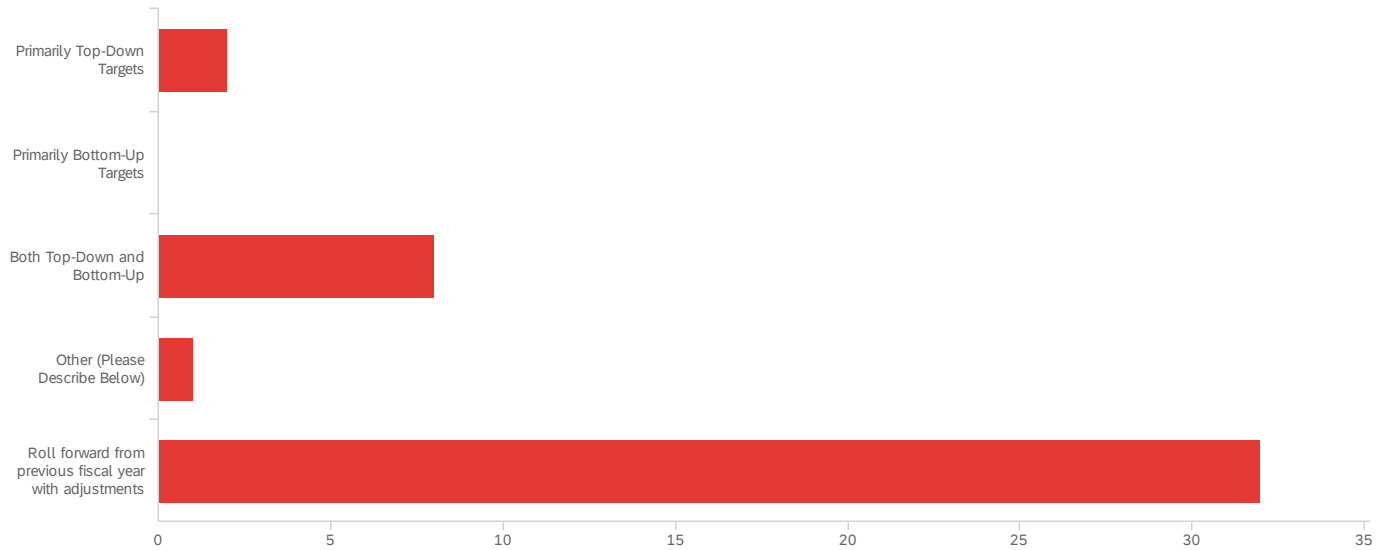


# Default Report

Budget and Financial Planning Survey

November 2, 2020 8:17 AM MST

## 1 - How do you currently develop your budget?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	How do you currently develop your budget? - Selected Choice	1.00	5.00	4.42	1.08	1.17	43

#	Field	Choice Count
1	Primarily Top-Down Targets	4.65% 2
2	Primarily Bottom-Up Targets	0.00% 0
3	Both Top-Down and Bottom-Up	18.60% 8
4	Other (Please Describe Below)	2.33% 1
5	Roll forward from previous fiscal year with adjustments	74.42% 32
		43

Showing rows 1 - 6 of 6

### 1\_4\_TEXT - Other (Please Describe Below)

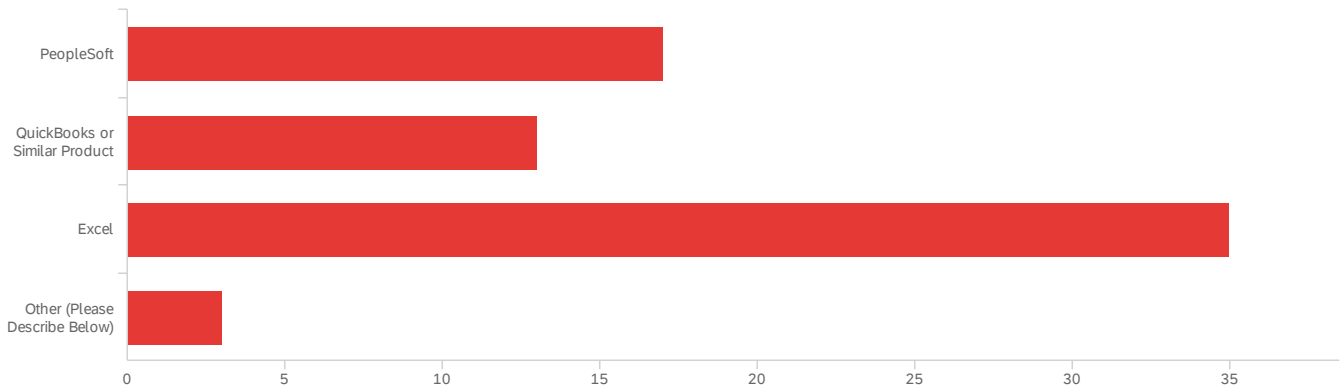
Other (Please Describe Below)

Other (Please Describe Below)

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We look at our trending at the highest level year over year and come up with a high-level budget. We conduct budget reviews with each of our orgs that reviews current year spend and past year spend, they identify what they are expecting for the next year. We put the two approaches together and determine if adjustments are needed.

## 2 - What tools/systems do you primarily use to budget?



#	Field	Choice Count
1	PeopleSoft	25.00% 17
2	QuickBooks or Similar Product	19.12% 13
3	Excel	51.47% 35
4	Other (Please Describe Below)	4.41% 3

68

Showing rows 1 - 5 of 5

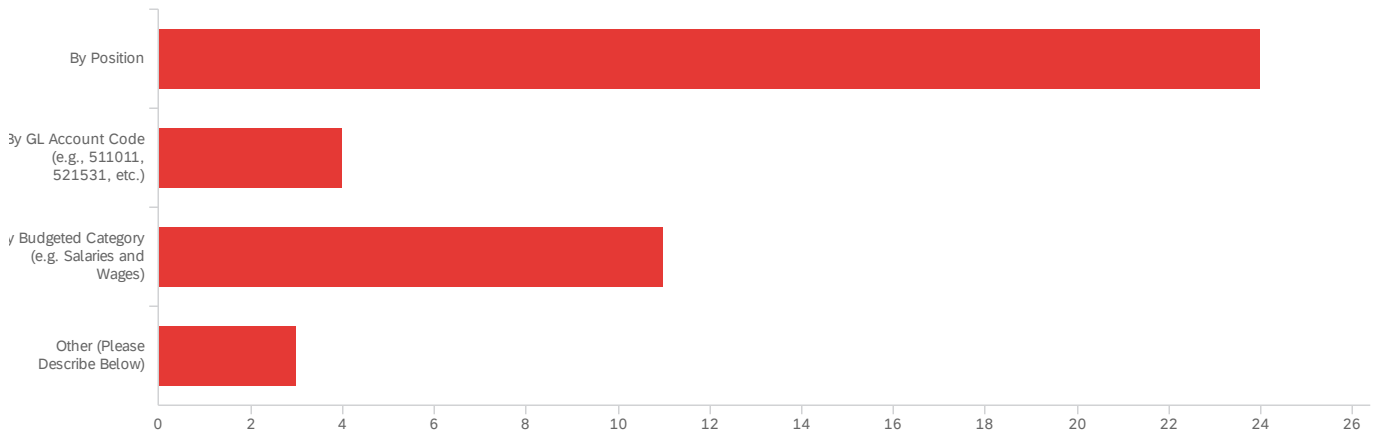
### 2\_4\_TEXT - Other (Please Describe Below)

Other (Please Describe Below)

Quicken and Excel

Combination of Excel and PS

### 3 - At what level do you plan for compensation expenses?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	At what level do you plan for compensation expenses? - Selected Choice	1.00	4.00	1.83	1.04	1.09	42

#	Field	Choice Count
1	By Position	57.14% 24
2	By GL Account Code (e.g., 511011, 521531, etc.)	9.52% 4
3	By Budgeted Category (e.g. Salaries and Wages)	26.19% 11
4	Other (Please Describe Below)	7.14% 3

42

Showing rows 1 - 5 of 5

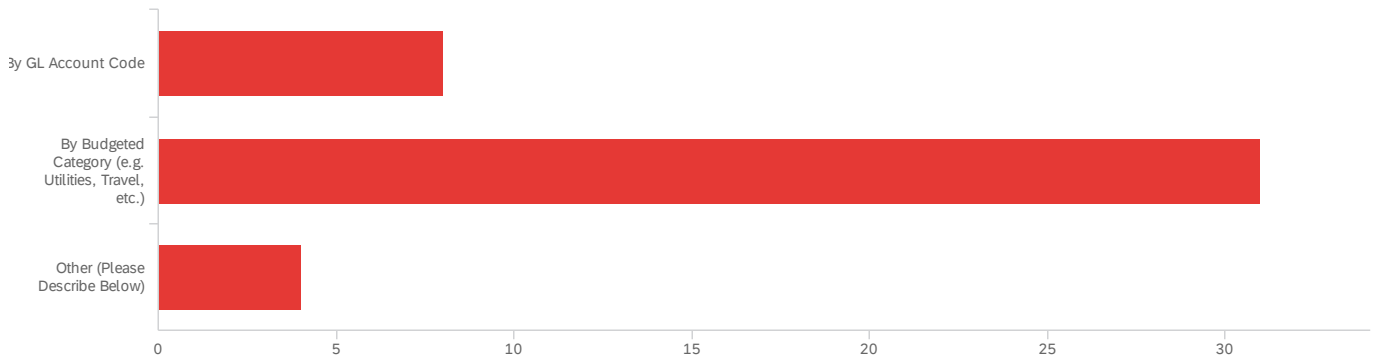
#### 3\_4\_TEXT - Other (Please Describe Below)

Other (Please Describe Below)

By position and category

by position and by GL code

## 4 - At what level do you plan for non-compensation expenses?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	At what level do you plan for non-compensation expenses? - Selected Choice	1.00	3.00	1.91	0.52	0.27	43

#	Field	Choice Count
1	By GL Account Code	18.60% 8
2	By Budgeted Category (e.g. Utilities, Travel, etc.)	72.09% 31
3	Other (Please Describe Below)	9.30% 4
		43

Showing rows 1 - 4 of 4

### 4\_3\_TEXT - Other (Please Describe Below)

Other (Please Describe Below)

Combination of both

By budgeted category but also by purpose within the college. We have faculty funds that could split into SRI, startup, APS, SEED funding, etc and they want to see those totals separately. So we currently track those items separately when needed. All events, travel, business meetings, communications, phones, advertising, events, programming, course expenses, IT expenses...all are tracked separately within each academic/administrative unit.

By Item/Project rolled up into budget category

categories within Quickbooks

## 5 - If applicable, in which categories do you plan revenue, and at what level of detail?

(e.g., College Technology Fees- by Department; EDWCH funds - by Faculty, etc.)

If applicable, in which categories do you plan revenue, and at what level o...

EGFEE, MISCA - by Org

Generated Revenue-by internal departments and Health Fee-by projected number of students

Ticket Sales (all sports by department), Contributions, Trademarks, Room & Board, Conference Distribution, Contract Revenue, Sponsorship Revenue, Miscellaneous Revenue, Pouring Rights, Gift-in-Kind, Parking Fees, Facilities Rentals

EDWCH - by faculty, MISCA by area (no depts), OUFND by fund, EDGEN

By Revenue Code for the Org

By Revenue GL Code in each org

E&G funding allocation

I break down revenue by revenue source - for example, I budget by type of permit so we know the amount of revenue each type of permit generates

Other - PEAK Admin Fee

We estimate fee revenue, plan for EDGEN funding, plan based on EDWCH estimated income, carryforward funds on both cash and EDGEN, donations, online fees, essentially any source of income we reliably receive...we conservatively estimate and plan from there.

College Tech Fees - by Department, Course Fees - by Department

NA

Our office does not have revenue except for monies contributed by RSU and Cameron based on our MOU with them.

By program, degree undergrad/grad, by service unit

None

N/A - receive NAACTVITY Fees, EDGEN funds,

N/A

tech, consolidated, on-line, edwch

by department

Fees, EDWCH

If applicable, in which categories do you plan revenue, and at what level o...

All revenue comes from the "sales" category. We try to budget both labor and material sales.

N/A for SBSC; but in the areas we support we all of the above... very detailed

By program (JD, MLS-IPL, MLS-OGEL, MLS-HCL, MLS-IBL, LLM). Within the JD program by department, Legal Assistant Education, Continuing Legal Education).

NA

A&E Service Income-By Projects

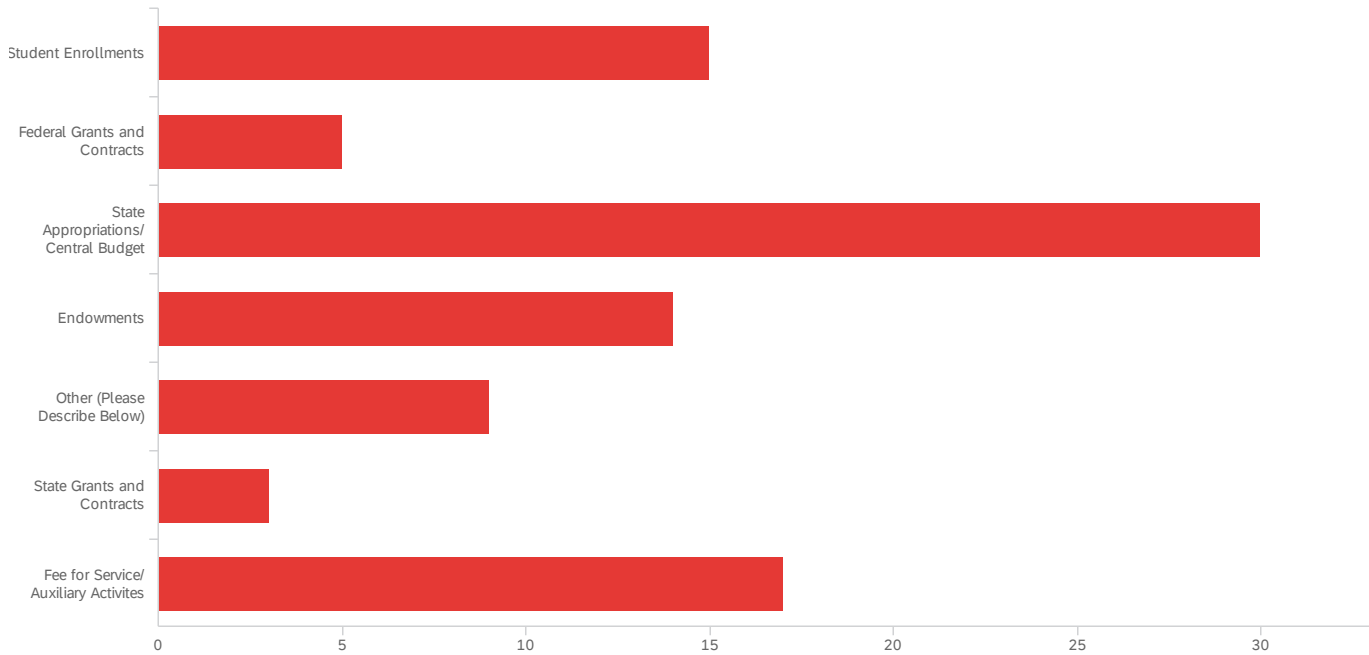
Tech Fees and Course Fees - by budget category; EDWCH funds - by faculty and budget category

Tech, CCPF & Online by college (mainly allocated to department budgets), EDWCH funds by faculty & department, central funding by department, OU Foundation funding by department & fund, misc soft money income, SRI by department, internal OU commitments, CAS college commitments & beginning balances

Football, MBB, Other Sports, Contributions, Trademarks, Room & Board, Conference Distribution, Miscellaneous, Contract Revenue, SSP/Other Sponsorships, Gifts In Kind, Other Allowances, LNC Parking, LNC Facility Fees, Facilities Rentals, Non-Operating Revenue - at the Overall Athletic Department level.

na

6 - Which factors drive your current revenue planning process? Please select all that apply.



#	Field	Choice Count
1	Student Enrollments	16.13% 15
2	Federal Grants and Contracts	5.38% 5
3	State Appropriations/ Central Budget	32.26% 30
4	Endowments	15.05% 14
6	Other (Please Describe Below)	9.68% 9
7	State Grants and Contracts	3.23% 3
8	Fee for Service/ Auxiliary Activites	18.28% 17
		93

Showing rows 1 - 8 of 8

6\_6\_TEXT - Other (Please Describe Below)

Other (Please Describe Below)

Events



Other (Please Describe Below)

Prior Year Actuals

Student Housing Contracts

We rely heavily on annual cash donations from both individual and corporate donors.

External services

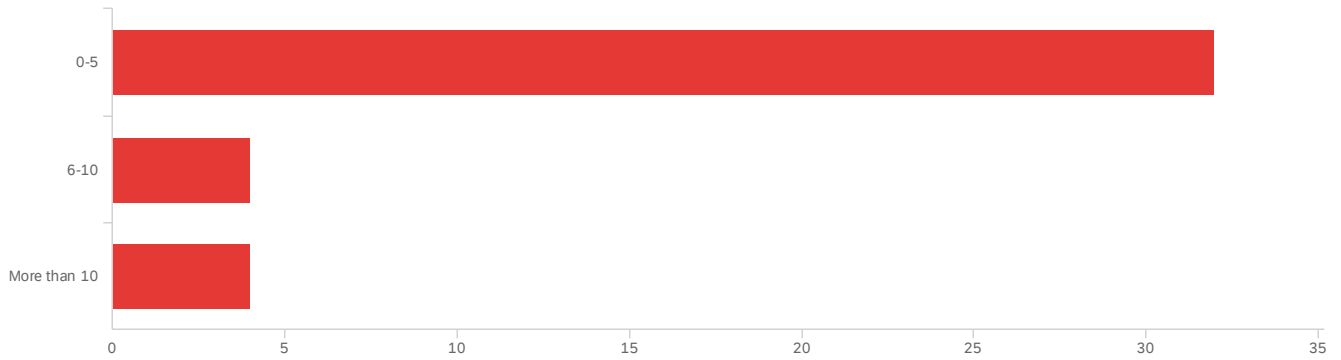
enrollments do project revenue

Mandatory and academic service fees.

foundation funds

All revenue items listed on the previous page.

7 - How many individuals have direct involvement in the budget planning process for your college/unit ? (e.g., College of Fine Arts, Housing and Food, etc.)

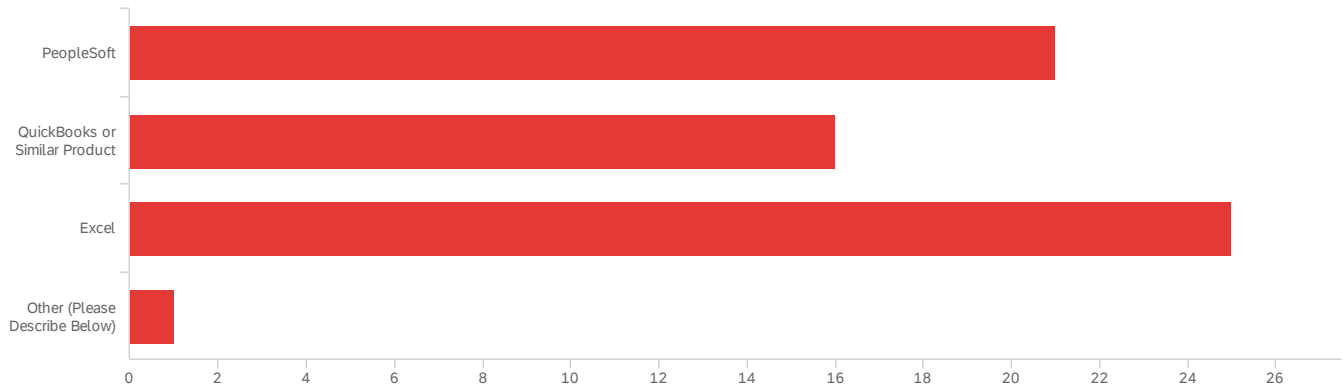


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	How many individuals have direct involvement in the budget planning process for your college/unit ? (e.g., College of Fine Arts, Housing and Food, etc.)	1.00	3.00	1.30	0.64	0.41	40

#	Field	Choice Count
1	0-5	80.00% 32
2	6-10	10.00% 4
3	More than 10	10.00% 4
		40

Showing rows 1 - 4 of 4

8 - How has your college/unit historically monitored budgets vs. actuals? Please select all that apply.



#	Field	Choice Count
1	PeopleSoft	33.33% 21
2	QuickBooks or Similar Product	25.40% 16
3	Excel	39.68% 25
4	Other (Please Describe Below)	1.59% 1

63

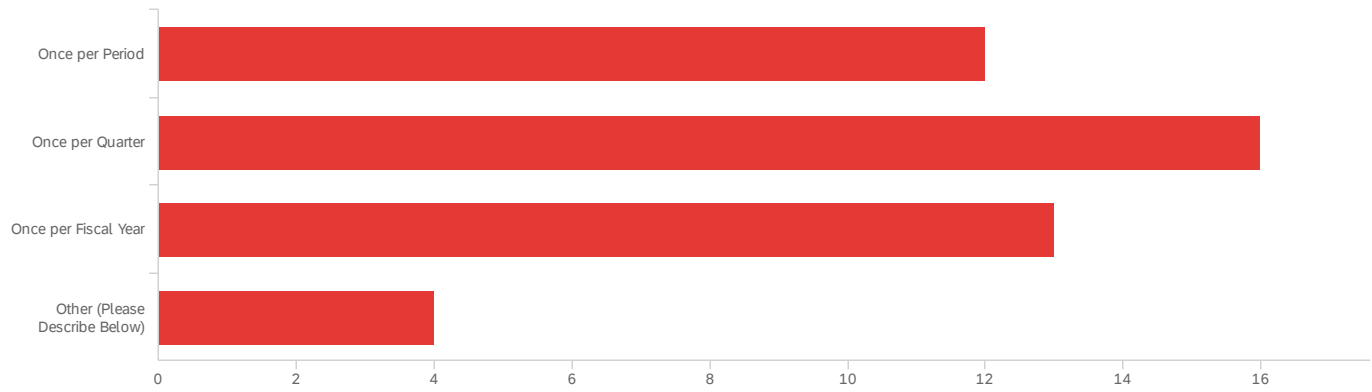
Showing rows 1 - 5 of 5

8\_4\_TEXT - Other (Please Describe Below)

Other (Please Describe Below)

Quicken and excel

9 - How often does your college/unit produce forecasts? Please select all that apply.



#	Field	Choice Count
1	Once per Period	26.67% 12
2	Once per Quarter	35.56% 16
3	Once per Fiscal Year	28.89% 13
4	Other (Please Describe Below)	8.89% 4
		45

Showing rows 1 - 5 of 5

9\_4\_TEXT - Other (Please Describe Below)

- Other (Please Describe Below)
- Almost Monthly but definitely quarterly
- Ideally once per period, but time constraints have not allowed that to happen
- annual/bi-annually/and monthly
- Monthly budget review with org. Forecast with Sr. level ~ quarterly.

## 10 - What process do you currently follow when making adjustments to approved budgets?

What process do you currently follow when making adjustments to approved bu...

Budget/Financial analysis, Fund commitment and actuals analysis, Position funding analysis, budget adjust as needed

unit submits budget adjustment to athletics business office and our office makes the budget adjustment in system

We used to leave the budget for the year but not with the current system. It goes through approvals like any other CT.

In years past we left the budget for the year and didn't make adjustments throughout the year. This year has been different with the new system.

budget revisions

BR

I only adjust if it's significantly out of range

We determine if we have money in the accounts, if so, then we approve. If not, then we request approval for funds prior to approving.

We have to be able to make adjustments daily. Typically deans/directors make promises and we must find a source to fund the commitment. At the college level, those flow through me. In our departments those are handled by financial staff (if applicable) or the financial liaison with SBSC in a situation where there is no financial staff.

Dean approval with conversation with Budget Office on next action steps.

Reevaluate expenditures

Verbal approval from Director and then contact Budget Office if adjustments need to be made in PS

Not sure what you are asking; we process the required transfer forms and update our Excel files to reflect the change(s).

ad-hoc as needed and approved by the Dean

Submit corrections to budget office

We have rarely made adjustments to Peoplesoft budgets unless our overall budget changed or compensation adjustments were needed. Our main budget tracking was handled internally, and we did not utilize Peoplesoft to track line item budgets (supplies, IT, etc.). This was either handled at the accountant/bookkeeper level or discussed between the bookkeeper and the VP prior to adjustments being made.

Budget Revisions

budget revisions and cost transfers

as needed

What process do you currently follow when making adjustments to approved bu...

Approval from exec committee

budget revisions

Dean approval.

by category and funds available

correct our current FY budget summary

Add additional revenue, remove excess budget from categories where underutilized, etc.

documentation of new income or financial commitments; edit the excel budget shell for the department

We haven't adjusted budgets in the past.

Submit budget change

## 11 - How is your unit's annual budget approved prior to submission to the Budget Office?

How is your unit's annual budget approved prior to submission to the Budget...

Associate Dean recommendation to Dean for approval

Through discussion with management. Comparisons are made with previous actuals and predictions.

N/A - this is my first time doing the budget at Oklahoma. Here is how we would like the process to go: It is approved by the sport/department first, then administrator of the department, then athletics business office, then ultimate approval from Athletic Director

Review with Dean

AVP reviews before entry.

Our VP reviews and approves.

Vice President

Dept Internal Review

It is approved at the Director level before submitting to the Budget Office

Through the CFO

Vice Presidential approval

Our full annual budget has never been submitted to the Budget Office. I have historically (and my predecessor prior to me) handled all EDGEN budgets centrally in the dean's office. I have made adjustments when necessary based on the current dean's directive, if needed. Otherwise, it is largely on my shoulders to make sure the budget is distributed as needed. Our EDGEN funds truly represent less than 1/3 of our total spending in most units. The other 2/3 come from foundation funds and grants/contracts. Until very recently those items were not part of the central budgeting process. Instead we consolidated each until into a complete excel budget by account including OUF funds allowing us a more complete picture. All ORS related research funding was not included in our budgeting process.

Approval by Dean via conversation and email

Reviewed by Office/Budget coordinator and area VP

Approved by Director

We don't currently have an established process, given the new system and new leadership.

by the Dean and Provost

Reviewed by Assoc VP

This is prepared by the bookkeeper and forwarded to the VP for review/approval prior to submission.

At VP level

How is your unit's annual budget approved prior to submission to the Budget...

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Financial/Dept Chairs/Dean

Exec committee

Budget submitted to director from accounting department for approval before submission to the budget office.

Deans and Directors

I don't know that it is...

Department head, then Dean approval.

Budget is approved through Airport Administrator then submitted to Financial services.

Vice President

Reviewed by VP of Operations

verbal approval from Dean

Reviewed by Department Chair and submitted to Deans Office then reviewed by Executive Director of Operations (new funding asks presented to Dean) and then final budget entered in PS by Exec Dir of Oper

Through Sr. Admin and Director of Athletics.



## 12 - What is your biggest pain point related to budgeting currently?

What is your biggest pain point related to budgeting currently?

Will want to break orgs up by funding type beginning next fy. This will make analysis and adjustments more efficient. With current system we are spending more time reconciling budgets for orgs with multiple funding sources.

Nothing dramatic.

N/A - this will be my first time completing the budget at OU. However, it is imperative to have accurate actuals from previous years. Another typical pain point is the layers of approvals needed to finalize the budget

Manual entry, and needing a budget vs actuals report like the nVision.

For the Office of Advancement, the biggest pain point is the decentralized nature of having development officers inside multiple colleges and multiple campuses and losing line of sight into those expenses that ultimately need to be included along with Central Advancement's expenses. Since most of our expenses are related to salaries and fringe benefits, it would nice to have consistency across campuses.

Manual entry for so many accounts. It would be nice to have a format that could be uploaded.

NA

The new Peoplesoft system

Not knowing the system.

Understanding the system

Having the flexibility that we need in ONE system. With the new reimplementation we are absolutely flying blind at this point because we cannot get all the information we need accurately as of yet. And the new system has made it almost impossible to function in our QuickBooks system.

Not sure

Lack of ability to provided raises.

Figuring out how to get it in the system. Budget usually does it for us

My biggest pain point is that ultimately, I am responsible for setting all budgets (FY21 was just shy of ~\$30m), even though I personally have little knowledge or say in how almost all of our money is actually spent. It would be nice if the account heads (the deans/chairs/directors/etc.) could take some responsibility and set their own budgets in this new system. (That being said, this could end up taking more of my time than just doing it all myself.)

coordination and communication in all directions

Trying to understand the process

We have two. (1) Peoplesoft did not offer the line item tracking options we desired (i.e., "onboarding," "emergency preparedness," "freshman retreat"), which I believe has been resolved by the use of Purpose codes. (2) Reporting is difficult to read/interpret. The budget book was the easiest format to interpret, but once either temporary or permanent budget revisions were made, they became difficult to track in the Peoplesoft budget reports..

What is your biggest pain point related to budgeting currently?

Doesn't align with internal structures

Peoplesoft requires layers of approval, which creates issues for smaller offices

Combining the various forms used - Quickbooks, excel, peoplesoft

Having to work in multiple different platforms to complete the budget.

Having to use shadow systems and, currently, the lag time at Financial Services

SBSC itself is an easy budget. For the departments we support, the biggest pain point is that we are not able to budget at all levels of the CFS. So we can't budget at entity and purpose. And, we can't increase budget to show what is actually available/committed because it allows too much spending authority. So, then we end up keeping track of funding actually available in an Excel spreadsheet and I'm afraid we are going to end up missing something. Also, how do we provide budget vs. actuals reports to faculty on their faculty funding report?

Not enough granularity. MISC, SERVICES, SUPPLIES, TRAVEL and EQUIPMENT, may work for OUHSC, but we used to have advertising, communications, faculty, staff and student travel, postage, printing, special events, computing, and maintenance and repair. It would be nice to budget fringe benefits for faculty, staff and students separately.

Lack of correct information and reports from Financial Services

tracking

N/A

Cash and budget are not linked, budget limitations for "child" categories, inadequate reporting in the system (no budget vs. actuals)

Not enough detail, no budget vs actual, not able to enter budget increases if complete budget has not been exhausted which is increasing workload to keep track of changes, departments are unable to interpret their budgets which is adding even more work to Exec Dir of Ops

Modeling solution with history.

## 13 - What additional elements or capabilities would you like to see in a budget system?

What additional elements or capabilities would you like to see in a budget...

would like to see more streamlined reports created for quick use vs the new query based reporting system. I like the ability to run our own queries but I think would be helpful if the university created some standard reporting structure so that we are all looking at data the same way for reconciliations.

Tracking budget compared to Actual in reports.

Real-time budget modifications and being able to track budget to actual at the department level, category level

file upload of budget data

The ability to drill down to the employee level to see salary information but also to see other expenses such as travel, meals, or conferences expenses.

Budget vs Actuals for current year and previous year.

Drill down capability

More granular

ability to see past invoices, position control,

I need flexibility please! We need the ability to drill down to budget by faculty member/by purpose and by program/by purpose. It is how we plan our fee/foundation dollars for sure. Our EDGEN is basically set in stone because almost every dime we have as a college in EDGEN is tied to a position or GA Pool. We have very little M&O funding to worry about. Fee budgeting by position, by commitment, by course, by technology...the more flexibility the better.

Ability to have an automated forecasting option/tool

Would like more training in budgeting. I am very new to this at OU. So training would probably be beneficial for me.

If something like the following could be the process, that would be fantastic: Account Head logs in and sees the budget setting screen for their designated pot of money (this might be tricky because "pots of money" can overlap). They can pull up and review previous year's info as a comparison, and set their budgets in the system. (Hopefully all of this is exportable to Excel.) Then that can route to me, and I can review it to see if they have done it correctly (and if I want to tweak anything). Then, I can approve and send it onto the BO. I don't know if any of that is possible, but if it was that would awesome.

adhoc reporting and analysis as we have need, comprehensive dash boards

built in forecasting tools

1. When entering a budget for a new FY, the ability to see the proposed budget for a category prior to submitting the increase/decrease entry. 2) The ability to forecast several years out and the ability to look at/enter trial forecasts. 3) The ability to see budget vs. actual for multiple years. 4) The ability to roll up the budget (and budget vs. actual) for the entire division, and ideally the ability to include both HSC and Norman ORG numbers in one report.

Budget to align with specific expenditures and not the current pots of money (00011, 00014)

What additional elements or capabilities would you like to see in a budget...

Additional levels of budgeting (subcategories)

It would be nice to have everything streamlined to easily view the budget and make adjustments. See everything in one system.

Ability to drill down to finer details in expense categories

I'll send a separate email with examples of reports and a list of issues we currently see as well as hopes for the future.

Plan, track, move funds around, projections

Budget vs. Actuals reporting, ability to snapshot whole college budget and easily move to any more specific area of that budget

better ability to track financial commitments owed to others and due to us

Monthly actuals to budget at g/l account level, automatic sending of reports, creation of multiple forecasts that allow for different modeling (but are all visible), budgeting at Athletics department, org level and g/l account level.

ffvwvvvvvvvvvvvvvff

**End of Report**