Position Title Requested: Academic Affairs Business Officer

Supervisor Title: Budget Director

Department: Financial Planning

Position Title Requested: **Academic Affairs Business Officer**

Supervisor Title: Budget Director

Department: Budget & Financial Planning

**Job Purpose:**

The Academic Affairs Business Officer is a critical member of the Budget Office reporting directly to the Budget Director with a dotted line to the Provost. The Business Officer provides primary support, guidance, and oversight for fiscal operations of the full portfolio of operations encompassing Academic Affairs. With the support of two business analysts, the Business Officer is responsible for Academic Affairs operating budget management, routine and non-routine institution-wide forecasts and projections, annual budget request processes, various Academic Affairs specific modeling, faculty and Academic Affairs staff salary budgeting, and ad-hoc analyses and scenario projections. Enrollment, tuition, cost of attendance, financial aid, and graduate support modeling and analysis are critical functions of this position. These models form various causal relationships that require consistent and meticulous maintenance. This position must ensure that these models align with each other and with overarching Academic Affairs and Mines strategic plans. Additionally, this position is responsible for the management of the academic allocation and productivity models, procedural documentation, budgeting system implementation, and the communication of financial data into high-level summary reports. This position supervises two business analysts who provide primary customer support on fiscal matters to units reporting to the Provost. The Business Officer is responsible for directing the work of the two business analysts while balance priorities with staff workload. This position requires critical and strategic thinking, the ability to perform robust financial analyses, independent problem solving abilities, effective and collaborative interpersonal skills, detail-orientation, initiative, and the ability to manage simultaneous, high-profile projects.

1. **Essential (20%) Oversee the Academic Affairs operating budget.** Work with constituencies within Academic Affairs to understand and implement processes, reports, and communications that provide departments the necessary budgetary information and compliance. This requires both routine and non-routine responsibilities requiring detailed knowledge of policies governing the various funds, fiscal processes, and practices within Academic Affairs, and detailed analysis of current year activity to determine the substance and implementation of budget adjustments. This position requires critical thinking skills to run ad hoc reports, determine various financial trends in operations, develop and verify assumptions, and strategically plan to fund short and long-term objectives of Academic Affairs. This position analyzes and determines the impact of
forecast adjustments on financial positions and long-term projections. This position acts as a business advisor to the Provost. In this role, they are responsible for providing financial and strategic recommendations, as well as implementing financial decisions on behalf of the Provost. Duties include, but are not limited to:

a. Establish a breadth of knowledge and understanding of the specific needs, strategies, and financial landscapes of Academic Affairs. Act as the liaison and financial advocate for Academic Affairs in budgetary discussions and analyses.

b. Develop processes and practices appropriate for the various departments reporting to Academic Affairs and then educate and train departments on budgeting and fiscal best practices and guidelines. Independently implement new processes and create new deliverables to increase the sophistication of fiscal management.

c. Oversee the operating, capital, and IT request processes through collaboration with the appropriate Budget Office staff and Academic Affairs stakeholders (coordinating the requests, determining possible funding for each request, and working with the Executive Team as they prioritize the requests for final approval) for all Academic Affairs activity.

d. Collaborate with Academic Affairs departments on quarterly departmental forecasts and make appropriate adjustments as necessary.
   i. Meet at least quarterly (sometimes monthly) with directors from each area or department to determine quarterly forecasts and appropriate adjustments. This position will coordinate those adjustments requiring Executive and Board approval.
   ii. Enter budget adjustments in Banner and reconcile to the Board approved forecast. Review to determine impact on financial positions and long-term projections.

e. Coordinate a monthly variance reporting analysis for each department. Determine the cause of variances, and whether adjustments are required.
   i. Collaborate with the appropriate Budget Office staff to incorporate variance analysis and explanations into the overall monthly financial statement process.
   ii. Verify the incorporation of any forecast adjustments derived from variances into the forecast process and the 10-year projections.

f. Collaborate with Academic Affairs to translate qualitative data into quantitative financial models and projections. Provide guidance on the appropriate use of funds. This requires a detailed understanding of state and Mines policies regarding the source and use of funds.

g. Oversee the activity of business analysts related to rolling the prior year's budget to ensure the Board approved budgets are accurately loaded into Banner. Reconcile base budgets and budget adjustments to the final budget model. Validate budget data in Banner.
   i. Review entries for correct occurrence (one-time or continuing), appropriateness, accuracy, and long-term impact.
   ii. Approve the Budget Analyst and campus budget entries.

2. Essential (10%) Provide guidance, train, and supervise the daily activities of Academic Affairs business analysts. Develop performance plans and evaluations for the analysts. Direct the work of the budget analysts and manage both routine and non-routine tasks while balancing priorities with staff workload. Ensure a high-level of customer service is being provided by the business analysts to Academic Affairs units. Develop professional development plans for staff and ensure
training is provided to enhance the skills and knowledge base.

3. **Essential (15%) Enrollment, Tuition, and Total Cost of Attendance Models.** This requires a robust understanding of the higher education landscape, relevant state legislation, Mines' strategic plan, and Academic Affairs strategies. The ability to perform complex analyses and manage numerous scenarios is critical. This requires creative and strategic thinking, collaboration with various stakeholders, and initiative. This position collaborates with the President's Executive Team to develop and implement a tuition strategy that aligns with Mines' strategic plan. Additionally, this position develops and leads an Enrollment Management Committee. This committee is responsible for developing and implementing an enrollment strategy for the university, as well as tracking, revising, and managing enrollment on a regular basis.

   a. Develop, manage, coordinate, and maintain projection models for Enrollment, Tuition Revenue, Colorado College Opportunity Fund Stipends (COF), and total cost of attendance. These models connect through various causal relationships that require consistent and meticulous maintenance.

   b. Incorporate and/or develop new predictive and strategic models for new initiatives (e.g. new programs, new course delivery methods, strategic graduate program growth) that include space and debt projections, faculty and staff requirements, operational budgets, and revenue growth projections. This requires broad understanding of higher education practices, measuring internal data against other institutions (benchmarking), and determining and applying trend and predictive analytics. These projects are highly variable and require complex problem solving skills for creative, non-routine solutions.

   c. Provide 10-year projections using various scenarios affecting models listed above and analyze the financial impact on the institution. Provide assumptions and explanations of data within the models, as well as determine the short and long-term impacts of those assumptions.

   d. Report to the Department of Higher Education, the Joint Budget Committee, and other state governing bodies on revenue projections, tuition and fee schedules, and other requests as prescribed by the state legislature.

   e. Provide up-to-date tuition and fee revenue projections. Incorporate projections into the quarterly forecast. Ensure compliance with revenue appropriations from the state legislature.

   f. Measure the accuracy of models against actual results, determine the cause of variances, and make appropriate adjustments. Determine revised assumptions and required changes to the model for improved accuracy and alignment with strategic initiatives.

   g. Collaborate with Budget Office staff to determine impacts on total cost of attendance. Incorporate relevant information from all members of the Budget Office.

   h. Collaborate with the Provost, Deans, and Department Heads to translate qualitative data into quantitative financial models and projections. Be a strategic partner and advocate for Academic Affairs.

   i. Verify the incorporation of models into the 10-year projections. Communicate and ensure understanding of the financial implications of models. Provide regular updates to all members of the Budget Office on the status of, changes to, and implications of models.

   j. Ensure the quality and timeliness of financial and non-financial data. Develop an overall process for maintaining timely, accurate, and flexible projections. Update projections on
a regular basis and document all assumptions. Allow adequate time to incorporate last-minute adjustments as the budget environment is constantly shifting.

k. Fundamentally understand, recommend, and implement process changes that will positively affect the models, pending approval by the Budget Director.

4. Essential (15%) Academic Allocation Model and Productivity Models
   a. Manage, analyze, and maintain the Academic Allocation model and Productivity model. These models should include incentive modeling and allocations. Collaborate with Academic Affairs leadership to determine appropriate and equitable allocation and productivity metrics. Recommend to the Provost and Budget Director new metrics and/or model calculations to incentivize behaviors aligned with Mines and Academic Affairs strategic priorities.
   b. Incorporate and/or develop new allocation and productivity metrics. This requires broad understanding of higher education and Mines-specific practices, measuring internal data against other institutions (benchmarking), and determining and applying trend and predictive analytics. These projects are highly variable and require complex problem solving skills for creative, non-routine solutions.
   c. Provide assumptions and explanations of data within the models, as well as determine the short and long-term impacts of those assumptions.
   d. Track and manage a data dictionary that incorporates data source, data system, metric, and other relevant documentation.
   e. Allocate summer budgets and perform analyses on the uses of summer budgets. Perform a reconciliation of field session and sweep remaining funds. Incorporate summer and field session budget adjustments and realignments into the quarterly forecast process.
   f. Calculate the roll forward of academic budgets on an annual basis. Adjust the roll forward calculations to match the allocation model.
   g. Measure the accuracy of models against actual results, determine the cause of variances, and make appropriate adjustments. Determine revised assumptions and required changes to the model for improved accuracy and alignment with strategic initiatives. Communicate and recommend changes to the Executive Team and Academic Affairs leadership.
   h. Collaborate with Budget Office staff to determine impacts on the annual budget request process and monthly variance analysis.
   i. Collaborate with the Provost, Deans, and Department Heads to translate qualitative data into quantitative financial and academic metric data.
   j. Verify the incorporation of models into the 10-year projections. Communicate and ensure understanding of the financial implications of models. Provide regular updates to all members of the Budget Office on the status of, changes to, and implications of models.
   k. Ensure the quality and timeliness of financial and non-financial data. Develop an overall process for maintaining timely, accurate, and flexible allocation models. Update projections on a regular basis and document all assumptions. Allow adequate time to incorporate last-minute adjustments as the budget environment is constantly shifting.
   l. Fundamentally understand, recommend, and implement process changes that will positively affect the models, pending approval by the Budget Director.

5. Essential (10%) Financial Aid Model and Graduate Support Strategy
a. Develop, manage, coordinate, and maintain projection models for Financial Aid and Graduate Support. These models connect to tuition, enrollment, and cost of attendance models through various causal relationships that require consistent and meticulous maintenance.

b. Incorporate and/or develop new predictive and strategic models for new initiatives (e.g. targeted merit and need demographics, targeted populations, discounting strategy, recruiting strategy) that include operational budgets, alternative funding sources, and changes to tuition and cost of attendance strategies. This requires broad understanding of financial aid practices, measuring internal data against other institutions (benchmarking), and determining and applying trend and predictive analytics. These projects are highly variable and require complex problem solving skills for creative, non-routine solutions.

c. Provide 10-year projections using various scenarios affecting models listed above and analyze the financial impact on the institution. Provide assumptions and explanations of data within the models, as well as determine the short and long-term impacts of those assumptions. Incorporate the effects of enrollment, tuition, and cost of attendance model updates.

d. Measure the accuracy of models against actual results, determine the cause of variances, and make appropriate adjustments. Determine revised assumptions and required changes to the model for improved accuracy and alignment with strategic initiatives.

e. Incorporate relevant information from all members of the Budget Office.

f. Collaborate with the Financial Aid office and Graduate office to determine and articulate a formal financial aid and graduate support strategy. Ensure alignment with Mines strategic priorities. Ensure alignment with tuition and cost of attendance strategies.

g. Verify the incorporation of models into the 10-year projections. Communicate and ensure understanding of the financial implications of models. Provide regular updates to all members of the Budget Office on the status of, changes to, and implications of models.

h. Ensure the quality and timeliness of financial and non-financial data. Develop an overall process for maintaining timely, accurate, and flexible projections. Update projections on a regular basis and document all assumptions. Allow adequate time to incorporate last-minute adjustments as the budget environment is constantly shifting.

i. Fundamentally understand, recommend, and implement process changes that will positively affect the models, pending approval by the Budget Director.

6. Essential (10%) Academic Affairs Salary Budgets: Faculty Promotion and Tenure, Startup Packages, and Salary Increases

a. Manage the position budgeting process for Academic Affairs. This requires knowledge on position budgeting procedures and guidelines, as well as state and national reporting requirements (e.g. IPEDS, Budget Data Book, Salary Roster, etc.) in order to ensure the Banner practices (and thus reporting) accommodate each requirement. Collaborate with campus fiscal officers, Human Resources, and Payroll on a regular basis to ensure salary budgets and position definitions are accurate and complete. This position must be able to run routine and ad hoc reports to provide Academic Affairs and the Executive Team information on position budgets.

b. Detect, analyze and resolve variance issues. Feed position budgets to Payroll and reconcile on a monthly basis, at a minimum. Determine funding availability and sources
for other increases and/or changes.

c. Coordinate and manage the equity pool adjustments with the Budget Office and Academic Affairs.

d. Recommend Faculty Promotion & Tenure and Startup packages. Track funding on behalf of the Provost and provide summary reports on a regular basis.

e. Determine funding and process required for salary adjustments per funding sources. Provide forecast adjustments as necessary. Approve all sabbatical and research charge out savings in accordance with Academic Affairs policy. Provide reporting to departments on available salary budgets, if applicable.

f. Verify the incorporation of salary data into the quarterly forecast process and the 10-year projections. Communicate and ensure understanding of the financial implications. Provide regular updates to all members of the Budget Office.

g. Reconcile salary and benefit budgets to payroll and quarterly forecast summaries. Analyze variances, determine cause, and resolve issues.

7. Essential (5%) Benchmarking and Ad-hoc Reporting. Independently develop various standard and ad hoc financial reports for executive management, external state agencies, departmental users, and external benchmarking providers. This requires understanding the financial, student, and other applicable data sets, data locations, and the best methods for extracting and/or uploading information. Examples include, but are not limited to:
   a. Designing and implementing dashboards.
   b. Extracting, reviewing, scrubbing, and reporting benchmark data.
   c. Assisting campus and/or providing reports using various software including Cognos, Prophix, Rapid Insights and Tableau.
   d. Coordinating financial reports and data validation functions across campus to ensure streamlined development, validation, and integrity of reports.
   e. Collaborate with the Business Intelligence committee for data management and configuration.
   f. Providing guidance with campus report writers as to develop and validate reports.

8. Essential (10%) Assist the Budget Director and other budget staff with the implementation of new budget and reporting systems. Engage with and share knowledge with the Budget Office staff on budget and reporting systems. Develop and maintain procedural documentation specific to those budget and reporting systems. Develop training and various presentations for departmental users on the budget process and other budget status updates as needed.

9. Essential (5%) Develop Procedural Documentation. This position will be responsible for developing and maintaining thorough procedural documentation for routine tasks and certain non-routine tasks, per guidance from the Budget Director.

10. Other duties as assigned.

Qualifications:

Require a Baccalaureate degree in accounting, finance or other related field with progressive experience in financial accounting or budgeting. Prefer an active Certified Public Accountant licensure. Advanced
proficiency with Window-based software packages involving spreadsheets, databases, word processing, and presentation applications. Experience working with large complex data sets. Experience with training and excellent interpersonal and communications skills. Desired progressive experience with higher education fund accounting, budget and projection modeling, and cost accounting as applied to academic operations and business processes. Banner, Oracle-based or similar financial system experience.

Decision Scope:

1. Oversee the Academic Affairs operating budget:
   a. Determine when it is appropriate to make decisions and interpret financial/budgetary guidelines independently as opposed to when it is appropriate to defer to the Budget Director.
   b. Determine funding source and appropriate treatment for various type of budget adjustments, knowing the many policies governing the different fund types.
   c. Determine which adjustments require additional approval by the Director, Vice President, and/or Board, as well as the process for each type of approval. Recommends major adjustments to the Budget Director, but is able to independently assess the financial environment and determine and implement minor changes as necessary.
   d. Determine whether adjustments are one-time or will have a long-term impact. Work with the Budget Director to incorporate into the long-term projections as necessary.
   e. Determine data required for trend analysis to develop and update budget projections.
   f. Determine the appropriate format and information required for new budget models requested, cost analysis, rate development, and cash flow needs.
   g. Determine the appropriate process timelines to ensure accuracy and timeliness of forecast information.
   h. Determine at the department level whether budget adjustments or accounting corrections are required to mitigate deficits (independently implement or coordinate the changes).
   i. Determine which adjustments are necessary and determine areas for realignment.
   j. Determine and recommend areas for process improvements to streamline tasks and to improve accuracy and consistency of the forecast and budget data.
   k. Determine variance explanations for Academic Affairs. Determine the cause of major variances. Determine whether an institutional forecast adjustments or accounting adjustments is required.
   l. Determine whether the Budget Director will require information to incorporate into the long-term budget projection and models.
   m. Determine how accounting data could be reported for more effective management of departmental and institution-wide budgets.

   a. Determine data needs, the substance of data, the accuracy of data, and the usage of data needed to model and projection various scenarios.
   b. Determine appropriate assumptions and the sensitivity of assumptions. Model scenarios based on assumption sensitivity.
   c. Determine short and long-term financial impacts on the institution. Determine effective means of communicating financial impacts to all stakeholders.
d. Determine relationships and causalities between the models. Update models based on those relationships.

e. Determine processes to ensure the quality and timeliness of financial and non-financial data. Determine timelines and deadlines needed to ensure complete and accurate models.

f. Determine when changes to the models are needed and provide recommendations to Academic Affairs and the Budget Director.

g. Determine how to best track and document procedures, changes, assumptions, decisions, and strategies relevant to the models.

h. Determine how to incorporate new predictive and strategic methodology in the models for new initiatives.

3. Academic Affairs Salary Budgets

a. Determine funding source for salary adjustments and proper recording in Banner of each adjustment, dependent on source and governing policies for the various funds.

b. Determine the allocation of salary savings from sabbatical and research cost share. Determine how those savings should be recorded in Banner.

c. Determine which salary adjustments require Executive and/or Board approval and which minor adjustments may be made independently.

d. Determine how to apply fringe benefit increases when changes occur.

e. Assist Budget Office staff to determine salary savings estimates by department for the current year, as well as analyze and determine trends to estimate for budget development and long-term projections.

f. Determine what underlying data is available from various sources to develop both routine and ad hoc reports regarding position budgets, other salary and fringe budgets, and salary savings. Determine the best practices for reporting to state and national databases (IPEDS, OHE etc.).

4. Independently develop and provide routine and ad hoc reports for executive management, external state agencies (e.g. DHE, IPEDS, SURDS etc.) and departmental users:

a. Determine where from and how to extract data, from what systems, and in what format to be easily understood by non-financial users.

b. Review the substance of the data and determine data accuracy prior to use.

c. Determine when underlying data table changes are required. Manage and/or coordinate the change to ensure efficient updates.

d. Determine new uses of existing data and systems for operations and strategic planning.

e. Provide recommendations for new systems, system upgrades, and configurations in regards to data and data management.

f. Determine additional/new reporting needs for departments and coordinate cross-functional development of such reports.

5. Assist with the implementation of a new budget and reporting system:

a. Develop procedural documentation specific to assigned tasks in the budget and reporting systems.

b. Develop training and various presentations for department users on the budget process and other budget status updates as needed.

c. As new systems and process are implemented, determine what training is required, who should be trained and develop and coordinate the training.

6. Provide guidance, train, and supervise the Academic Affairs business analysts.

a. Proactively work with Academic Affairs constituencies to determine customer needs and working with analysts implement policies, processes, and practices that ensure
customer satisfaction.

b. Oversee analyst work distribution and task priorities based on institutional goals and deadlines.

c. Determine performance goals and ratings for staff.

d. Determine professional development opportunities and provide managerial direction.

e. Determine long-term budgetary goals for Academic Affairs.

Communications:

1. This position must be able to translate detailed financial information into high-level summary reports (verbal and written) for a non-financial audience, including department users, executive management, and external state agencies.

2. This position must be able to develop a wide array of charts and graphs to be used in presentations both directly and not directly created by the budget office (e.g., the Provost, CFO, and Chief of Staff).

3. This position must be able to communicate effectively with members of the Budget Office, departmental users, and the Controller’s office to correct accounting entries or make budget entries ensuring funds are used appropriately and to mitigate budget deficits.

4. This position must be able to develop and provide training to departmental users regarding new budget processes and systems.

5. The position must have strong, positive, and effective interpersonal skills in order to collaborate with co-workers productively and to promote a team-oriented culture.

6. This position will act as a substitute for the Budget Director when necessary. They must be able to represent and advocate for the Budget Office and Provost on various external and internal committees.