

Definitions for Northwestern Business Capabilities by Category

Academics

Student	Recruit Students	Includes the identification, engagement and pursuit of potential students. Focuses on the admission process including the identification of proposed students, offer of inclusion in a class and matriculation process.
	Support Students	Inclusive of employment during the student time on campus and after graduation – internship, work study, part time positions and full time employment. Comprises all types of student financial aid, student loans, tuition and other charges, payments and student health insurance for enrolled undergraduate and graduate students.
	Enhance Student Experience	Identification, tracking and monitoring of all groups, activities and functions related to life on campus excluding classes.
Faculty	Recruit Faculty	Comprises the full faculty recruitment process, from application, review by the search committee and academic department, review by the Provost, to offer.
	Support Faculty	Supports the peer review process by which faculty are considered for promotions and the award of tenure.
	Manage Faculty Data	Includes data specific to a faculty member’s career at Northwestern, such as University service, retention cases, annual activity reporting, and commitments made to that faculty member by the University. Also includes data representative of a faculty member’s external career as a scholar, such as external affiliations, academic history, awards and honors, and scholarly/creative work.

Teaching and Learning	Define Curriculum	Identification, tracking and monitoring of all University programs and degrees offered by the University. Identification and tracking academic requirements, course, milestone or otherwise, necessary to complete each degree offered by the University.
	Conduct Courses	Focuses on the teaching and learning functions related to course syllabus, online instruction, teacher grading and group activities. Includes the identification, development and feedback of courses offered online and in the classroom. Includes the creation, distribution and reporting of course and teacher evaluations.
	Provide Academic Support	Covers all functions of advising students with academic advisors, faculty advisors, and residential advisors. Activities associated with the student side of learning including registration, attendance, grades and transcripts both for credit and other learning activities.
	Manage Undergraduate Research	Includes the Research lifecycle for Undergraduate Research from seeking opportunities through conducting research and publishing results.

Research

Initiate Research	Seek Research Funding	Includes identification of external funding opportunities, documentation of research and financial details and submission of requests for sponsored grants.
	Research Setup	Focuses on the setup of all necessary Research information and protocols for sponsored and non-sponsored research.
Conduct Research	Execute Research	Covers all functions of Research execution.
	Track Research Data	Inclusive of all data tracked on the Research grants including analysis, development and financial information.
Societal Impact	Analyze Results	Identification, tracking and monitoring of all outcomes of the Research.
	Publish and Share	All associated communication and publications including papers, lectures, articles and awards related to Research. Patent applications and issues patents are also included.

Strategic Management

Organization Performance	Manage Change	Activities associated with the identification, implementation and monitoring of key changes associated with the University functions.
	Review Programs	Identification, tracking and monitoring of all school and unit program reviews including the initiation, execution, analysis and monitoring of results.
Risk Management	Ensure Legal Compliance	Inclusive of all legal functions performed.
	Ensure Audit Compliance	Comprises all types of internal and external audit functions.
	Ensure Regulatory Compliance	Identification, classification and monitoring of compliance rules, adherence, reporting and analysis.
University Outreach	Manage Alumni Relations	Identification, classification and monitoring of alumni data including the existing students, graduated students and related family member information. Activities and information associated with global alumni organizations.
	Marketing and Communications	Includes the internal and external marketing and communication of the University. Focuses on the local, regional, national and international engagement of the University with various community organizations, peer institutions and higher education organizations for the purposes of influence and partnership.
	Manage Athletics and Recreation	Includes all activities related to athletics and campus recreation.
	Enable Fundraising	Covers all functions of defining, advertising, execution and maintaining campaigns to solicit funds for the endowment.

Organization Support

Human Resource Management	Recruit Employees	All areas of recruiting from identifying new positions, posting of positions, collecting candidate information, marketing positions, analyzing candidates, interviewing and selecting the final candidate of choice. Focuses on the offer process, negotiation of position, background checks, commitments, employee setup and onboarding into employment.
	Develop Employees	Identification, classification and monitoring of performance goals, development goals and the annual performance management cycle including ratings. Activities and information associated with employee training and professional development.
	Sustain Employees	Inclusive of employee management during their lifecycle covering position changes, personnel update changes and all other core HR functions.
Financial Management	Budget and Planning	The ability to provide enterprise business planning, analysis and decision-making capabilities to ensure the healthy running, growth and continued transformation of the University.
	Perform Accounting	Activities associated with the setup, processing and reporting of financial transactions including official financial reports.
	Manage Investments	Covers all functions of managing the endowment, credit rating and borrowing for operational and capital plans.
	Procure to Pay	Focuses on the full lifecycle of the Procurement function including the identification and qualification of vendors, initiation and monitoring of contracts, procurement of goods and services and payment in accordance with contracts and agreements.

Campus Management	Manage Space Utilization	Identification, tracking and monitoring of all space information including use, vacancy and annual validation of space data.
	Design and Build Facilities	Inclusive of capital and non-capital planning activities to design and build new facilities.
	Maintain Facilities	Comprises all types of activities to run existing facilities including operational activities, sustainability, real estate management and facility access.
	Ensure Campus Safety and Security	Focuses on the activities completed in order to ensure safety of all individuals on campus including the Police Department and engagement with other law enforcement agencies.
Information Management	Manage Solutions	The ability to provide and maintain integrated enterprise solutions that balance investment, competitiveness and responsiveness.
	Deliver Solutions	Improve solution development and delivery capacity which includes governance, project management frameworks, development execution and production maintenance.
	Deliver Information	An enterprise-wide discipline for defining, designing, governing and using information assets.
	Enable Library Services	Comprises all functions included with the running of libraries.