Appendix C

Glossary

Higher Education Business Process Definitions

Major Process: Financial Management

Subprocess

1. Develop budgets—Annual process to create, analyze, and approve departmental, college, and institutional budgets.
2. Create accounts—Regular process to request, approve, and create accounts and account budgets (including restricted accounts).
3. Track budgets and expenditures—Ongoing process of the budget account owner to monitor projected budgets against actual expenditures and charges.
4. Prepare external financial statements and reports—Process to prepare all external financial reports to state agencies, lenders, and the public including audited financial statements.
5. Purchase small-dollar items—Process to request, approve, and purchase routine goods and services.
6. Purchase large-dollar items—Process to request, approve, and purchase specialized or high-dollar value goods and services.
7. Pay invoices—Process to record, verify, and pay invoices from all external vendors.
8. Fulfill check requests—Process to request, approve, and produce a check for payments not involving invoices (e.g., honoraria).
9. Cash receipts—Process to accept and record payments for items such as gifts, auxiliary enterprises, and third-party billings (excludes student accounts receivables).

Major Process: Human Resources

Subprocess

1. Recruit employees—Process to post or advertise a job, solicit applications, and identify a qualified applicant pool.
2. Hire faculty—Process to prepare and approve faculty contracts for full-time and adjunct faculty.
3. Hire staff—Process to prepare, approve, and extend an offer of employment to a full or part-time staff member including the position salary, title, and reporting relationship.

4. Manage compensation—Annual process to propose, analyze, and implement compensation levels for different job classifications.

5. Manage positions—Process to request a new position or a modification to an existing position including compensation, title, job duties, and skill requirements.

6. Administer benefits—Process for employees to annually enroll in benefits programs, monitor their selections, and report changes due to life events.

7. Manage labor distribution—Process to designate and maintain which budget account(s) will fund a faculty or staff member’s compensation costs.

8. Record time and attendance—Process to track, approve, and input daily hours worked for nonexempt staff.

9. Issue pay checks—Process to calculate withholdings and net pay and to disburse regular payroll.

10. Produce payroll reports (including tax reports)—Process to produce all year-end reports to employees and the federal government.

Major Process: Student Services

Subprocess: Admissions

1. Recruit students—Process to identify prospective students, maintain communications with them, and to encourage their application to the institution.

2. Manage events—Process to develop invitations, track attendance, and evaluate the effectiveness of admissions events.

3. Evaluate applications—Process to acknowledge receipt of the application (all or parts), convey status to the applicant, and to perform all necessary evaluations of the applicants credentials.

4. Admit Students—Process to make and communicate the acceptance/rejection decision.

Subprocess: Student Accounts

1. Administer tuition and fees—Process to propose, establish, and implement the tuition and fee structure for courses that will be used to generate the student bill.

2. Produce student bills—Process to calculate all student charges (tuition and fees) and create and communicate invoice to the student.

3. Process payments—Regular process to receive and post a payment to the student account. Includes the administration of payment plans.

4. Manage receivables—Ongoing process to monitor outstanding receivables and to take successive measures to collect past-due balances.

Subprocess: Financial Aid

1. Process aid applications—Obtain from students all institutional and federal applications for aid, including required supporting documents.

2. Determine need—Review of family financial status and eligibility for scholarships, grants, and loans.

3. Verification—Verify student/family financial data.
4. Package loans—Prepare and disburse federal and institutional loans, obtain required signatures on promissory notes and other loan documents.
5. Produce reports to lenders and federal agencies, auditors—Prepare and produce all required status reports to external entities.

**Subprocess: Records and Registration**

1. Maintain course catalog and schedule—Process to determine which courses and sections will be offered, assign instructors, meeting times, and rooms.
2. Plan academic careers/advise students—Process for advising students or providing them with tools to plan their own academic careers including selecting majors, determining course requirements, and analyzing the impact on aid eligibility and time to graduation.
3. Process student course enrollments—Process for students to select courses, obtain any necessary approvals, verify prerequisites, and enroll students in courses (include add/drop process).
4. Audit degree completion—Process to analyze students’ progress towards their degrees, determine eligibility for graduation, and identify students with unsatisfactory progress.
5. Maintain grades—Process to collect, verify, and post grades from instructors to the student transcript.
6. Verify enrollment status—Process to verify and report a student’s enrollment status and academic progress.
7. Issue transcripts—Process to request, produce, and issue official transcripts.

**Major Process: Grants Management**

**Subprocess**

1. Prepare grant proposals—Process to develop all of the nonscience aspects of grant proposals including the proposal budget.
2. Obtain and track proposal approvals—Process to perform all necessary internal reviews of proposal, provide authorized approvals, and ready the proposal for submission.
3. Track grant budgets—Ongoing process to approve grant expenditures and monitor the budget to actual performance.
4. Report time and effort—Process to record, approve, and report the time charged by faculty and staff to a grant budget.
5. Provide grant reports to agencies—Prepare, approve, and submit all required progress and final reports to granting agencies regarding the use of grant funds.

**Major Process: Management Information and Analysis**

**Subprocesses**

1. Analyze sources and uses of funds—Create capabilities for end users to understand the sources and uses of their financial data. Includes the ability to report on activity costs and financial contribution of individual programs.
2. Analyze workforce—Ability to provide information to decision makers to analyze the composition of the workforce (faculty and staff) including staff skills, time to retirement, and diversity. Among other things it allows decision makers to spot growing gaps in skill sets, analyze the impact of pending retirements, and to review trends in hiring and retention.
3. Enrollment management—Enables the institution to research where its students are coming from and why they come. Informs decisions about investments in recruiting strategies, retention strategies, and the marketing of the institution.

4. Research management—Information and tools to enable decision makers to monitor trends in research activity; evaluate the backlog of proposals and awards; and monitor success rates by organization unit, discipline, and investigator.