool for charter bus transportation.

## Appendix 5. Existing Initiatives

The taskforce found it important to identify existing initiatives to enhance the financial health of the University. These initiatives are listed below.

- Offer Virtual Registration Help and Advisement

Use Zoom Rooms, email, and phone calls to connect incoming freshmen to Academic Advisor, department chair, faculty, and other students in their major. The Office of Admissions has created orientation modules in D2L. Advisors are pre-loading schedules in the students' OneStop advising carts so that when the orientation modules are completed students can register, and Student Achievement is contacting students who have not yet registered.
- Increase Degree Completion Communication

Generate list of students who are close to 60 hours and review their academic progress toward completion of the Associate of Science in Liberal Arts degree. Generate list of students who are close to 120 hours and review their academic progress toward completion of the degree of their selected major if the student has not applied for graduation. Further, review other degree options for which the student meets the degree criteria.
- Improve Enrollment for Extended, Certificate Programs, and 100% Online Programs

Expand GI Bill funds to non-credit programs to increase opportunities for program growth in the local area. Programs such as the CDL is unable to enroll students that wish to use GI Bill funds. Potential enrollments are lost to institutions that have procedures that enable students to apply their GI Bill funds to these courses.

100% online for credit programs: The National Council for State Authorization Reciprocity Agreements 2019 Out of State Enrollments Report showed more than 30,000 TN residents are completing their education at an institution of higher learning outside of TN.
- Increase Transfer Students

Create More 2+2 Agreements with area community colleges like the current partnership with Vol State at Highland Crest that provides opportunities to create 2+2 agreements with the College of Education, the College of Behavioral Health Science, and the College of Business.
- Increase Communication to Students and Their Parents

Add a tuition and fees tile on OneStop and APSU application to clearly communicate tuition/fees and financial aid information. Send email to admitted students that acknowledges the impact the COVID-19 Crisis might be having on them. Contact students to make them aware of any outstanding needed

paperwork and provide any assistance if needed. Send a snail mail postcard to students that still need to submit paperwork. This postcard would be addressed to the student at the parents' home address.

- Increase Military-Affiliated Students

Create additional certificate programs based on currently existing courses. SACSCOC does not need to approve certificate programs that are less than 24 credit hours. New certificate programs would need to be advertised to military-affiliated students.

- Rent Unused University Buildings

Rent out key areas on campus that have the availability to be used as event spaces and recommend Chartwells as a caterer.

- Reconnect with Stop-Out Students

Many students who have stopped out might decide to return to APSU to complete their degree. Student achievement is sending these students snail mail addressed to the students' home addresses to initiate contact.

- Create Strong Community College Pipelines

Build local community college pipelines to APSU to replenish Junior/Senior level students through recruiting. Might require a new look at scholarships.

- Implement New Customer Relationship Management (CRM)

Transitioning from Royall to an Ellucian product implemented by APSU staff will ensure accuracy and reliability of student application management.

- Develop APSU Logo Face Masks

Develop and distribute face masks to faculty, staff, and students to help slow the spread of COVID-19 at APSU's campuses.

- Develop Public-Private Partnerships

Currently developing cooperative partnerships with Montgomery County. Completed a feasibility study for public/private partnership arrangements for the truck center property on College St.

- Move Convocation to Virtual Location

Fall 2020 convocation will be held virtually, eliminating the cost of the picnic.

- Encourage Telecommuting and Open Office Use

Department heads would decide which staff are eligible for telecommuting and assign those offices to other staff on campus, allowing other offices to better implement social distancing.