Budget Manager Meeting

September 19, 2017
Agenda

• Introductions
• Tuition Allocation Model
• New Subaccounts
• Standard Budget Report (SBR)
• New Monthly Forecasting Process
• Delphi Assessment and Fit-Gap
• Questions
Tuition Allocation

• Sending out a “test run” of the tuition allocation with Spring 2017 data

• Units should review data and make changes in Workday and/or reply with feedback by Friday, October 6th

• Once Spring 2017 feedback has been reviewed, Autumn 2017 class and instructor data will be distributed to the units for verification
New Subaccounts

- Equipment Depreciation
  - 9476
- Equipment Capitalization
  - 9477
- Building Depreciation
  - 9478
- Interest
  - 9479
- Facilities
  - 9480
- Undergraduate Tuition
  - 9482 Tuition Allocation - Qtr
  - 9483 Tuition Allocation - Metric
- Utilities
  - 9491 Electricity
  - 9493 Chilled Water
  - 9492 MWRD
  - 9481 City Water & Sewer
  - 9497 Steam
  - 9495 Natural Gas Small
  - 9494 Natural Gas FST
A05 - Tuition

_A06 - Undergraduate Tuition (Allocated)_

A10 - Fees

A19 - Total Tuition & Fees

O45 - Unrestricted Financial Aid

O95 - Restricted Financial Aid

O99 - Total Financial Aid

A99  Net Tuition and Fees
Federal Grants & Contracts - Draft

B05 - Federal Faculty Support
B06 - Federal OAA Support
B07 - Federal Staff Support
B08 - Federal Benefits Support
B10 - Federal Aid Support
B12 - Federal Other Expense Support

B19 - Federal Transfers
  B14 - Federal Faculty Transfers
  B15 - Federal OAA Transfers
  B16 - Federal Staff Transfers
  B17 - Federal Benefit Transfers
  B18 - Federal Other Transfers

B20 - Federal Direct Costs
  B25 - Federal Indirect Costs

B99 - Total Federal Grants & Contracts
Private Grants & Contracts - Draft

C05 - Private Grants & Contracts Faculty Support
C06 - Private Grants & Contracts OAA Support
C07 - Private Grants & Contracts Staff Support
C08 - Private Grants & Contracts Benefits Support
C10 - Private Grants & Contracts Aid Support
C12 - Private Grants & Contracts Other Expense Support

C19 - Private Grants & Contracts Transfers
  C14 - Private Grants & Contracts Faculty Transfers
  C15 - Private Grants & Contracts OAA Transfers
  C16 - Private Grants & Contracts Staff Transfers
  C17 - Private Grants & Contracts Benefit Transfers
  C18 - Private Grants & Contracts Other Transfers

C20 - Private Grants & Contracts - Direct Costs

C25 - Private Grants & Contracts Indirect Costs

C99 - Total Private Grants & Contracts
# Private Gifts - *Draft*

**D01 - Private Gifts Fund Balance Change**
- D05 - Private Gifts Faculty Support
- D06 - Private Gifts OAA Support
- D07 - Private Gifts Staff Support
- D08 - Private Gifts Benefits Support
- D10 - Private Gifts Aid Support
- D12 - Private Gifts Other Expense Support

**D19 - Private Gifts Transfers**
- D14 - Private Gifts Faculty Transfers
- D15 - Private Gifts OAA Transfers
- D16 - Private Gifts Staff Transfers
- D17 - Private Gifts Benefit Transfers
- D18 - Private Gifts Other Transfers

**D20 Total Private Gift Restricted Expenditures**
- F30 - Net Assets Released from Restriction

**D25 - Annual Funds**

**D99 - Total Private Gifts**
# Endowment - *Draft*

**E01 Endowment - Fund Balance Change**
- E04 - Endowment Faculty 1098 Support
- E05 - Endowment Faculty Support
- E06 - Endowment OAA Support
- E07 - Endowment Staff Support
- E08 - Endowment Benefits Support
- E10 - Endowment Aid Support
- E12 - Endowment Other Expense Support

**E19 - Endowment Transfers**
- E14 - Endowment Faculty Transfers
- E15 - Endowment OAA Transfers
- E16 - Endowment Staff Transfers
- E17 - Endowment Benefits Transfers
- E18 - Endowment Other Transfers

**E20 - Total Endowment Restricted Expenditures**

**E25 - Unrestricted Endowment**

**E99 - Total Endowment Payout**
Other Revenue - \textit{Draft}

F05 - Earnings on Other Investments

F15 - Auxiliary Revenue

F20 - All Other Revenue

\textit{F99 - Total Other Revenue}

G99 - Total Revenue
Compensation - Draft

H05 - Unrestricted Faculty Salaries
H10 - Restricted Faculty Salaries
H99 - Total Faculty Salaries

J05 - Unrestricted Other Academic Appointees OAA Salaries
J10 - Restricted Other Academic Appointees OAA Salaries
J99 - Total Other Academic Appointees OAA Salaries

L98 - Total Academic Salaries

K45 - Unrestricted Staff Salaries
K95 - Restricted Staff Salaries
K99 - Total Staff Salaries

L10 - Unrestricted Benefits
L60 - Restricted Benefits
L95 - Total Benefits
L99 - Total Compensation
<table>
<thead>
<tr>
<th>Draft</th>
</tr>
</thead>
<tbody>
<tr>
<td>M25 - Unrestricted Insurance</td>
</tr>
<tr>
<td>M28 - Unrestricted Acquisitions</td>
</tr>
<tr>
<td>M30 - Unrestricted Principal Payments</td>
</tr>
<tr>
<td><strong>M35 - Unrestricted External Interest Expense</strong></td>
</tr>
<tr>
<td>M37 - Unrestricted Internal Interest Expense</td>
</tr>
<tr>
<td>M38 - Unrestricted Alterations-Repairs</td>
</tr>
<tr>
<td><strong>M39 - Unrestricted Utilities</strong></td>
</tr>
<tr>
<td>M40 - Other Unrestricted Expense</td>
</tr>
<tr>
<td><strong>M42 - Space Charges</strong></td>
</tr>
<tr>
<td><strong>M45 - Total Unrestricted Operating Expense</strong></td>
</tr>
<tr>
<td>M75 - Restricted Insurance</td>
</tr>
<tr>
<td>M78 - Restricted Acquisitions</td>
</tr>
<tr>
<td>M80 - Restricted Principal Payments</td>
</tr>
<tr>
<td>M85 - Restricted External Interest Expense</td>
</tr>
<tr>
<td>M87 - Restricted Internal Interest Expense</td>
</tr>
<tr>
<td>M88 - Restricted Alterations-Repairs</td>
</tr>
<tr>
<td>M89 - Restricted Utilities</td>
</tr>
<tr>
<td>M90 - Other Restricted Expense</td>
</tr>
<tr>
<td><strong>M95 - Total Restricted Operating Expense</strong></td>
</tr>
<tr>
<td>M99 - Total Operating Expense</td>
</tr>
<tr>
<td><strong>P99 Total Expense</strong></td>
</tr>
<tr>
<td><strong>Q99 - Surplus-Deficit before Transfers &amp; Non-Cash Items</strong></td>
</tr>
</tbody>
</table>
Transfers - Draft

T01 - Unrestricted Faculty Transfers
T02 - Unrestricted OAA Transfers
T03 - Unrestricted Staff Transfers
T04 - Unrestricted Benefits Transfers
T05 - Other Unrestricted Transfers

T15 - Total Unrestricted Transfers

T21 - Restricted Faculty Transfers
T22 - Restricted OAA Transfers
T23 - Restricted Staff Transfers
T24 - Restricted Benefits Transfers
T25 - Other Restricted Transfers

T30 - Total Restricted Transfers

T99 - Total Transfers
Depreciation & (Surplus)/Deficit - Draft

U05 - Plant - Depreciation

U06 - Equipment Depreciation

U99 Total Depreciation

V99 – Budget (Surplus)/Deficit

X06 - Endowment - Other Revenue

X08 - Endowment - Payout Allocation

Z06 - Private Gifts - Other Revenue
New Monthly Forecasting Process

- Requirements
  - Provide a way to do forecasting on a monthly basis instead of quarterly
  - Make it easy on the users, simple
  - For UCSAL use the Budget to pre-seed the first forecast month and then use the prior forecast to pre-seed the next month’s forecast
    - By the end of the year would preferably like to use Actuals and Forecast mix for greater accuracy, but the Budget Pools to Actuals is needed. (This is a work in progress)
  - For UCBUD use a combination of Actuals and Forecast to pre-seed the forecast each month.
  - Use the new budget model structure (SBR)
New Monthly Forecasting Process

• Approach

  – Modify forms and structure in Delphi to support monthly forecasts

  – Keep it easy and simply by having IT do all the pre-seeding and having data ready for adjustments when the users open the forms. Don’t make drastic changes to the forms and their functionality.

  – Implement the SBR structure as an alternate hierarchy of the OBS structure.

  – Work with the Business Objects team to make the same changes to continue to provide reporting through them in the SBR structure, as well as the OBS structure.

  – 3 Levels of Testing (IT, Budget Office, Users)

  – Training will be group style with new environment the first week of October
New Monthly Forecasting Process

- Login to Delphi and Open UCSAL, New folder Monthly Forecasts
- Monthly Forecast Forms will be listed in the left Pane
New Monthly Forecasting Process

UCSAL

• Changed to reference the current forecast, managed by IT
• Load section is data copied from Budget or Prior Forecast, we are not loading monthly from Workday due to Actuals and Pools
• No change to the POV selections or drop down boxes
• No change to Update or Add features
• No change to Add Manual Fringe feature on the Monthly tab
• Only includes 1st Draft
New Monthly Forecasting Process

1A Compensation Forecast by Account6
New Monthly Forecasting Process

Transfer Forecast Data to UCBUD

- Change to the POV
- Scenario will have the current forecast
- Account6 selection will drive the drop down box selections
  - Pick an Exec > Exec and Dept
  - Pick a Dept > Dept and Account6’s
  - Pick a specific Account6 > Only that Account 6
New Monthly Forecasting Process

- Login to Delphi and Open UCBUD, New folder Monthly Forecasts

- Monthly Forecast Forms will be listed in the left Pane
New Monthly Forecasting Process

UCBUD

- Changed to reference the current forecast, managed by IT
- Changed to reference the SBR structure
- New Form to compare Budget to Actuals for the Year
- New Form to compare Current Forecast to Actuals for the Month
- New Form to compare Current Forecast to Actuals for the Year
- On Forms 2, 3 & 4 Changed columns to provide a Budget to Actuals Variance
- On Forms 2, 3 & 4 Changed to columns to provide a Budget to Current Forecast Variance
- No change to the POV selections or drop down boxes on forms 2, 3 & 4. Form 1 shows children in drop down box based on the selection.
- No change to Add Account 10 feature
- Only includes 1st Draft
New Monthly Forecasting Process

1A Unit – YTD Variance Explanation / 1B YearTotal Variance Explanation
New Monthly Forecasting Process

1C Unit – YTD Forecast Variance Explanation / 1D Year Total Forecast Variance Explanation

![Image of 1C Unit - YTD Forecast Variance Explanation table]

![Image of 1D Unit - Year Total Forecast Variance Explanation table]
New Monthly Forecasting Process

2. Unit – Enter Forecast by Account 6 – Changed columns to show variances

Same changes to Forms 3 to enter by SubAccount and Form 4 with the Account10
New Monthly Forecasting Process

- Mapping process – Changed to map to SBR structure and Current Forecast
New Monthly Forecasting Process

- Submission process – Changed to use SBR Structure and Current Forecast
Hyperion Assessment

• Review of Delphi
  – Application Functionality
  – Reporting
  – Training/Support
  – FitGap to Cloud Version

• Roadmap/Options for future Enhancement
Hyperion Assessment

- Performance Architects, Inc.
  - Jonathan Etkin
  - Ron Woodlock
  - Benjamin Hogle
Summary of Listening Tour

• Salary Pool Reconciliation: Enhancement in Progress
Summary of Listening Tour (cont’d)

• Budget entry, review and forecasting – make Delphi more of a 1-stop shop
  – Streamline app navigation ‘clicks’ to execute an entry (e.g. positions)
  – Incorporate Excel template functionality, moving GAAP budget model into Delphi, avoiding performance issues and adding transparency
    ✓ Forecast/projections, and Annual budget planning
  – Provide departments w/ simple templates to rollup to Delphi, re: Booth model, some custom
  – Most units project without department input, given timing. Some exceptions, re: F&A etc.
  – Enable daily updating of Delphi to input forecast changes in draft, decreasing need for shadow spreadsheets
  – Provide ‘what-if’ and projection capability in Delphi (e.g. payroll projection, scenario analysis)
Summary of Listening Tour (cont’d)

• Data Structures
  – Currency of salary data
  – Currency of new accounts and/or account list/cheat sheet
  – Data integrity (reports of diff numbers betw Workday and Delphi, TBH counted as actual in Delphi so doesn’t match fin/BO, hierarchies changing, calc. of fringe rates, etc.)
  – Additional Workday/Delphi integration to reduce TBH w/ actual position numbers
  – A few units need subaccount breakdown below ‘00’ level (e.g. Humanities, Investments)
Summary of Listening Tour (cont’d)

• Training
  – Training environment – almost ready
  – Task lists incl. contact names, acronyms, definition of apps/tools/purpose, links to training docs links to key reports etc.
  – Combo of instructor-led, hands-on, small-group classroom setting; and online videos; with some lab/drop-in sessions. Not webex.
  – Don’t train/ramp-up at monthly meetings
  – Include syllabi in training materials
Summary of Listening Tour (cont’d)

• Training (cont’d)
  – Topics:
    √ Fund Accounting
    √ Budgeting/Model (budget model overview, how unit budgets should be
developed, where calcs and numbers come from, etc.)
    √ Business process training in Delphi (breakdown into basic, advanced, etc.)
    √ Reporting and Data: Delphi data relative to workday, IRF/Business
      Objects, and how it works in Delphi; which reports to use and why/where
      and for which process (budget, forecast, in-between, etc.)
    √ Smartview (templates, tips/tricks, etc.)
    √ Advanced Smartview incl. ad-hoc reporting
    √ Best Practice Discussions (budget topics, hearing from other units on how
      they do things)
  – Training for departments to effectively use templates
Summary of Listening Tour (cont’d)

- Reporting
  - Standard monthly variance report in Delphi
  - Other reporting that is easy to use
    - ID standard and custom reports fr IRF/BO (finance, OBS, payroll) that units rely upon.
    - Can build as standard reports in Delphi?
    - Where infeasible, create folder in IRF/BO or Delphi for ‘budget managers’ with links to reports (e.g. Payroll reports, OBS Schedule, Acct-Status, others)
Summary of Listening Tour (cont’d)

• Technical Support
  – Mac Issues and Support
  – Smartview crashing
  – Delphi app and Smartview quirks, e.g. things ‘disappearing’
Summary of Listening Tour (cont’d)

• Shadow systems
  – Dual entry:
    ✓ Many use for budget development to replicate ‘how they do their business’. What does this mean, how can Delphi better mirror this or is each unit unique?
    ✓ Many use for ‘reconciliation’, meaning side process to enter/maintain data?
    ✓ Reporting data from IRF/BO used to seed some spreadsheets, transaction level?
  – Some tracking of data that is not in Delphi (faculty commitments, subsidies for facilities, what else?)
  – Some for what-if analysis
Summary of Listening Tour (cont’d)

• Communication
  – Monthly Meetings helpful
  – BAC helpful

• New Modules
  – Capital Budgeting
  – Multi-Year Budgeting
Questions