Establishing formal policies and procedures is one way to ensure that an office operates efficiently and effectively. The student accounts—or bursar—office is no exception. With many front-line staff, it is essential to have a comprehensive set of guidelines to help deliver first-rate customer service.

NACUBO’s Student Financial Services Council has compiled a Table of Contents for institutions to use when developing policies and procedures manuals. This template is a tool designed to help you document important practices related to the student accounts operation.

While this document does not include direct model policy language, it provides a listing of the various topics institutions may consider when developing policies. Where available, links have been provided to other resources.

NACUBO encourages student accounts offices to edit this template in the way that best suits their institution. For example, move items to align with your office’s needs; use the template as a table of contents pointing to multiple documents housed internally; or combine and expand sections when needed. Institutions also may elect to use this as a guide for developing a training program for staff in the student accounts office.

Finally, NACUBO recommends institutions regularly examine their training and policy guides to ensure they are up to date and reflect the current regulatory and compliance environment. The frequency at which an institution does this will depend on its complexity and culture. Additionally, the office responsible for maintaining a policy/training manual based on this guidance should consider sharing those documents with other offices, such as the office of financial aid, registrar, and controller, among others.

**Section 1: Manual Introduction**
1) Introduction to the Student Accounts Office
2) Purpose and Philosophy of the Student Accounts Office
3) Policies and Procedures Development Responsibilities
   a) Responsible Personnel
   b) Documents and Methods

**Section 2: Administrative Organization and Office Management**
1) Institutional and Divisional Structure
2) Student Accounts Office Structure and Position Responsibilities
   a) Personnel Policies
   b) Organization Chart
   c) Job Descriptions (samples)
3) Frequent Contact Information
   a) Related Internal Offices (Financial Aid, Accounts Payable, Registrar, etc.)
   b) Third-Party Servicers (such as collection agencies, payment processors, etc.)
4) General Office Administration
   a) Accommodations for Disabilities
   b) Appointments With Staff
   c) Treatment of Correspondence/Forms
   d) Telephone
e) Email/Instant Messaging
f) Confidentiality of Student Records
5) Records Management and Retention (in-office and remote work considerations)
   a) Safeguarding Electronic Records
   b) Paper Records Retention
6) Information Sharing and the Family Educational Rights and Privacy Act
   a) Internal Disclosure
   b) External Disclosure
   c) Authorization Consent Form
   d) Information Release via Telephone
   e) FERPA-Related Recordkeeping Requirements
7) Red Flag Rules (see NACUBO FTC Red Flags Rule resource)
8) Gramm-Leach-Bliley Act’s Safeguards Rule
9) Communicating With Students and Families
   a) Annual Communications Calendar
   b) Use of Autodialers and Mass-texting Devices

Section 3: Cash Handling
1) Safeguarding Policies
2) Background Check Requirements
3) Specialized Training
4) Fraud or Theft Procedures
5) Physical Security
6) IRS Form 8300 (see Section 13: IRS Reporting)

Section 4: Student Receivables
1) Student Financial Responsibility Agreement (see NACUBO AR 21-02)
2) Billing Accounts
3) Payment Options
   a) Wire Transfer (see NACUBO AR 18-04)
   b) Online Payments
   c) In-person Payments
   d) Check Payments/Lockbox
   e) Scholarship Checks From Organizations Outside the Institution
   f) Credit and Debit Card; Convenience Fees
4) Payment Plans
   a) Tuition Installments
   b) Housing Installments
   c) Third-Party Servicer Responsibilities
   d) Penalties for Non-payment
5) International Payments
6) Deceased Students’ Accounts

Section 5: Tuition and Fee Assessment
1) Tuition and Fee Schedule
2) Other Charges (dining, housing, student health, bookstore, etc.)
3) Charges Excluded from Title IV Payments
Section 6: Third-party Billing
1) Billing Timelines
2) Procedure for Withdrawals and Dropped Units
3) Level of Student Responsibility for Prompt Third-party Billing Payment

Section 7: Military Payments
1) School Certifying Officials
2) Veterans Affairs Programs
3) Cooperative Structure with VA Office, Financial Aid, and SFS
4) Department of Defense Programs
5) Flexibility for Delayed Payments

Section 8: Financial Aid Programs
1) Federal Student Aid
   a) Pell Grants
   b) Federal William Ford Direct Loans
   c) Federal PLUS Loans
   d) Health Professions and Nursing Student Loans
   e) Teacher Education Assistance for College and Higher Education (TEACH) Grants
   f) FSA Campus-Based Programs
      i) Federal Supplemental Educational Opportunity Grants (FSEOG)
      ii) Federal Work-Study
      iii) Federal Perkins Loan (see NACUBO AR 18-03)
          (1) Mandatory Assignments
          (2) Liquidation
   g) Student Loan Consolidation and Refinancing
   h) Excess Cash
   i) FISAP Reconciliation
2) Private Loans
3) Institutional Aid
   a) Institutional Scholarships and Grants
   b) Institutional Loans
   c) Short-term Emergency Loan Programs
4) Truth in Lending Act and Institutional Promissory Notes (Note: The TILA requirement applies to Nursing and HP loans as well.)
5) State Awards
6) Title IV Loan Counseling
   a) Entrance Counseling
   b) Exit Counseling
   c) Income-Based Repayment
   d) Title IV Authorization Form

Section 9: Return of Title IV Funds
1) Process Overview and Applicability
2) Withdrawal Date
3) Formula Calculation
4) Post-withdrawal Disbursements
5) Returning Unearned Funds
a) Overpayment Resolution

Section 10: Pro-Rata Withdrawal Refunds
1) Institutional Refund Policy
2) Institutional Refund and Repayment Appeals
   a) Documentation

Section 11: Payments to Students
1) Credit Balance Refunds
2) FSA Title IV Credit Balance Refunds
3) Delivery Methods
4) Department of Education Cash Management Compliance (see NACUBO Cash Management resource)
5) Paper Checks
6) Automated Clearinghouse (ACH)
7) Debit Card Program
8) Undeliverable Refunds: Title IV and Non-Title IV
9) Pass-through Payments

Section 12: Collecting Educational Debt
1) Internal Collections
2) External Collections
3) Handling Uncollectable Accounts
4) Write-offs
5) Collection Agencies
6) Government Set-off Debt Collection
7) Financial/Transcript Holds and Disenrollment (see NACUBO/AACRAO 2022 statement)
8) Legal Accounts
9) Financial Aid Overpayments
   a) Pell and FSEOG Overawards
   b) State Grant Overawards
   c) Student Loan Overawards
10) Bankruptcy
    a) Proof of Claim Filing

Section 13: Internal Revenue Service (IRS) Reporting
1) IRS Form 1098-T, “Tuition Statement” (see NACUBO 1098-T guidance and Education Tax Credit resource)
   a) Annual Timeline
   b) Missing Taxpayer Identification Numbers (TINs)
   c) Testing
   d) Production
      i) Electronic Delivery
      ii) US Mail Delivery
      iii) Undeliverable Forms
   e) IRS Publication 970, “Tax Benefits for Education”
2) IRS Form 8300, “Report of Cash Payments Over $10,000 Received in a Trade or Business"
3) IRS Form 1042, “Annual Withholding Tax Return for U.S. Source Income of Foreign Persons”

Section 14: Audits
1) Type of Audit
2) Audit Submission Schedule
3) General Ledger Reconciliation

Section 15: Reserved for Institution

Section 16: Appendices
1) Forms and Correspondence
2) Resources and Reference Documents
   a) NACUBO Advisories