



UNIVERSITY BUSINESS EXECUTIVE ROUNDTABLE

Finance and Operations Division Organization, Staffing, and Budgets: A Comparison among Peer Institutions

Custom Web Search • Completed for the University of Tennessee—Chattanooga

I. RESEARCH METHODOLOGY

The Roundtable conducted an inventory of units housed in finance and operations divisions, or their equivalent, at the 17 institutions designated as peers by the University of Tennessee-Chattanooga (UT-Chattanooga). The information in this report is based on units, staff, and budgets identified in organizational charts, division websites, budget documents, and correspondence with staff at the following institutions:

- Appalachian State University
- Auburn University
- College of Charleston
- Louisiana Tech University
- Missouri State University
- Murray State University
- Northern Kentucky University
- Tennessee Tech University
- University of Missouri–St. Louis
- University of Nebraska–Omaha
- University of North Carolina–Charlotte
- University of North Carolina–Wilmington
- University of North Florida
- University of West Florida
- Western Carolina University
- Western Kentucky University
- Winthrop University

Additional financial and performance metrics were derived from the National Center for Education Statistics' Integrated Postsecondary Education System (<http://nces.ed.gov/ipeds/>) and the Rankings, Scores, and Indicators compiled by *USNews and World Report* (<http://premium.usnews.com/best-colleges/>).

Throughout this report, unavailable information has been designated with a single hyphen (“-”).

II. KEY OBSERVATIONS

- ❖ **The most common units located within finance and operations divisions across profiled institutions include human resources; facilities management and planning; and an accounting, financial reporting, or controller unit.** Units such as public safety and information technology services report to finance and operations less frequently (at less than half of profiled institutions). In addition, most profiled institutions house facilities management and planning units within the finance and operations division.
- ❖ **Across profiled institutions, finance and operations divisions are typically led by one vice president or vice chancellor, an average of two associate vice presidents or chancellors, and an average of five directors.**
- ❖ **Human resources units at profiled institutions are led and supported by an average of one director -level staff, an average of four assistant director-level staff, and an average of eight non-management staff.**

- ❖ Information technology units at profiled institutions are led and supported by an average of three director-level staff, an average of two assistant director-level staff, and an average of 33 non-management staff.
- ❖ Plant operations units at profiled institutions are led and supported by an average of one to two director-level staff, and an average of one assistant director-level staff.
- ❖ Business operations units at profiled institutions are led and supported, on average, by less than one director-level staff, less than one assistant director-level staff, and three non-management staff.
- ❖ Business and finance units at profiled institutions are led and supported by an average of one director-level staff, an average of two assistant director-level staff, and an average of seven non-management staff.

III. UNITS REPORTING TO FINANCE AND OPERATIONS DIVISIONS

Although organizational structures vary widely across profiled institutions, the following units correspond roughly to the seven primary functional areas of the finance and operations division at **UT-Chattanooga**.

Units at Profiled Institutions by Functional Area at <i>UT-Chattanooga</i>		
Corresponding Functional Area at UT-Chattanooga	Unit at Profiled Institutions	Number of Institutions Housing Unit in Finance and Operations
Auxiliaries	Bookstore	1
	Business and Auxiliary Services	6
	Convocation Center, Student Center	2
	Food Services	1
	Health Services	1
	Motor Pool	1
	Parking and Traffic	1
	Post Office	3
Business and Finance	Accounting, Financial Reporting, Controller	8
	Accounts Payable	2
	Accounts Receivable	2
	Budget	5
	Business Services	3
	Business Systems	1
	Cashier	1
	Cash management	1
	Contracts and Grants Accounting	3
	Credit Department	1
Financial Services	6	

	Fiscal Analysis, Systems Development	2
	Foundation Accounting	1
	Insurance	1
	Internal Auditing	2
	Management Accounting	1
	Perkins Loan and Financial Aid	3
	Procurement	6
	Purchasing	2
	Student Accounts	2
	Travel	2
Equity and Diversity	Equity and Compliance	2
Human Resources	Faculty and Support Services	2
	Human Resources	13
	Payroll and Employee Benefits	3
Information Technology	Information Systems Support	1
	Information Technology Services	6
	Phone Services	1
	Public Media	1
Plant Operations	Facilities Planning and Management*	11
	Historic Preservation	1
	Inventory Control	1
	Materials Management	1
	Physical Plant	3
	Planning, Design, and Construction	4
	Public Safety, Police, and Emergency Management	7
	Real Estate Management	1
	Shipping and Receiving	1
	Human Relations and Minority Affairs	1
Safety and Risk Management	Environmental Health and Safety	2
	Risk Management	2
	Safety and Workers Compensation	1
	Sustainability	2

*Most profiled institutions house facilities management and planning within the finance and operations division. In addition to overseeing functions associated with physical plant operations, this unit manages all aspects of the planning, construction and maintenance of campus facilities.

IV. MANAGEMENT STAFF IN FINANCE AND OPERATIONS DIVISIONS

The chart below inventories the frequency of upper- and mid-level management across finance and operations divisions, along with the budgets of those divisions. The inventory is based on staff information available on organizational charts or division websites and budget documents at the 17 identified profiled institutions. It is noted that three of the four positions for UTC slated in AVP/AVC/Chief Officer roles were promoted from Director level positions to AVC positions with years of service ranging from 19 to 30 years.

Finance and Operations Division Management Staff						
Institution	Division Title	VP or VC	AVP, AVC, or Chief Officer	Director Level Staff	Total Management Staff	Total Division Budget, 2011-12 (Dollars)
Appalachian State University*	Business Affairs	1	0	8	9	109,158,935
Auburn University	Business and Finance	0	1	8	9	8,813,373
College of Charleston	Business Affairs	1	2	7	10	24,209,009
Louisiana Tech University	Finance and Administration	1	0	8	9	16,441,937
Missouri State University†	Financial Services	1	0	5	6	31,532,785
Murray State University	Finance and Administrative Services	1	2	5	8	16,441,937
Northern Kentucky University	Administration and Finance	1	1	4	6	31,532,785
Tennessee Tech University	Business and Fiscal Affairs	1	1	5	7	19,028,893
University of Missouri–St. Louis	Managerial and Technological Services	1	2	6	9	32,558,364
University of Nebraska--Omaha	Business and Finance	1	1	3	5	5,340,872

UNC Charlotte	Business Affairs	1	6	1	8	31,074,959
UNC Wilmington	Business Affairs	1	4	2	7	-
University of North Florida	Administration and Finance	1	3	7	11	-
University of West Florida	Administrative Services	1	6	5	12	17,758,730
Western Carolina University	Administration and Finance	1	2	4	7	41,646,456
Western Kentucky University*	Finance and Administration	1	1	3	5	5,625,113
Winthrop University	Finance and Business	1	6	3	10	-
UT-- Chattanooga	Finance and Operations	1	4 [^]	2	7	13,729,029
<i>Median Value</i>		1	2	5	8	19,028,893

*Not all management positions are identified on institution website; cited numbers may underestimate total staff

† Budget information for Missouri State University refers to 2010-11 fiscal year

[^]Positions were former Directors that were promoted to AVP, AVC, or Chief Officer roles

V. STAFF, OFFICES, AND BUDGETS ACROSS FINANCE AND OPERATIONS UNITS

Each chart below inventories either the number of staff or the titles of offices and functions in specific units within finance and operations divisions. Budget information is provided where available. The inventory is based on staff and office information available on organizational charts, division websites, and budget documents at the identified peer institutions.

Auxiliary Services Units

While some institutions maintain an overarching auxiliary services unit, many institutions manage auxiliary functions independently through the larger finance and operations division. Offices below have been identified as corresponding most closely to the units within Auxiliaries at UT-Chattanooga.

Auxiliary Services – Office and Function Titles and Total Unit Budget		
Institution	Offices and Functions	Total Unit Budget, 2011-12 (Dollars)
Appalachian State University	<ul style="list-style-type: none"> • Food Services • Holmes Center • New York Loft • Parking and Traffic • University Bookstore • University Post Office 	47,525,492
Missouri State University[†]	<ul style="list-style-type: none"> • Bookstore • Residence Life • Plaster Student Union • Taylor Health and Wellness Center • University Recreation Center Fund • Intercollegiate Athletics • Hammons Student Center/Plaster Sports Complex • John Q. Hammons (JQH) Arena • Transit System 	35,444,123
Northern Kentucky University	<ul style="list-style-type: none"> • Student Identification Card Administration • Event Scheduling and Support • Mail Distribution • Parking • Copying and Vending • Dining Services • University Bookstore • Bank of Kentucky Center • University Printing 	8,239,999
Tennessee Tech University	<ul style="list-style-type: none"> • Craft Center • Housing, Residence Halls, and Learning Villages • Fitness Center • Dining Services • Post Office • Bookstore • Vending 	14,533,000

UT--Chattanooga	<ul style="list-style-type: none"> • Entertainment Venues • Parking Services and Transit System • Bookstore 	<ul style="list-style-type: none"> • Food Services • IKON Printing Services/Mail Delivery 	3,477,975
<i>Median Value</i>			14,533,000

† Budget information for Missouri State University refers to 2010-11 fiscal year

Business and Finance Units

All finance and operation divisions at profiled institutions perform business and finance functions. Office and function titles are included below for units with available budget information. Profiled institutions with no available budget information have been excluded.

Business and Finance – Office and Function Titles and Total Unit Budget			
Institution	Offices and Functions	Total Unit Budget, 2011-12 (Dollars)	
Appalachian State University	<ul style="list-style-type: none"> • Budget Office • Business Systems 	<ul style="list-style-type: none"> • Controller’s Office and Student Accounts 	2,764,042
Auburn University	<ul style="list-style-type: none"> • Property Services • Controller/Assistant Vice President • Business and Finance Salary Reserve • Budget Services • Student Financial Services • Financial Reporting 	<ul style="list-style-type: none"> • Contracts/Grants Accounting • Procurement and Payment Services • Management Accounting • Cash Management Administration 	7,515,859
Missouri State University†	<ul style="list-style-type: none"> • Chief Financial Officer Administration • Purchasing 	<ul style="list-style-type: none"> • Property Control • Bursar’s Office • Zip Card 	3,785,033
Murray State University	<ul style="list-style-type: none"> • Accounting and Financial Services • Bursar’s Office 	<ul style="list-style-type: none"> • Fiscal Planning and Analysis • Procurement 	2,786,990
Northern Kentucky University	<ul style="list-style-type: none"> • Finance and Operational Audit • Procurement Services 	<ul style="list-style-type: none"> • Comptroller • Accounts Payable • Bursar 	2,834,699
Tennessee Tech University	<ul style="list-style-type: none"> • Business Office 	<ul style="list-style-type: none"> • Purchasing 	1,825,440

UNC-Charlotte	<ul style="list-style-type: none"> • Business services • Financial Services 	<ul style="list-style-type: none"> • Internal Audit 	6,603,401
University of Missouri–St. Louis	<ul style="list-style-type: none"> • Finance 	<ul style="list-style-type: none"> • Business Services 	1,608,139
University of Nebraska – Omaha	<ul style="list-style-type: none"> • Accounting Services Department • Cashiering/Student Accounts 	<ul style="list-style-type: none"> • Grants Accounting • Purchasing • Bonds & Insurance 	2,110,834
Western Carolina University	<ul style="list-style-type: none"> • Purchasing and Accounts Payable 	<ul style="list-style-type: none"> • Budget Office • Controller 	1,984,405
Western Kentucky University	<ul style="list-style-type: none"> • Budget Office • Office of the Chief Financial Officer 	<ul style="list-style-type: none"> • Purchasing and Accounts Payable • Bursar 	3,114,904
UT--Chattanooga	<ul style="list-style-type: none"> • Executive Budget Director • Financial Planning Analyst • UTC Place Foundation Grants and Contracts 	<ul style="list-style-type: none"> • UC Foundation • Bursar • Disbursements and Travel • Manager Purchasing 	1,357,645
Median Value			2,775,516

† Budget information for Missouri State University refers to 2010-11 fiscal year

Staffing information for select business and finance offices and functions at profiled institutions are detailed below. It is noted that Business and Financial Affairs at UTC includes significantly more units than the profiled institutions.

Business and Finance – Staffing Information for Select Offices and Functions						
Institution	Unit Title	AVP-Level Staff	Director-Level Staff	Associate Director- or Manager-Level Staff	Non-Management Staff	Total Unit Staff
Appalachian State University	Budget Office	0	1	0	3	4
Auburn University	Budget Services	0	0	1	1	2
	Contracts and Grants Accounting	0	1	4	10	15

Louisiana Tech University	Comptroller	0	2	3	11	16
Missouri State University	Accounting and Budgeting	0	1	2	6	9
	Grants and Contracts Accounting	0	0	1	3	4
Murray State University	Accounting and Financial Services	0	1	1	3	5
Northern Kentucky University	Office of the Comptroller	1	2	5	10	18
University of Missouri–St. Louis	Finance	0	1	2	4	7
University of Nebraska--Omaha	Finance	0	1	6	3	10
UNC Wilmington	Finance	1	8	-	-	-
University of West Florida	Financial Services	1	0	3	23	27
Western Kentucky University	Budget Office	0	1	1	-	-
UT Chattanooga	Business and Finance	1	4	5	14	24
<i>Median Value</i>		0	1	2	5	9.5

Equity and Diversity Units

Three profiled institutions operate small equity and diversity units. These units often maintain close ties to the human resources unit and oversee Americans with Disabilities Act compliance in addition to diversity programming. The Director of the Office of Equal Opportunity and Diversity at the **University of North Florida** reports to the Office of the Vice President for Human Resources. The Director of Equity and Diversity at **UT-Chattanooga** reports to the Senior Vice Chancellor/Chief Financial Officer for Finance and Operations. The Chief Diversity Officer at the **College of Charleston** reports to the President’s Chief of Staff and Senior Policy Advisor.

Equity and Diversity – Staffing Information					
Institution	AVP-Level Staff	Director-Level Staff	Associate Director- or Manager-Level Staff	Non-Management Staff	Total Unit Staff
College of Charleston	0	1	0	0	1
University of North Florida	0	1	0	1	2
University of West Florida	0	0	1	0	1
UT-Chattanooga	0	1	1	1	3
<i>Median Value</i>	0	1	0.5	0.5	1.5

Human Resources Units

Most profiled institutions house human resources within the finance and operations division. Six institutions maintain an AVP-level position for human resources.

Human Resources – Staffing and Budget Information						
Institution	AVP-Level Staff	Director-Level Staff	Associate Director- or Manager-Level Staff	Non-Management Staff	Total Unit Staff	Total Unit Budget, 2011-12 (Dollars)
Appalachian State University*	0	1	4	9	14	-
Auburn University*	1	5	0	2	8	2,041,244

College of Charleston	0	1	1	10	12	-
Louisiana Tech University	0	1	0	6	7	-
Missouri State University*†	0	1	4	10	15	787,478
Murray State University	0	1	3	9	13	752,023
Northern Kentucky University	0	1	8	11	20	3,208,906
Tennessee Tech University	0	1	4	3	8	663,730
UNC-Charlotte	1	4	6	14	25	944,270
UNC--Wilmington	1	0	2	13	16	-
University of Missouri--St. Louis	1	0	5	11	17	913,485
University of Nebraska -- Omaha	0	1	6	6	13	781,549
University of North Florida*	1	1	6	6	14	-
University of West Florida	1	0	4	13	18	866,255
Western Carolina University	0	2	3	8	13	754,022
Western Kentucky University	0	1	3	8	12	700,812
Winthrop University	1	0	3	10	14	-
UT--Chattanooga	0	1	2	4	7	400,134
<i>Median Value</i>	0	1	3.5	9	13.5	784,514

*The human resources department does not report to the finance and operations division at these institutions

† Budget information for Missouri State University refers to 2010-11 fiscal year

Information Technology Units

Of the 11 profiled institutions for which staffing and budget information was compiled, seven institutions house information technology outside of the finance and operations unit. In most cases, the leader of this unit reports directly to the president of the institution. These units employ more staff than other administrative units at profiled institutions.

Information Technology – Staffing and Budget Information						
Institution	AVP-Level Staff	Director-Level Staff	Associate Director- or Manager-Level Staff	Non-Management Staff	Total Unit Staff	Total Unit Budget, 2011-12 (Dollars)
Auburn University*	0	2	3	-	-	11,262,921
College of Charleston	1	7	0	70	79	-
Missouri State University*†	0	1	0	9	10	4,766,332
Murray State University	1	0	2	5	8	2,591,049
Northern Kentucky University*	1	4	2	8	15	1,068,336
Tennessee Tech University*	1	1	2	24	28	3,138,960
UNC--Wilmington*	1	6	3	-	-	-
University of Missouri–St. Louis	2	3	2	57	64	13,830,163
University of Nebraska – Omaha*	2	4	6	41	53	4,993,715
University of West Florida	1	3	5	45	54	-
Western Kentucky University*	1	11	12	123	127	12,627,314
UT--Chattanooga	1	7	10	37	55	3,185,841
<i>Median Value</i>	1	3.5	2.5	39	52	4,766,332

*The information technology department does not report to the finance and operations division at these institutions.

† Budget information for Missouri State University refers to 2010-11 fiscal year

Plant Operations and Facilities Management Units

Most contact institutions do not maintain facilities management and planning units separate from the physical plant unit; they house physical plant within facilities management and planning and oversee all aspects of campus planning, construction, and maintenance through this consolidated unit.

Plant Operations and Facilities Management – Unit Titles, Staffing, and Budget Information							
Institution	Unit Title	AVP-Level Staff	Director-Level Staff	Associate Director-or Manager-Level Staff	Non-Management Staff	Total Unit Staff	Total Unit Budget, 2011-12 (Dollars)
Appalachian State University	Physical Plant and Motor Pool	0	1	-	-	-	25,984,578
Auburn University*	Facilities Management	1	11	40	64	116	45,834,764
College of Charleston	Physical Plant	0	1	-	-	-	-
Louisiana Tech University	Physical Plant	0	1	4	-	-	-
Missouri State University**†	Facilities Management Administration	0	1	9	90	100	8,530,142
Murray State University*	Facilities Management	0	4	15	154	173	12,568,384
Northern Kentucky University	Assistant Vice President for Facilities Management	1	4	-	-	-	21,742,051
Tennessee Tech University†	Facilities and Business Services	1	5	6	-	-	13,707,431
University of Missouri-St. Louis	Campus Facilities Management	-	-	-	-	-	15,489,637
University of Nebraska at Omaha**†	Physical Plant Administration	0	2	22	161	185	17,565,240

University of North Carolina at Charlotte	Facilities Management	1	8	-	-	-	17,573,836
Western Carolina University	Facilities Management	1	3	23	137	164	11,224,587
Western Kentucky University[‡]	Facilities Management	1	8	23	283	315	11,597,910
UT-- Chattanooga	Plant Operations	1	3	8	114	126	10,966,244
<i>Median Value</i>		1	3	15	137	168.5	14,598,534

*The facilities and planning department does not report to the finance and operations division at these institutions.

[†] Budget information for Missouri State University refers to 2010-11 fiscal year

[‡] Budget projections for the plant operations and facilities management units at these institutions have been compiled by adding the budgets for the following offices and functions:

- **Missouri State University:** Facilities Management; Auxiliary Recharge; Design and Construction; Custodial; Grounds; Facilities and Maintenance; Mountain Grove Physical Plant; Work Management Center
- **Tennessee Tech University:** University Police; Motor Pool Fuel; M and R Craft Center; Utilities Craft Center; Craft Center Repairs and Renovations; Custodial Services UC; M and R Ag Pavilion; Greenhouse; M and R Farm; Central Receiving; Facilities Administration; Vehicle Maintenance; Facilities Development Fee; Maintenance and Repairs; Fire Alarm Systems; Building Controls; M and R HVAC; Custodial Services; Recycling; Utilities Administration; Utilities Main Campus; Utilities Farm; Utilities Ag Pavilion; Sustainable Campus Fee; Grounds, Roads, and Walks; Grounds Refuse Disposal; Major Repairs and Renovations
- **University of Nebraska at Omaha:** Plant Operations; Building Repair and Maintenance; Custodial; Grounds; Power Plant; Purchased Utilities; Planning and Design; Campus Security; Workers/Unemployment Compensation
- **Western Kentucky University:** Physical Plant Facilities; Facilities Improvement Matching; WKU Glasgow Facilities and Grounds; WKU Owensboro Facilities and Grounds; VP for Campus Services and Facilities; VP Campus Services and Facilities – CF; Facilities Management; Facilities Fiscal Services; Facilities Sustainability; Plant Operations

Safety and Risk Management Units

Seven institutions operate safety and risk management offices through the finance and administration division. These offices often oversee environmental safety and emergency preparedness.

Safety and Risk Management – Office and Function Titles and Unit Budget		
Institution	Offices and Functions	Total Unit Budget, 2011-12 (Dollars)
Appalachian State University	<ul style="list-style-type: none"> • Environmental Health, Safety, and Emergency Management 	372,356

College of Charleston	<ul style="list-style-type: none"> • Office of Environmental Health, Safety, and Emergency Management 	-
Louisiana Tech University	<ul style="list-style-type: none"> • Environmental Health and Safety 	-
Northern Kentucky University	<ul style="list-style-type: none"> • Environmental Safety and Compliance • Risk Management 	463,928
Tennessee Tech University	<ul style="list-style-type: none"> • Safety and Environmental Compliance 	235,750
University of Nebraska –Omaha	<ul style="list-style-type: none"> • Environmental Health and Safety 	280,603
University of North Carolina-Charlotte	<ul style="list-style-type: none"> • Risk Management, Safety, and Security 	4,080,825
UT--Chattanooga	<ul style="list-style-type: none"> • Inspection • Education • Compliance 	403,167
<i>Median Value</i>		387,762

VI. OTHER FINANCIAL AND PERFORMANCE INDICATORS

Financial and Performance Indicators at Profiled Institutions*							
Institution	Faculty-Student Ratio (Fall 2010)	Expenditures per FTE (2009-10)	In-State Tuition and Fees (2010-11)	Out-of-State Tuition and Fees (2010-11)	Endowment (June 2010)	Alumni Contribution Rates (Percentage, 2010)	Research Expenditures (2009-10)
Appalachian State University	16 to 1	15,082	5,251	16,563	56,140,707	10	2,118,133
Auburn University	18 to 1	27,947	7,900	21,916	410,583,892	31	118,113,008
College of Charleston	16 to 1	15,566	10,314	23,172	46,629,858	9	9,165,276
Louisiana Tech University	22 to 1	14,953	5,545	12,805	51,878,741	13	23,688,179
Missouri State University	21 to 1	14,981	6,276	11,856	48,240,357	9	18,172,000
Murray State University	15 to 1	18,302	6,264	17,040	50,906,490	22	3,256,286
Northern Kentucky University	17 to 1	17,163	7,128	13,896	56,471,000	7	2,023,000
Tennessee Tech University	21 to 1	14,260	5,828	18,356	49,955,093	10	11,972,147
University of Missouri-St. Louis	23 to 1	20,143	4,154	15,319	44,033,074	11	4,222,972

University of Nebraska at Omaha	17 to 1	24,879	8,631	20,220	42,480,853	7	11,424,696
University of North Carolina at Charlotte	19 to 1	15,499	5,880	14,950	3,706,297	5	7,945,963
University of North Carolina at Wilmington	19 to 1	16,703	5,138	16,185	122,245,274	8	27,116,142
University of North Florida	17 to 1	17,121	5,322	16,421	51,967,393	7	18,437,790
University of West Florida	21 to 1	17,053	4,909	18,297	69,830,669	4	7,677,658
Western Carolina University	15 to 1	17,436	5,124	14,721	39,034,252	6	1,881,500
Western Kentucky University	19 to 1	17,644	7,560	18,840	14,314,052	13	14,109,684
Winthrop University	14 to 1	20,420	12,176	22,892	27,364,695	11	2,321,127
UT-Chattanooga	18 to 1	15,453	6,062	18,376	79,040,239	5	11,310,820
Median Value	18	17,087	5,971	16,802	50,430,792	9	9,165,276

* Financial and performance indicators obtained from the National Center for Education Statistics' Integrated Postsecondary Education System (<http://nces.ed.gov/ipeds/>); alumni contribution rates obtained from the Rankings, Scores, and Indicators compiled by *USNews and World Report* (<http://premium.usnews.com/best-colleges/>)

VII. ORGANIZATIONAL CHARTS FOR PROFILED INSTITUTIONS

Appalachian State University

- <http://www.busaf.appstate.edu/>
- <http://physicalplant.appstate.edu/>
- <http://www.budget.appstate.edu/budget-office-staff>
- <http://materials.appstate.edu/contacts>
- <http://its.appstate.edu/>
- <http://www.hrs.appstate.edu/hrs-directory>
- 2011-12 Business Affairs budget document supplied by University contacts

Auburn University

- http://www.auburn.edu/administration/business_office/
- http://www.auburn.edu/administration/business_office/budget/
- http://www.auburn.edu/administration/business_office/cashmgmt/
- http://www.auburn.edu/administration/business_office/cga/staff.html
- http://www.auburn.edu/administration/business_office/financial/staff.html
- http://www.auburn.edu/administration/business_office/iss/staff.html
- http://www.auburn.edu/administration/business_office/mgmtacct/
- http://www.auburn.edu/administration/business_office/pps/staff.html
- http://www.auburn.edu/administration/business_office/sfs/
- http://www.auburn.edu/oit/it_directory.php
- http://www.auburn.edu/administration/human_resources/
- 2011-12 budget document: http://www.auburn.edu/administration/business_office/pdf/11-12_au.pdf

College of Charleston

- <http://businessaffairs.cofc.edu/departments/index.php>
- <http://facilitiesplanning.cofc.edu/contact-us/index.php>
- <http://governmentrelations.cofc.edu/contact%20us/index.php>
- <http://hr.cofc.edu/contact/index.php>
- http://it.cofc.edu/pv_obj_cache/pv_obj_id_BAA07A203A7B2171B6F042594BF57F4736D40100/filename/it-org-chart.pdf
- <http://procurement.cofc.edu/contact/index.php>
- Budget document not available

Louisiana Tech

- <http://www.latech.edu/administration/policies-and-procedures/Organization%20Chart%20no%20names%206-15-11.pdf>
- <http://www.ltadm.latech.edu/purchasing/purchasestafflist.HTM>
- Budget document not available

Missouri State University

- <http://www.missouristate.edu/financialservices/staff.htm>
- <http://www.missouristate.edu/human/3052.htm>
- 2010-11 budget document:
http://www.missouristate.edu/assets/financialservices/Main_Final_Operating_Budget_2011.pdf

Murray State University

- <http://www.murraystate.edu/HeaderMenu/Administration/AdministrativeServices.aspx>
- 2011-12 budget document: http://campus.murraystate.edu/administ/accounting/luminis/11-12_Summary_Budget.pdf

Northern Kentucky University

- <http://adminfinance.nku.edu/contact.php>
- <http://hr.nku.edu/staff/index.php>
- <http://comptroller.nku.edu/contact.php>
- <http://procurement.nku.edu/about/people.php>
- 2011-12 budget document: <http://ppb.nku.edu/budget/docs/20112012AcctDetailBudgetBook.pdf>

Tennessee Tech University

- <http://www.tntech.edu/business/bfastaff/>
- <http://www.tntech.edu/its/staff/>
- 2011-12 budget document:
http://www.tntech.edu/files/business/budget/july/July_Budget_Summary_2011-12.pdf

University of Missouri–St. Louis

- <http://www.umsl.edu/services/mts/>
- 2011-12 budget document:
<https://uminfopoint.umssystem.edu/media/fa/budget/operating/FY2012BudgetBook.pdf>

University of Nebraska--Omaha

- <http://www.unomaha.edu/bnf/departments.php>
- http://www.unomaha.edu/bnf/Org%20Charts/Finance_OrgChart.pdf
- <http://www.unomaha.edu/humanresources/Documents/hrorgchart.pdf>
- http://www.unomaha.edu/bnf/Org%20Charts/FMP_OrgChart.pdf
- 2011-12 budget document: <http://nebraska.edu/docs/budget/2011-12-budget-by-dept-vol-9.pdf>

UNC-Charlotte

- <http://administration.uncc.edu/sites/administration.uncc.edu/files/media/10-11orgchartdraft.pdf>
- 2011-12 Business Affairs budget document supplied by University contacts

UNC-Wilmington

- <http://uncw.edu/ba/about.html>
- <http://uncw.edu/hr/staff.html>
- <http://uncw.edu/ba/services/contactus.html>
- <http://uncw.edu/facilities/aboutus.htm>
- http://uncw.edu/itsd/documents/ITS_Functional_final.pdf
- Budget document not available

University of North Florida

- <http://www.unf.edu/anf/>
- http://www.unf.edu/hr/info/Contact_Us.aspx
- Budget document not available

University of West Florida

- http://www.wcu.edu/WebFiles/PDFs/adminfin_orgchart.pdf
- <http://uwf.edu/adminservices/aboutus/orgcharts/ASDiv.pdf>
- 2011-12 Business Affairs budget document supplied by University contacts

Western Carolina University

- http://www.wcu.edu/WebFiles/PDFs/adminfin_orgchart.pdf
- 2011-12 budget document:
http://www.wcu.edu/WebFiles/PDFs/Provost_Report2011_State_Budget.pdf

Western Kentucky University

- <http://www.wku.edu/finadmin/>
- <http://www.wku.edu/it/departments/>
- 2011-12 budget document: http://www.wku.edu/finadmin/budget/budget2011_12.php

Winthrop University

- <http://www.winthrop.edu/uploadedFiles/admin/orgcharts/finance-business.pdf>
- Budget document not available

UT-Chattanooga

- 2012 organizational structure document supplied by University contacts
- 2011-12 budget presentation: www.utc.edu/administration/businessandfinancialaffairs/2011-12/UPRACBudgetPresentation3-25-2011.ppt
- <http://www.utc.edu/Administration/BusinessAndFinancialAffairs/>

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