

**ARIZONA BOARD OF REGENTS
POLICY MANUAL**

3-407.01 Business Process Review

Revision Dates

4/18/2024 (adopted)

- A. An annual evaluation of university business practices related to financial planning, financial analysis, budgeting, and other appropriate financial processes. Financial reporting is required to provide quality assurance and opportunities for process improvements.
- B. The annual business process review is expected to accomplish the following:
 - 1. Improve institutional self-awareness and exposure to best practices;
 - 2. Provide feedback to the Board regarding the universities' efforts to manage and proactively improve their financial management practices;
 - 3. Identify areas for improvement in university financial planning and analysis, revenue and expenditure forecasting, and operations monitoring and reporting that can be enhanced and improved upon and to provide practical solutions to improve the use of technology, process, and procedures; and
 - 4. Create opportunities for learning and collaboration among the three universities.
- C. The review will contain the following elements:
 - 1. The subject university will complete a self-assessment, documenting current business processes according to a template or rubric determined by the Board Office.
 - 2. A team of representatives from the Board Office and the other two universities will review the self-assessment document, conduct interviews, and request follow-up information to validate or clarify current practices.
 - 3. The team will provide a draft report with the subject university's Chief Financial Officer and the Executive Director of the Arizona Board of Regents.
 - 4. The university's self-assessment document and the final report of the evaluating team will be shared with the Board.

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5. One university will be evaluated each fiscal year on a rotating basis.
- D. The finance council, made of up chief financial officers of ABOR and the three universities, will conduct an annual summit to discuss key topics and share best practices related to financial management and university operations.
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Policy History

4/18/2024 Approved by the Board on second reading.

Related Information