

The following document outlines functions and activities included in the Activity Assessment. The contents are subject to change as project needs arise.

To view the activities and sub-processes for a function, simply select the function from the list of functions below.

To return to the table of contents from any function, click “Return to Functions List” below each table. It is recommended that you review this document in advance of completing the online assessment and have it available for reference throughout

In the online assessment, you will only be asked to allocate time to the **Functions** and bolded **Activities** below. You will **NOT** be asked to allocate time to the sub-processes listed below each blue row; those elements are included to help define the activities and functions, they are not expected to be exhaustive.

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## General Administration, Management, & Support

<b>General Department Support</b>	
	Serve as receptionist for unit/department
	Plan and manage physical space for unit/department
	Serve as liaison for facilities work orders, building repairs, and construction requests
	Answer emails on behalf of department from faculty, students, and others
	Manage classroom space and department's conference room(s)/seminar rooms
	Serve as general crisis manager / problem solver for front line responsibilities related to unit mission, frequently student related, sometimes grant or faculty related
	Maintain office supplies inventory
	Review and resolve routine administrative related questions and issues; provide input regarding new or revised unit administrative procedures
	Coordinate and act as point of contact for department moves
<b>Student Worker Management</b>	
	Supervise and train student hourly workers
	Manage federal work study opportunities and ensure compliance
	Coordinate student hourly work to match deadlines of academic year cycle
	Ensure students are complying with policies on time working vs time in the classroom
	Ensure students are complying with FLSA regulations.
<b>Department Management/Operations</b>	
	Perform department/unit planning
	Design and execute department/unit strategy
<b>Staff Management</b>	
	Provide staff direction and guidance on department policies, procedures, and tasks
	Conduct performance evaluations for staff who report to you
	Set and track objectives
	Develop and manage programs for faculty and staff recognition
	Provide coaching and mentoring
<b>Meetings and Collaboration</b>	
	Meet with supervisors and senior leadership on periodic or regular basis
	Meet with peers and coworkers (one-on-one, staff meetings, etc.)
	Meet with direct reports
	Meet with stakeholders and customers
	General institutional meetings (e.g., Town Halls, etc.)
<b>Professional Development &amp; Training</b>	
	Attend conferences or trainings
	Review job related training materials
	Collaborate with peers from other universities or organizations
<b>Project Management</b>	
	Develop project plans
	Monitor and track progress against project plans
	Create status reports and provide updates to leadership
<b>Organizational Effectiveness/Improvement</b>	
	Develop organizational strategy and implementation plans
	Perform organizational assessment through quantitative and qualitative methods
	Design and facilitate system, process, or policy improvement initiatives
	Develop and manage organizational readiness and change management

**Other General Administration, Management, and Support Activities Not Listed Above**

Please list any other relevant activities you perform in this area

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## Academic Administrative Support

<b>Vice President/Director/Chair/Dean/Other Support</b>	
	Monitor enrollment during advising and enrollment periods
	Coordinate multiyear class, event, and other scheduling plans with faculty scheduling officer
	Meet with Chair/Dean to go over day-to-day and departmental planning needs
	Gather/organize student data for annual / semester reviews of student progress (both undergraduate and graduate) and/or departmental recognition/award committees
	Prompt chair or committee chairs on pressing items and deadlines for changing tasks
<b>General Student Support</b>	
	Assist students with enrollment or course planning concerns
	Lookup and evaluate charges to student accounts
	Draft informational email messages sent out to students
	Assist students with course planning
	Resolve student concerns regarding tuition/fee payment
<b>Undergraduate Student/Program Departmental Support</b>	
	Assist undergraduate adviser with tracking information
	Manage undergraduate records: process comprehensive undergraduate exams, schedule rooms for exams, calendaring for participation in exams, record maintenance and destruction, check point for department compliance with policies
	Coordinate logistics for undergraduate recruitment visits
<b>Graduate Student/Program Departmental Support</b>	
	Assist Graduate Advisor with tracking information
	Interview and identify GRAs, GTAs, and GAs
	Perform eligibility review for GRAs, GTAs, and GAs
	Incoming GTA support
	Advise GTAs and GAs
	Manage graduate records: process comprehensive graduate exams, schedule rooms for exams, calendaring for participation in exams, record maintenance and destruction, check point for department compliance with policies
	Coordinate logistics for potential graduate student recruitment visits
	Support graduate student application process
<b>Direct Faculty Support</b>	
	Respond to faculty and student walk-ins
	Serve as liaison for faculty (and students) for information about changing calendars, deadlines, policies, and contact persons for academic processes
	Assist faculty and students with administrative forms and paperwork
	Collect course evaluations
	Facilitate faculty adviser/student advising appointment processes
	Perform various tasks for faculty such as printing, transcription, etc.
<b>Fundraising/Alumni Relations (Department Level)</b>	
	Meet with donors
	Prepare communications for donors (thank you letters, solicitation letters, etc.)
	Coordinate alumni lists
	Facilitate receptions and events for donors, alumni, and prospective donors

<b>Other Academic Administrative Support Activities Not Listed Above</b>	
	Please list any other relevant activities you perform in this area

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## General Finance, Accounting, & Budgeting (Non-Grant Related)

<b>Billing and Receivables/Cashiering</b>	
	Create and send external invoices for transmission to an external customer
	Create contractual services payment and contract forms
	Prepare interdepartmental billings or other internal/external fees for billing
	Follow up on outstanding invoices
	Complete daily credit card batch settlements
	Collect currency, checks, and credit card payments in person, by mail, phone, or online
	Enter and reconcile receipt of funds
	Prepare cash receipt records for deposit with cashier's office
	Prepare wire transfer requests
	Manage and reconcile petty cash
	Reconcile deposit activity and accounts
	Manage or perform other "point of sale" cashiering operations
<b>General Accounting</b>	
	Prepare fund transfer justifications and complete budget transfer documentation
	Prepare paperwork for journal vouchers
	Upload spreadsheets/monitor external reports to interface with student billing system
	Reconcile between GL and other systems or paper invoices
	Initiate budget category reclassifications and cost transfers
	Examine detailed entries within finance system and make corrections when needed
	Conduct gift accounting and stewardship related activities
<b>Financial Analysis and Reporting</b>	
	Access data for use in financial reports
	Work with customers to define report parameters and content
	Provide trend and comparative analysis for revenue, expense, and other data.
	Determine costs from project work
	Provide reports on funds left to spend based on fund types
	Reconcile actuals to budget projections and monitor variances to actuals
	Assist with questions regarding variances and investigate and resolve
	Prepare rate studies and related analyses
	Provide financial information for annual 3rd party benchmarking or industry assessments
<b>Budgeting and Financial Management</b>	
	Create the annual fiscal year budget
	Establish and maintain chart of accounts
	Develop ongoing budget to actuals reports
	Develop and track ongoing unit expenditure reports
	Create program budget in discussion with program staff and chairs/faculty/Pis
	Educate stakeholders on the unit/school's budget and budget plan
	Develop monthly or annual forecast/budget for unit
	Develop annual budget justification to central administration
	Prepare P&Ls for product lines, programs, and portfolios
	Maintain and update forecasting as needed

<b>Financial Systems Development &amp; Management (Functional)</b>	
	Contribute to design, development, and implementation of new or enhancements of financial systems.
	Manage or contribute to tax compliance functions
<b>Other General Finance, Accounting, and Budgeting Activities Not Listed Above</b>	
	Please list any other relevant activities you perform in this area

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## Procurement and Travel & Expense

<b>Travel and Expense Administration</b>	
	Assist in preparation of travel plans
	Setup new vendor/proxy related to travel and expense as needed
	Create/approve travel authorization form
	Review and approve travel
	Book travel (flight, hotel, car, etc.)
	Collect and assign receipts from traveler
	Verify funding source for travel expense
	Create travel expense report
	Process cash advance requests and recovery at completion of trip
	Answer questions about travel and expense guidance and policy information
	Gather and submit travel expense documentation
<b>Accounts Payable (Excluding Travel)</b>	
	Assign funds and pay invoices received from vendors
	Process non-PO payments using appropriate method
	Ensure approved internal PO matches invoice and resolve problems
	Conduct transaction inquiry and reporting
	Advise others on the correct interpretation of institutional, state, and Federal laws as they relate to processing AP and vendor invoices
	Contact vendors or department personnel when there are questions with processing a document
<b>General Procurement – Shopper Role (Excluding Travel)</b>	
	Shop/determine supplies to purchase
	Purchase items via purchasing system
	Purchase items via P-card
	Use a custom order form to collect orders from staff and faculty
	Order items without purchase order/purchase requisitions (non-purchase system items)-direct invoice/non-PO invoice
	Verify goods are received within department
<b>General Procurement – Processor Role (Excluding Travel)</b>	
	Advise on funding source for order
	Create purchase requisition and assign funding
	Approve purchase requisition/order
	Investigate requisition/PO status
	Create purchase orders/change orders
	Create/approve vouchers
	Process monthly items/bills (payment to outside vendors)
	Open (request) and maintain vendor accounts using Campus Vendor Request
	Process credit memos
	Process prior-approval purchases

	Manage special purchasing requests, single source, and equipment bids (create RFP, evaluate responses)
	Negotiate contracts or renegotiate terms with vendors
	Obtain vendor quotes
	Return unwanted goods for credit or replacement
	Request new requestors be added to procurement system
	Work with auditing agencies for audit reviews
<b>Independent Contractor Administration</b>	
	Submit documentation for independent contractor work review and approval
	Collect reimbursement forms (W-9, candidate reimbursement, etc.) required to complete payment
	Collect and submit documentation for payment of honoraria
	Collect contractual services agreements
	Approve payments
	Process stipends
	Follow up with candidates to collect all necessary information
	Determine appropriate funding sources
<b>Other Procurement and Travel &amp; Expense Activities Not Listed Above</b>	
	Please list any other relevant activities you perform in this area

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## Pre-Award Administration

<b>Pre-Award Administration (Central)</b>	
	Read Funding Announcements (solicitations, RFAs, RFPs); provide analysis and exception detail
	Coordinate review and down-select proposals for limited submission
	Advise faculty and staff on specific federal/state/non-profit/industry sponsor regulations or requirements
	Provide institutional review and submit proposal to sponsor
	Consider requests and commit funds for institutional support on sponsored projects
	Determine exceptions on overhead rates for sponsored research
	Evaluate specific contract elements for compliance with federal regulations
	Oversee internal funding opportunities
	Develop and enhance research administration processes and policies
	Provide support on institutional and sponsor electronic research administration initiatives
<b>Research Planning</b>	
	Identify funding opportunities and leads
	Develop research strategies with PIs, including methodology refinement
	Work with PIs across the university to build collaborative efforts to jointly apply for funding
	Correspond with external collaborators and subcontracts on behalf of PI
	Identify sources of funds to support the PI's work for personnel, equipment, etc.
<b>Prepare and Review Budgets</b>	
	Prepare and review detailed budgets or cost volumes in compliance with RFP, IDIQ, etc. on behalf of the principal investigator/project director (PI/PD), including effort, materials, etc.
	Develop strategic budget plans with PI/PD across multiple proposals
	Prepare subcontract cost analysis for proposals
	Validate basis of estimates for labor, materials, subcontractors, and other direct project costs (budgets)
	Ensure compliance with the solicitation for costing estimates, costing summary, and detailed pricing tables within the requirements of the RFP
<b>Proposal Preparation &amp; Submission Assistance</b>	

	Gather and write boiler plate information for proposals
	Collect and coordinate proposal documents
	Assist with submission of research protocols (IRB, IACUC, rDNA, DURC) for institutional review
	Assist with routing proposals for approval
	Participate in team review of proposal
	Collect cost share-payroll and non-payroll expense commitments
	Prepare proposals for submission to any external sponsor or donor
	Review proposals for compliance and format before submission
	Submit proposals
	Prepare personnel demographics for proposal submissions
	Assist with the collection of sub-award documentation
<b>Other Pre-Award Administration Activities Not Listed Above</b>	
	Please list any other relevant activities you perform in this area

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## Post-Award Administration

<b>Award Setup</b>	
	Read and review award documentation
	Negotiate grant awards
	Negotiate contracts
	Initiate projects in the Research/Sponsored Programs systems
	Request or process subcontracts
<b>Finance and Accounting</b>	
	Establish sponsored project demographics and budgets in accounting/costing system
	Monitor budget balances in a grant/contract account and update PI/PD on balances
	Create, correspond, and process subcontractor invoices and coordinate with the appropriate offices or agencies as needed
	Enter award modifications and budget revisions in accounting system
	Prepare invoices and financial reports for external sponsors in accordance with award terms and conditions
	Periodic report preparation (daily, weekly, monthly, quarterly, and yearly) to report on variances
	Provide sponsored project management support (ensuring resource allocations, project scheduling, work breakdown structure, etc.)
	Support preparation of reports to sponsors (financial and technical)
	Assist in financial closeout and financial audits of subcontracts
	Report sponsored project proposal and award data by funding type, source/sponsor, college, department, and PI/PD
	Advise departmental questions relating to the financial administration of sponsored awards
<b>Sponsored Project Administration and Oversight</b>	
	Assist with the collection of sub awardee commitments
	Correspond with sponsoring agency
	Create and maintain award files
	Request or process award modifications and closeouts
	Request or process no-cost extensions
	Prepare or process budget revisions for agencies which require prior approval
	Complete award renewals and/or extensions for non-competing awards
	Request provisional accounts from the appropriate office
	Manage PI transfer notifications to/from the university

	Monitor and document cost share for satisfactory progress
	Coordinate effort reporting (distribution and collection)
	Training/outreach to department finance administrators
	Assist with prior approvals requests such as significant reduction in effort, carryover fund requests, etc.
	Meet with PI/PD to review award documentation, deliverables, compliance/research integrity, etc.
	Answer department/unit staff questions about grants, contracts, or gifts
	Perform subrecipient monitoring
	Assist with ensuring continued compliance and institutional approvals with research protocols (IRB, IACUC, rDNA, DURC)
<b>Program or Project Assessment</b>	
	Develop and maintain performance assessment tools applied to program review to measure and report progress
	Perform research assessment on program or project performance
<b>Other Post-Award Administration Activities Not Listed Above</b>	
	Please list any other relevant activities you perform in this area

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## Human Resource Management (Including Benefits & Payroll)

<b>Time/Leave Entry and Adjustment</b>	
	Track and report time
	Review/approve reported time in timekeeping system
	Run reports from timekeeping system
	Maintain list of delegated time/leave approvers
	Prepare certifications for work study time
	Set up employees in timekeeping system
	Train users on the timekeeping system
<b>HR Financial Administration</b>	
	Prepare funding changes for payroll
	Prepare paperwork for retroactive funding adjustments
	Track funding sources and payroll on a project basis
	Provide information on salaries for grant budgets
<b>Payroll</b>	
	Request off-cycle payment requests
	Assist with international tax forms
	Request check delivery changes
	Coordinate with payroll on collecting overpayments and monitor payroll transactions
	Respond to questions about paychecks
	Prepare bi-weekly and monthly payrolls
	Process payroll, including validation and reconciliation following calculation
	Support payroll and finance departments with resolving pay issues (mistakes, overpayments, time reporting)
<b>Handling Student Employment Efforts</b>	
	Process hiring approval forms for student employees
	Advertise for and recruit student hourly workers
	Obtain required hiring documentation from student employees
	Participate and or design student employment programs (co-ops, internships, student assistants, GRAs)



	Support employment verification and compliance of student employees
<b>Recruitment and Selection</b>	
	Develop recruiting plan and advertising strategy; develop job posting
	Request search waivers
	Confirm position funding with finance
	Coordinate with central HR recruiters or conduct recruitment efforts
	Handle interview logistics; room, committee, and applicant scheduling
	Assist search committees or interviewers in organization and access to search materials
	Assist search committee chair in completion of required forms for recruitment
	Initiate background check email notification to selected candidate
	Complete reference checks for selected candidate
	Participate in interviews
	Determine appropriate salary and funding sources
	Source (cold call) candidates via phone, networking, and via various online websites and databases
	Identify, track, and analyze meaningful talent acquisition metrics in order to make data-driven recruitment and hiring decisions
	Manage vacancy pools
<b>Classification and Compensation Support</b>	
	Establish or modify position description
	Prepare salary increase justification forms
	Determine lump sum payments
	Conduct compensation planning and analysis (faculty and staff)
	Make compensation and award recommendations
	Manage salary allocation and effort reporting system
	Advise and facilitate reclassifications and reorganizations
	Process compensation exceptions, internal salary equity, or market salary competitiveness
	Run salary reports and review for consistency and equity to assist managers in compensation decisions and the development of new hire offers
<b>New Hire Processing and Onboarding</b>	
	Coordinate new employee orientation
	Process hiring approval forms for permanent and temporary employees
	Obtain required hiring documents from new employees, such as direct deposit, W-4, I-9, etc.
	Complete departmental/divisional on-boarding
	Process moving/relocation reimbursements
	Complete other administrative onboarding tasks, such as employee ID, parking passes, etc.
	Support employment verification and compliance of I-9 and confirm work visa paperwork is complete
<b>Benefits and Leave</b>	
	Assist staff with annual benefit enrollment and life events
	Assist employees or managers with managing leaves of absence
	Conduct benefit overviews
	Manage incentive programs
<b>Professional Development and Talent Management</b>	
	Support performance management process, such as creating, administering, and collecting forms (and provide advice, counsel, etc.)
	Coordinate training and professional development for staff
	Track completions, work with leadership to ensure competition, perform analysis of final data, communicate results for PIP administration and training needs analysis
	Provide leadership, coordination, and launch of highly visible, large scale employee programs

	Design training courses for all levels (general to executive) to translate business objectives into performance improvement and development programs that result in positive behavioral change
	Design internal certifications by analyzing needs and business objectives
	Schedule, advertise, and administer courses; track attendance; and update transcripts
	Present training courses for all levels (facilities to executives)
	Assist managers and employees with developmental needs by offering assistance and suggestions
	Lead the configuration, implementation, administration, and maintenance of the learning management system, including data integration with various GIT systems, HRIS Connect, and internally developed solutions
	Administer Tuition Assistance Programs
	Develop and track HR metrics
	Support strategic talent plans for promotion and advancement of staff (succession planning)
<b>Academic Promotion and Tenure Process</b>	
	Perform contract management/performance management/promotion for faculty
	Support collection and documentation for tenure dossier and application
	Engage with and provide information to the Academic Personnel Office
<b>Employee Relations</b>	
	Prepare files, attend, and present at grievance process
	Prepare files or help determine leave eligibility for centrally administered leave programs
	Participate in preparations for conflict resolution process, such as collecting documentation
	Manage unplanned, ad hoc paid leave (such as emergency closures)
	Advise and track leaves, such as FMLA, workman's comp, military, military disabilities, ADA, personal, education, unemployment, etc.
	Gather documentation, conduct investigations, and initiate disciplinary actions, up to and including terminations
	Provide files or advice on discipline process
	Provide requested information or support workplace investigations and safety processes
	Provide or facilitate HR policy interpretation on performance management, discipline, dispute resolution, etc.
	Oversee the investigation, coordination, and resolution of unit's human resources related issues
	Confer with and advise unit administration, faculty, and/or staff regarding HR policy, procedures, and practices
	Track affirmative action plan efforts
	Respond to organizational crises, such as deaths, workplace violence, undocumented absences, etc.
<b>Process Personnel Transactions</b>	
	Review/approve all personnel action forms submitted for any HR related actions
	Manage, document, and initiate RIFs and LOFs
	Initiate retirements and recognitions
<b>Culture, Diversity, and Inclusion Program Administration</b>	
	Design and execute strategy
	Design and execute employee inclusion groups and other programming
	Develop and deliver training
	Coach and mentor on diversity issues and trends
	Partner with campus and external groups/associations to increase visibility
	Attend minority-specific career fairs, conferences, and other events
	Develop diversity scorecards and related resources
	Develop diversity and inclusion talent acquisition roadmap
	Host events/tours to increase visibility

<b>HR Systems Support (Functional)</b>	
	Contribute to new system acquisition or upgrades of existing HR related systems
	Coordinate with technical resources to manage and maintain HR-related systems
<b>Other Human Resource Management Activities Not Listed Above</b>	
	Please list any other relevant activities you perform in this area

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## Marketing & Communication (Including Events)

<b>Writing and Editing</b>	
	Draft executive communications for leadership, including talking points, memos, and other correspondence
	Draft announcements
	Create internal communications or publications
	Develop content for website, announcements, featured stories
	Prepare print or digital external newsletters and magazines
	Prepare any externally available annual reports
<b>Graphic and Visual Design</b>	
	Take and edit photos and videos
	Graphic design of online or printed materials
<b>Social Media</b>	
	Manage and monitor social media feeds for the school, department, or unit
	Measure social media traffic
<b>Website Content Administration</b>	
	Manage web content for the school, department, or unit
	Monitor and analyze web traffic
	Provide content management training to staff and others with content responsibilities
	Manage the school, department, or unit calendar of events
<b>Communications Strategy and Special Projects</b>	
	Complete special projects and communications at the request of departmental leadership
	Execute communications strategy/planning for school, department, or unit
	Coordinate with the institution's communications office on media relations, web stories, issues management, etc.
	Coordinate with external agencies, freelancers, and independent contractors on communications materials, projects, or strategy
<b>Event Management, Support, and Coordination</b>	
	Plan and coordinate internal and external events logistics, including venue, food, speakers, etc.
	Prepare communications for events (invitations, posters, handouts, etc.)
	Coordinate RSVPs and reservations for events
	Manage publicity and media relations associated with an external event
<b>Marketing and Advertising</b>	
	Provide brand management and marketing strategy for the school, department, or unit
	Manage advertising and promotion of the school, department, or unit through paid media
<b>Public Outreach</b>	
	Manage visitor engagement, tours, and programs
	Manage relations with local leaders, providing information and capturing their ideas and concerns for institutional leadership
<b>Other Communications &amp; Events Activities Not Listed Above</b>	

	Please list any other relevant activities you perform in this area
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## Information Technology

<b>Application Development and Functional Application Support</b>	
	Develop specific applications for departmental/unit needs
	Provide application training and documentation
	Resolve problems with applications and application upgrades
	Procedure definition for unit and reminders of upgrades
	Perform upgrades, patches, and enhancements to existing applications
	Modify/update applications to comply with accessibility requirements
<b>Classroom/Conference Room – Teaching and Learning Technology</b>	
	Provide classroom, lab, or conference support (e.g. hardware, software, connectivity)
	Provide consultation and training for classroom technology – design, prepare, plan
<b>Database Administration</b>	
	Create and modify databases and schemas
	Maintain database security
	Setup clustered database systems
	Provide database support and management to specific sponsor specifications
	Manage data governance and data access requests
<b>Data Centers/Facility</b>	
	Coordinate facilities/environmental support and management
	Set up specialized data centers to support sponsor specific requirements
	Operate and maintain data centers
<b>Desktop/Laptop/Mobile Support and Helpdesk</b>	
	Provide user support via phone, walk-in support
	Configure desktops for end users
	Triage and troubleshoot end user issues
	Triage, troubleshoot, and set up network printing
	Support and maintain specialized devices, including: ATM-style teller machines, HVAC interfaces, environmental monitoring and alarm devices, public safety devices, building or parking access/entitlement interfaces, point of sale interfaces, transportation and parking devices, etc.
<b>Information Security</b>	
	Manage data security
	Manage and coordinate administration of technical and physical controls (e.g. firewall, IDP/IPS, proxy)
	Provide incident response and forensics, security consultation, and security awareness training
	Manage enterprise wide security response that meets sponsor specifications and audit requirements
	Provide information security intel based on multiple source indicators to identify and eliminate advanced threats
	Monitor HIPAA compliance for research containing PII
<b>IT Management</b>	
	Manage department-level projects and programs
	Develop IT policy and governance
	Consult and build/buy analysis in support of IT investments
	Maintain and inventory hardware and software, including acquisition/setup, management of surplus, hardware repair, etc.
<b>Network and Voice Management</b>	

	Provide maintenance for wire and cable infrastructure and wired management/administration (e.g. devices, VPN)
	Provide wireless management and administration
	Provide phone management
	Integrate VoIP system with other tools
	Install and configure network devices
	Setup and manage identity access tools to restrict network access
<b>Research Technology Infrastructure</b>	
	Coordinate management, administration, and maintenance of high performance research computing hardware and software (including OS/cluster software)
	Develop research systems and software
	Integrate research systems
	Support monitoring for laboratory equipment
	Install and maintain laboratory equipment
	Provide advice and consult on equipment purchases
	Provide IT research support
	Provide IT audit support and functionality to meet sponsor regulations
<b>Server Administration &amp; Management</b>	
	Coordinate administration of disaster recovery/business continuity, operations, and backup security for departmental storage needs
	Coordinate administration, disaster recovery/business continuity, and ongoing operations of servers
	Manage backup patching/remediation and system migration
	Manage virtualized server support
<b>Web Development &amp; Maintenance</b>	
	Design and build new websites for the school, department, or unit
	Manage the content management systems for the school, department, or unit
	Manage other web applications for the school, department, or unit
	Monitor and analyze web traffic
	Provide content management training to staff and others with content responsibilities
	Liaise with IT for web server support
	Manage web server hosting/management
	Monitor and support development to meet accessibility requirements
<b>One-Time IT Projects</b>	
	Design, plan, or implement a new system or system modifications
	Provide one-time setup of technology, including computers and audio-visual support
<b>Other Information Technology Activities Not Listed Above</b>	
	Please list any other relevant activities you perform in this area

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## Compliance & Audit

<b>Financial Audit</b>	
	Investigate fraud, embezzlement, theft, waste, etc.
	Coordinate activities of external auditors
<b>Operational Audit</b>	
	Review and coordinate internal controls
	Audit operational units for resource efficiency
	Prevent and detect fraud

<b>Policy development, review, and interpretation</b>	
	Serve as a resource for consultation and advisement
	Provide guidance to units on compliance policies, procedures, deadlines, and risks
	Maintain and update code of conduct
	Assist with ethics investigations
	Develop, review, and interpret policies
<b>Compliance</b>	
	Provide guidance to units on compliance risk
	Prepare, review, and maintain institutional records for research integrity/compliance offices
	Manage or support programs of compliance for research, finance, etc.
<b>Other Compliance &amp; Audit Activities Not Listed Above</b>	
	Please list any other relevant activities you perform in this area

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## Enrollment Management

<b>Student Recruitment &amp; Admissions</b>	
	Student recruitment activities (campus & school visits, attend events, meet with visiting students)
	Create, review, and distribute marketing and communications for student recruitment/admissions
<b>Enrollment Operations</b>	
	Perform application completion activities
	Perform selection and yield activities
	Gather data and perform planning/analysis
	Perform CRM administration, management, and training
<b>Financial Aid</b>	
	Award financial aid (need/merit)
	Award teaching or research assistantships
	Process and disburse loans
	Manage and communicate information related to financial aid in the form of grants or scholarships
	Monitor compliance (Title IV)
	Perform verification of eligibility for specific programs, scholarships, grants, etc.
	Process tuition waivers and stipends
<b>Student Accounts/Billing</b>	
	Perform billing
	Assign departmental costs or expenses to student billing
	Communicate with billing office regarding various payment issues (holds), new scholarships/assistantships, and related policies
	Administer collections
	Administer payment plans
	Perform Banner maintenance, support, and testing of upgrades
<b>Other Enrollment Management Activities Not Listed Above</b>	
	Please list any other relevant activities you perform in this area

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## Facilities Management & Operations

<b>Repairs and Maintenance Operations</b>	
	Process maintenance requests
	Staff maintenance shifts
	Maintain facilities software
	Compile annual APPA report and ensure campus meets APPA designation
	Maintain facilities/building information
	Assess spacing and staffing assignments
	Ensure continuity of operations for all buildings
<b>Custodial Operations</b>	
	Staff routine custodial services
	Staff special custodial requests
	Assess spacing and staffing assignments
<b>Construction/Renovation Projects</b>	
	Process and approve construction/renovation contracts
	Support design process
	Collaborate with procurement in construction bidding
	Support construction closeout
	Provide construction oversight and contractor escort
	Ensure secure space construction meets appropriate guidelines
	Ensure state and yellow book compliance
<b>Landscaping and Grounds Keeping</b>	
	Staff routine landscaping/grounds keeping
	Staff special landscaping/grounds keeping
<b>Fleet Management</b>	
	Administer fleet service and purchasing
	Coordinate vehicle reservations
	Provide forklift maintenance and repair
<b>Space Management (Institutional)</b>	
	Document location of all building occupants
	Complete annual space audits
	Draw and update drawings of all unit facilities for the campus system space management software
	Assign room numbers for spaces in accordance to campus standards
<b>Utilities Management</b>	
	Maintain controls systems and integration
	Ensure lab IAQ compliance
	Support utilities systems upgrades
	Track and manage utility costs
<b>Building Management</b>	
	Maintain books for emergency management coordination
	Ensure building operations and make daily safety rounds throughout the facilities
	Coordinate/Perform all life safety inspections
	Manage key and lock installation in facilities
	Coordinate building equipment delivery and installation
	Administer building access
<b>Other Facilities Management and Operations Activities Not Listed Above</b>	
	Please list any other relevant activities you perform in this area

<b>Mail Operations</b>	
	Distribute campus mail
	Messenger mail delivery
	Package delivery
	Warehouse management
	Furniture moves
	Receive and sort mail

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## Alumni Affairs / Development / Advancement

<b>Alumni Outreach</b>	
	Coordinate and assist alumni engagement (clubs, activities, communications)
	Steward annual giving
	Manage database and online services
	Support career services
<b>Fundraising &amp; Advancement</b>	
	Solicit donors
	Manage campaigns
	Perform gift accounting
	Manage investments
	Perform data mining/analytics
<b>Customer Relationship Management (Functional)</b>	
	Plan and implement customer contacts
	Maintain customer/alumni/donor data
<b>Other Alumni Affairs / Development / Advancement Activities Not Listed Above</b>	
	Please list any other relevant activities you perform in this area

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## Institutional Research, Planning, & Analysis

<b>Data Gathering and Analysis (Decision Support)</b>	
	Contact departments and units for institutional data
	Perform data analysis
	Advise leadership on decisions that have institutional impact based on data analysis
	Provide key insight to inform institutional planning
<b>Recurring Internal Report Creation</b>	
	Compile campus data to create annual internal reports (e.g. credit hours, student headcount, staff FTEs)
	Update and maintain yearly reports
<b>Recurring External Report Creation</b>	
	Receive and fill external reports
	Send external report to external source
	Maintain and submit materials related to accreditation
<b>Enterprise Data Management</b>	
	Establish and promote common data practices
	Develop central repositories for information from across the institution
<b>Special Projects</b>	



	Pursue data collection and analysis for special projects
<b>Other Institutional Research, Planning, and Analysis Activities Not Listed Above</b>	
	Please list any other relevant activities you perform in this area

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## Libraries

<b>Student Academic Support</b>	
	Assist students with academic and research needs
	Provide guidance to students on library resources and services
	Teach students about information sources and information management strategies
<b>Public Services</b>	
	Manage in-building library services including multimedia, data visualization, and classroom support
	Support library technology applications (catalog, inventory control, website)
	Support access services, including circulation, reserves, information/help, etc.
	Support library events and academic programming
	Support assessment and quality control of library services
	Support projects and pilots for new services
<b>Faculty Academic Support</b>	
	Assist faculty with academic and research needs
	Provide advice to faculty on library resources and services
	Consult with faculty about strategies for managing research information and digital assets
<b>Collection Management</b>	
	Identify and acquire scholarly information resources
	Identify and make available open access information resources
	Prepare physical and digital collections for use (inventory control, cataloging)
	Identify and support collection discovery tools
	Manage and preserve physical and digital collections including rare books, manuscripts, archives, and general collections
	Support interlibrary loan and document delivery services
	Perform cataloguing
	Inventory material
	Renew subscriptions
	Stock and maintain special collections
<b>Library Operations</b>	
	Make and maintain room reservations
	Maintain interlibrary loans
	Assist/Provide help desk operations
	Provide technology support
	Assist/Provide online help desk operations
<b>Other Libraries Activities Not Listed Above</b>	
	Please list any other relevant activities you perform in this area

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## Academic Affairs & Professional Education

<b>Academic and Program Advising (Centralized Approach)</b>	
	Deliver academic support and advising services
	Conduct degree audits

<b>Oversight of Student Policies</b>	
	Develop and manage admissions policy
	Develop and manage student policy
	Oversee student governance
<b>Oversee Academic Support Units</b>	
	Tutoring
	Disability Services
<b>Degree/Course Creation</b>	
	Develop degree requirements
	Create and manage curriculum
	Obtain appropriate approval for creation
<b>Oversee Academic Degree Plans</b>	
	Manage change of major process
	Develop and maintain academic course catalogs
	Develop and communicate academic plans
	Create and maintain student records
<b>Oversee Non-Degree Programs</b>	
	Oversee governance of non-credit programs and learners
	Oversee faculty governance of non-credit programs
	Oversee five-year reviews of non-credit programs
	Request Board of Trustees approval for programs, changes to rates, fees
<b>Program Evaluation</b>	
	Manage accreditation processes
	Conduct program review and planning
<b>Online and Professional Program Development and Support</b>	
	Provide faculty support for non-credit offerings, professional programs, continuing education, and MOOCs
	Support instructional and learning design
	Administer revenue share agreements with 3 <sup>rd</sup> parties
	Develop and manage advisory boards for program development and growth
	Provide online support to include validation, proctoring, platform/technology support, guidance, etc.
<b>Other Academic Affairs and Professional Education Activities Not Listed Above</b>	
	Please list any other relevant activities you perform in this area
<b>Registration (Registrar)</b>	
	Enroll students in courses
	Manage student accounts
	Oversee classroom reservation/scheduling
	Monitor student matriculation, retention, and progression

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## Student Affairs

<b>Residential Education</b>	
	Develop on-campus/off-campus student housing guidelines and policies
	Manage student staffs
	Coordinate building security and operations
	Respond to crisis situations

	Coordinate on-campus student programming/development
	Initiate student conduct process
<b>Judicial Affairs (Student Conduct)</b>	
	Process student conduct reports
	Perform student mediation
	Title IX coordination
<b>Campus Recreation</b>	
	Manage club and intramural sports
	Operate and maintain campus recreation facilities
<b>Student Activities</b>	
	Process student leave of absences
	Coordinate new student programs
	Approve new campus organizations
	Coordinate campus wide programming/events
	Provide marketing and communications to campus
	Promote diversity and inclusion efforts
<b>Counseling / Wellness Services</b>	
	Deliver counseling support
	Coordinate campus wellness services
	Provide marketing and communications
<b>Career Services</b>	
	Administer career advising appointments
	Maintain career services technology
	Recruit and maintain relationships with employers
	Host career fairs and on-campus interviews
<b>Other Student Services Activities Not Listed Above</b>	
	Please list any other relevant activities you perform in this area

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## Board of Trustees Support & Engagement

<b>Logistics Support</b>	
	Provide support for special committees
	Coordinate Board of Trustees meeting logistics (space, materials, communications, lodging, food, etc.)
	Prepare, distribute, file, and protect meeting minutes
<b>Analysis and Decision Support</b>	
	Review proposed policy changes
	Allocate budgets to member institutions
	Conduct research and draft reports
	Provide data analytics to Board of Trustees requests
	Complete Board of Trustees surveys
<b>Trustees Meeting and Engagement Activities</b>	
	Attend Board of Trustees meetings
	Meet with Trustees outside of regular meetings
<b>Other Board of Trustees Support and Engagement Activities Not Listed Above</b>	
	Please list any relevant activities you perform in this area

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## Legal Affairs

<b>Contract Review and Support</b>	
	Review all institutional contracts and agreements
	Assist departments with contract development and execution
<b>Brand Management</b>	
	Review and approve institutional logo copyright requests
<b>Litigation Support</b>	
	Assist employees in legal proceedings
	Maintain appropriate documents in support of any legal proceedings
	Represent institution in court as needed
<b>Employment Law Interpretation and Support</b>	
	Review and manage employee grievances against the institution
	Mediate legal conflicts between employees
	Ensure the institution is compliant with all federal, state, and local labor laws
<b>Risk Management Support for Legal/Regulatory Matters</b>	
	Work with internal audit teams to determine potential areas of legal liability/risk
	Outline risk management plan and response
<b>Other Legal Affairs Activities Not Listed Above</b>	
	Please list any relevant activities you perform in this area

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## Intellectual Property & Economic Development

<b>Intellectual Property Management</b>	
	Submit and approve patents
	Coordinate protection of institutional IP
	Assist with licensing technology developed at the institution
	Manage IP portfolio
	Technology transfer
<b>Economic Development</b>	
	Provide outreach and training in economic development
	Coordinate programming in commercialization, entrepreneurship, business and industry outreach, and community development
<b>Other Intellectual Property &amp; Economic Development Activities Not Listed Above</b>	
	Please list any relevant activities you perform in this area

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## Public Relations

<b>Government Relations</b>	
	Manage relationships with local, state, and federal governmental agencies
	Manage institutional relationships with elected officials
<b>Community Relations</b>	
	Manage institutional relationships with local officials
<b>Corporate Relations</b>	
	Manage institutional relationships with corporate entities
<b>International Relations</b>	
	Manage institutional relationships with international entities

<b>Media Relations and Issue Management</b>	
	Write news releases and advisories for media
	Respond to media requests or coordinate response efforts
	Respond to public records requests
	Manage emergency communications
	Conduct media tracking of stories about the school, department, or unit
	Develop messages specific to the school, department, or unit to manage situations
<b>Other External Relations Activities Not Listed Above</b>	
	Please list any relevant activities you perform in this area

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## Other

<b>Other Activities</b>	
	Please list any relevant activities you perform in this area

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