Agenda

1. Meeting Objectives
2. FSM FY18 Budget Process Overview
   - FY18 Timeline
3. Creating Your Budgets
4. Faculty Hiring Plan
5. Reviewing Your Budget and Preparing For Your Budget Meeting
6. Resources and Contacts
7. Appendix
Meeting Objectives

- Provide overview of FSM budgeting methodology
- Ensure consistent budgeting practices across departmental budgets
- Share best practices
- Discuss timeline and deliverables
FSM FY18 Budget Process Overview
FSM Budget Overview

- FY18 Budget estimated to be over $675 million in revenue and expense
  - Grant Direct + Indirect Budget > $350 million
  - Salaries and Benefits comprise over 50% of expenses
  - FSM accounts for approximately 29% of Northwestern University’s budget

- 7 Basic Science departments
- 20 Clinical departments
- 10 major Centers/Institutes
- 7 Vice Dean administrative areas

- 200 FSM NUPlans budget users entering budget detail
FSM FY18 Budget Process Overview

**Budget and Hiring Plan Preparation**
- Budget to be submitted in NUPlans; supporting materials to be uploaded to SharePoint.
- Faculty hires to be submitted in online database.

**Budget Meetings**
- All departments to meet with FSM Office of Finance and Admin (no longer joint meetings with NMG).
- Certain departments to meet with Dean.

**Budget Approvals**
- Approvals by end of **August** and will include budget approvals, special budget requests, and staff hires.
## FY18 Budget Timeline

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Administrative Units</th>
<th>Basic Science, Non-NMG Clinical, Ctrs &amp; Institutes</th>
<th>NMG Departments</th>
</tr>
</thead>
<tbody>
<tr>
<td>NUPlans Budget Tool Opens</td>
<td>April 19</td>
<td>April 19</td>
<td>April 19</td>
</tr>
<tr>
<td>FY18 Budget Due</td>
<td>May 5</td>
<td>May 19</td>
<td>May 26</td>
</tr>
<tr>
<td>Budget Meetings*</td>
<td>May 11-17</td>
<td>May 23 – 27</td>
<td>June 1 – June 15</td>
</tr>
<tr>
<td>Dean’s Meetings</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>Budget Approvals</td>
<td>August</td>
<td>August</td>
<td>August</td>
</tr>
</tbody>
</table>

*Estimated timeline. Meeting dates may change due to attendee availability.
Documents Required for Budget Submission

• Submit FY18 Budget in NUPlans
  • FY18 Carryforward explanations, including deficit explanations, in comments of carryforward tab in contributor.
  • Special Budget Requests (post to SP). *Budget must be submitted assuming no additional allocations.*
  • Completed copy of budget review checklist (posted to SP)
  • *Budget Summary by Fund Report* – include description of material changes
    • Run for “Operating Funds + Grants” (post to SP)

• Submit FY18 Faculty Hiring Plan using online Faculty Hiring Database
Special Budget Requests

• Budgets should be submitted assuming no additional allocations.

• Strategic allocations of Dean’s funds will be limited.

• If your department would still like to propose a special budget request, please complete the SBR form posted to Sharepoint.
  
  – Requests must demonstrate the need for investment and the efforts your department has undertaken to allocate funds internally for this purpose.

  – If multiple requests are submitted, they must be prioritized by the department.

• Requests will be reviewed by senior leadership. If the request is supported and there are funds available, any allocations will be communicated with the final budget approval letters.
Creating Your Budgets - Overview
Budget Tool – NUPlans

- Forecast from NUPlans Forecasting
- Parameters and Commitments
- NUFin Actuals Data
- FASIS Payroll Data

NUPlans
Access via the NU Portal

Contributor
Web
What To Do in NUPlans Contributor

NUPlans Contributor

- Budget Entry by Fund, Chartstring
- Compensation Budgeting
- Grant Budgeting
- Edit Placeholders
- Define Carryforward Usage
- Export Budget Data
What To Do in NUPlans Web

NUPlans Web

- Mass-load Comp Input Method
- Commitments (Appropriation, NMCat, DC, NMH Grants, etc)
- Add placeholders
  - New grants
  - New employees
- Inactivate Chartstrings
- Add accounts
- Run reports
- Export Budget Summary
  - Report Acct Mapping
Creating Your Budgets – Revenue Budgets
FY18 Budget Drivers - Revenue

<table>
<thead>
<tr>
<th>Revenue/Expense Category</th>
<th>Assumption</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition &amp; Fees</td>
<td>Vary by program</td>
</tr>
<tr>
<td>Appropriations</td>
<td>Held to FY17 levels</td>
</tr>
<tr>
<td>Endowment Payout</td>
<td>1.4% increase, per University guidelines</td>
</tr>
<tr>
<td>Gifts</td>
<td>Don’t forget to budget! And don’t be too conservative.</td>
</tr>
<tr>
<td>NMCat/NM Grants</td>
<td>Should be budgeted as pass-through to reimburse expense.</td>
</tr>
</tbody>
</table>
Commitment Revenue

Commitments include the following revenue (or expense) streams for departments:

- Appropriations
- Dean’s Commitments
- NMCAT/NM Grants
- NMH Grants
- Education Leadership Pool
- Clinical Chair’s Discretionary Funds

Commitments must be budgeted in NUPlans Web.

- Departments Verify Commitment, Future Usage, and Chartstring Distribution
- OFA Approves Usage and Amounts (2 business days)
- Amounts Flow To Contributor
To budget commitments, you must first complete the Commitment Budgeting screen:

1. Select proposed or approved.
2. Select budget grouping.
3. Click to recalculate and save.

For each commitment, please populate the usage row with amount you plan to spend each year and fill out the Chart String, Account, and Budgeted Amount fields.
Commitment Reminders

• The amount in the “Commitments Carried Forward” column is not the original amount of the commitment; it is the balance of the commitment at the beginning of FY17.

• Remember to identify your FY17 usage; this ensures your commitment balance will be accurate.

• Please allow yourself sufficient time to get all the required commitment approvals. You will need to email Marsha McClellan, Donna Kostel and/or Melody Delfosse once your commitments are ready for approval. We will do our best to review all commitments within 2 business days of submission.

• Remember to budget both the revenue (via the commitment process) and the expense (as you budget expenses on your fund tabs).

• NMCat/NM Grant Reminders
  
  • Please do not make transfers from NMCat/NM Grant strings. Instead, identify the specific chartstring the NMCat/NM grant will fund in the commitment tab.

  • NMCat/NM Grant strings should never generate a carryforward balance. Revenue and expense should always be equal.
<table>
<thead>
<tr>
<th>Type</th>
<th>Contact</th>
<th>Account</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appropriation (Departments)</td>
<td>Donna Kostel</td>
<td>88246/546</td>
</tr>
<tr>
<td>Appropriation (Admin Units)</td>
<td>Donna Kostel</td>
<td>88589</td>
</tr>
<tr>
<td>Educational Leadership Pool</td>
<td>Donna Kostel</td>
<td>88502</td>
</tr>
<tr>
<td>Clinical Chair’s Discretionary Fund</td>
<td>Donna Kostel</td>
<td>88541</td>
</tr>
<tr>
<td>Dean’s Commitments</td>
<td>Marsha McClellan</td>
<td>88545</td>
</tr>
<tr>
<td>NMH Grants (FY06-FY14)</td>
<td>Marsha McClellan</td>
<td>88547</td>
</tr>
<tr>
<td>NMCAT</td>
<td>Melody Delfosse</td>
<td>88544</td>
</tr>
<tr>
<td>NMGrant</td>
<td>Melody Delfosse</td>
<td>88542</td>
</tr>
</tbody>
</table>
Endowments

Income Budgets

- Income budgets are automatically established for you on your endowment spending chartstrings on Account “40350 Endowment Income-Cr”; you must budget the expense.

- FY18 payout is $10.15 per unit (1.4% increase over FY17)

- If you know of changes to your number of units or new endowments to be added, please contact Donna Kostel (d-kostel@northwestern.edu, x3-3133).

- To assist you in ensuring that budgeted expense aligns with the restrictions of the endowment, the Office of Finance and Administration will provide each department with a report of their endowments that displays the restrictions as well as # of units and market value.

- Endowment reports will be posted to SharePoint by end of April.
Gifts

- Gift budgets have historically been very conservative.
- Please budget gifts consistent with actuals, unless actuals reflect something atypical.

Remember: it is a best practice to spend restricted funds before spending non-restricted funds; please budget on gift funds and endowments accordingly.
NMG Clinical Department Resources - Reminder

• Academic Mission Balances – Included as NMCat commitments. Must be budgeted through Commitments.

• $1 Million Discretionary – Included as NMCat commitments. Must be budgeted through Commitments.

• Clinical Integration Discretionary (CID) Endowments – Income will be automatically budgeted on the discretionary endowment chartstrings.

• Clinical Integration (CI) Endowed Chairs – Chartstrings have been created and income budgets established for endowed chairs that have been filled. For endowed chairs that your department expects to fill in FY18, you may work with the OFA for approval and to determine your income budget. As a reminder, the naming of endowed chairs requires the approval of the FSM Dean as well as NU’s Provost and Board of Trustees.

• Clinical Chair Discretionary Funds – Must be budgeted through Commitments.
Creating Your Budgets – Expense Budgets
## FY18 Budget Drivers - Expense

<table>
<thead>
<tr>
<th>Revenue/Expense Category</th>
<th>Assumption</th>
</tr>
</thead>
</table>
| Salaries                 | • Faculty salaries should be budgeted according to the relevant compensation plans.  
                           | • Merit Pool to be communicated shortly. |
| Grant Directs            | Don’t forget to budget! And don’t be too conservative. |
| New Faculty Hires        | Only include estimated FY18 expense. Hires needing new funding should be identified as “Unapproved”. |
Salary Budgets – Define Your Salary Default Method

• You can set a default method in NUPlans Web to define how salaries should be treated initially.

• “Apply % Change to FY17 Distribution” - You can apply a % increase to certain accounts for your entire budget grouping, or for certain fund/account combinations (i.e. all regular staff salaries on the 110).

• “Use Amount” – You can define the amount for fund/account combinations.

• (The FY18 Options are not relevant this year).

Sample: This dept is applying a 1.5% increase to all regular faculty salaries in Fund 172.
Salary Budgets – Existing Employees

Salaries for existing employees should be budgeted in the “Comp Input” tab. This tab will show you each person’s FY17 FASIS annual rate and their FY17 distribution (as of March).

You must select a “Method”. The two choices that apply to FSM users are:

- Apply % Change to FY17 Distribution - Representing the % change from FY17
- Use Amount – You can enter the new amount in the Amount column.
- (FSM users should ignore the FY18 Rate Options)

**TIP!** Changing the method triggers recalculations. You can copy and paste the method to speed up entry.
Salary Budgets – Existing Employees (Continued)

Budgeting Cost Share

• Please ensure your cost share is budgeted in the Comp Input tab.

• Although this will not flow to any budget, it will give you the total cost share transfer that needs to be covered (viewable on Comp Summary and Comp Fund Overview).

• Ensure this amount ties to the total budgeted on 88295 (NMT – FSM Cost Sharing) across all strings.

Budget Complete Salaries

• If you want to get a complete picture of an individual’s salary, you may budget the salaries that don’t hit your department’s FSM budget.

• NMG Salaries - (on 710-9700000-70017816)

• Salaries funded by other departments.

• These amounts won’t flow to your actual budget, but including them enables you to confirm the individual’s entire salary is budgeted.
Salary Budgets – Staff Backfills and Vacancies

Backfills of existing staff positions may be included in your FY18 budget.

Vacancies of existing staff positions (prior to March) will show up at the bottom of Comp Input, as shown below.
Salary Budgets – New Positions or Promotions

• To budget for NEW positions, promotions, or vacancies that have occurred since March, you must use the Placeholder views in NUPlans. (see Appendix A: Creating Salary Placeholders)

• Please mark “Approved” or “Unapproved” as outlined on next slide, as well as provide the additional required information.

• All proposed faculty hires must also be entered in the online faculty hire database.
<table>
<thead>
<tr>
<th>Required Status</th>
<th>Funding Source</th>
<th>Additional Required Information</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Faculty</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Existing Dept funds or Approved NMCat/Dean’s Commitment</td>
<td>Approved</td>
<td>Must provide</td>
</tr>
<tr>
<td>Requesting new Dean’s Commitment</td>
<td>Unapproved</td>
<td>&quot;Dean’s Commit– New Request&quot;</td>
</tr>
<tr>
<td>Unfilled FY17 NMCat/Dean’s Commitment requests</td>
<td>Unapproved</td>
<td>&quot;Dean’s Commit– New Request&quot;</td>
</tr>
<tr>
<td><strong>Staff</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New Positions</td>
<td>Unapproved</td>
<td>Must provide</td>
</tr>
<tr>
<td>Promotions</td>
<td>Unapproved</td>
<td>Must provide</td>
</tr>
<tr>
<td>Vacancies and Backfills</td>
<td>Approved</td>
<td>Must provide</td>
</tr>
<tr>
<td>100% Grant Funded</td>
<td>Approved</td>
<td>Must provide</td>
</tr>
</tbody>
</table>
Salary Budgeting – Common Mistakes

Not Identifying Placeholder Approvals

You should indicate whether the placeholder is approved (should flow into your budget) or unapproved (should not yet flow to your budget). If you don’t indicate approved or unapproved, it won’t flow into your budget.

Chartstring Status Errors

Please make sure to check the chartstring status on both the Comp Input and the Edit Placeholder tabs. There is a list of all statuses and what they mean on FFRA’s Budgeting site (http://ffra.northwestern.edu/documents/training/nuplans/704/NUPlansChartStringStatuses.pdf).

- The most common error is budgeting compensation on an account that doesn’t exist on your chartstring. If this is the case, this compensation will not be included in your budget.
Grant Budgets

• You should budget all existing grants, as well as establish placeholders for expected grants.

• Please do your best to assign the appropriate category to the type of expense:
  – I.e. Salaries and Benefits, Service and Prof Fees, Stipends, Subcontracts, etc.
  – Try to avoid “Other” where possible. If you are not sure, use an estimate or average based on other departmental grants. This is important in monthly budget to actuals review.

• Please be precise about whether the expense will generate F&A or not, as this helps set FSM’s indirect cost revenue budget.
  – Subcontracts <$25k (generate F&A) versus Subcontracts >$25k (excluded from F&A)
  – Direct expenses “Included” versus Direct Expenses “Excluded”
  – These are broken out in Grant Input tab
Reminder: Other Expenses to Budget

✓ Anticipated grant gap expenses (salary, animals and supplies)
✓ Bridge Funding
✓ Faculty Incentive Comp
✓ Recruiting Expenses
✓ Conference Registrations, Travel, Memberships
✓ Computers
✓ Equipment Repairs
✓ Any non-routine expenditures that may require use of departmental carryforward reserves.

Please see the Budget Checklist posted to SharePoint for comprehensive list.
Faculty Hiring Plan
What is the Faculty Hiring Plan (FHP)?

• List of faculty positions your department anticipates conducting searches for in FY18 only

• Includes only full-time and academic full-time positions (academic full-time faculty are paid 100% by an approved affiliate)

• Includes only positions on the following career tracks:
  – Clinician-Educator
  – Investigator
  – Team Scientist

• Includes positions with early FY19 start dates if you will conduct the search in FY18

• Includes replacement positions for known faculty departures
Creating Your Faculty Hiring Plan

• Build your FHP in the business plan database by creating a business plan for each position

• FHP is due along with your FY18 budget

• NMG is not asking departments to budget for incremental faculty hires in the NMG budget process, but those positions should be included in the FSM faculty hiring plan (if they are full-time, on the Clinician-Educator or Investigator career tracks)
  – Estimated FY18 FSM expense should be included in your FY18 FSM budget
  – “Approved” or “Unapproved” status should be accurately reflected.

• Follow the detailed checklist on the FAO website:
  [http://www.feinberg.northwestern.edu/fao/administrators/general/annual-fhp.html](http://www.feinberg.northwestern.edu/fao/administrators/general/annual-fhp.html)
Business Plan Database Overview

• FAO number is **not** a search number; it is a record number for each faculty position in the database

• Types of business plans
  – Budget Plan: created to propose a position on the FHP
  – Pre-search Plan: created to request permission from NU to conduct a search
  – Offer Plan: created to extend an offer to a candidate

Phases of Faculty Recruitment
Creating Your Faculty Hiring Plan

- Determine which of your approved or pending searches you will continue to recruit for in FY18
- Create budget plans for any additional positions you plan to conduct searches for next fiscal year
- Assign positions to (or exclude them from) the FHP using the link to “Create / Edit Hiring Plan for 2018”
- Close any open positions you do not intend to recruit
- If your financial plan for an approved pre-search has changed significantly, you may edit the finances of the business plan using the Pre-search Revision process (contact FAO)
Tips for Preparing Business Plans

• Write short but meaningful descriptions on the demographics page of the business plan
  – If a position is part of an offer or retention package for another faculty member, indicate that in the description and upload offer or retention letter to business plan, e.g., Smith Recruit (retention): Junior Investigator

• Choose accurate funding sources on FSM pages

• When existing NMCat or Dean’s Commitment funding is used, include a note on each line to identify whose package is being used

• If new Dean’s funds are needed, a separate SBR should be submitted that ties to this amount.
Tips for Preparing Business Plans

• Upload documentation (e.g., PDF of email correspondence) to confirm any funding commitments from departments/units outside your own

• On the NMG and FSM pages, write short but meaningful notes to clarify line items for reviewers

• On the FSM pages, put separate commitments on separate lines rather than lumping multiple commitments together on a single line
Faculty Hiring Plan Important Reminders

• All positions—even those that already have pre-search numbers assigned—are reviewed as part of the hiring plan

• Approval of a budget plan is not an approval to conduct a search!
  – When the hiring plan is approved, any budget positions included on it must then go through the pre-search process to obtain search numbers.
Reviewing Your Budget and Preparing for Your Budget Meeting
Budget Review - Reports

There are helpful budget review reports and views available to you in NUPlans.

Budget Summary by Fund Report (in Web)

- Income Statement that can be run for different funds (i.e. just 110, all non-sponsored, etc)
  - Will be reviewed during budget meeting

- Each department must provide a copy of your department’s Budget Summary by Fund Report (run for “Operating Funds + Grants) as part of budget submission. You should include an explanation of all material changes between your FY17 and FY18 budgets.

<table>
<thead>
<tr>
<th>Budget Summary</th>
<th>FY17 Budget</th>
<th>FY17 Forecast</th>
<th>FY18 Budget</th>
<th>FY18 Budget Grants</th>
<th>FY18 Budget (All Funds)</th>
<th>FY18 Budget vs FY17 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Aid</td>
<td>(59,888)</td>
<td>(51,413)</td>
<td>(98,880)</td>
<td>(53,120)</td>
<td>(152,000)</td>
<td>(152,000)</td>
</tr>
<tr>
<td>Net Tuition &amp; Fees</td>
<td>(59,888)</td>
<td>(51,413)</td>
<td>(98,880)</td>
<td>(53,120)</td>
<td>(152,000)</td>
<td>(152,000)</td>
</tr>
<tr>
<td>Grants &amp; Contracts - Direct</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>5,404,812</td>
<td>5,404,812</td>
<td>-</td>
</tr>
<tr>
<td>Endowment Distributions</td>
<td>515,943</td>
<td>510,962</td>
<td>776,110</td>
<td>-</td>
<td>776,110</td>
<td>260,167</td>
</tr>
<tr>
<td>Gifts</td>
<td>131,000</td>
<td>515,757</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(131,000)</td>
</tr>
<tr>
<td>Affiliate Mission Support</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Fellows Reimbursement</td>
<td>239,888</td>
<td>180,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(239,888)</td>
</tr>
<tr>
<td>Sales, Services &amp; Other</td>
<td>6,617</td>
<td>126,253</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(6,617)</td>
</tr>
<tr>
<td>FSM Appropriation In</td>
<td>769,951</td>
<td>769,951</td>
<td>769,951</td>
<td>-</td>
<td>769,951</td>
<td>-</td>
</tr>
<tr>
<td>Education Leadership</td>
<td>7,500</td>
<td>7,500</td>
<td>7,500</td>
<td>-</td>
<td>7,500</td>
<td>-</td>
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<tr>
<td>Revenue Transfers In Other</td>
<td>1,823,195</td>
<td>679,757</td>
<td>1,434,286</td>
<td>-</td>
<td>1,434,286</td>
<td>(388,909)</td>
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<tr>
<td>Revenue Transfers In Total</td>
<td>2,600,646</td>
<td>1,457,208</td>
<td>2,211,737</td>
<td>-</td>
<td>2,211,737</td>
<td>(388,909)</td>
</tr>
<tr>
<td>Planned Use of Reserves</td>
<td>546,095</td>
<td>-</td>
<td>838,808</td>
<td>-</td>
<td>838,808</td>
<td>292,713</td>
</tr>
<tr>
<td>Intra (RDX) University Revenue</td>
<td>143,752</td>
<td>143,752</td>
<td>143,752</td>
<td>-</td>
<td>143,752</td>
<td>-</td>
</tr>
<tr>
<td>Total Revenue</td>
<td>4,124,053</td>
<td>2,882,519</td>
<td>3,871,527</td>
<td>5,351,692</td>
<td>9,223,219</td>
<td>(252,526)</td>
</tr>
</tbody>
</table>
The “Carryforward Tab” is the best place to look at your performance by chartstring, and is where we in OFA will focus our review to see where you are building or using reserves (carryforward).

In NUPlans, the FY18 beginning carryforward is based on the FY17 forecast that you completed in NUPlans Forecast, so be sure to update your forecast as necessary.

Any use of reserves must have a corresponding explanation in the Comments column.

Any chartstring ending in deficit should have a plan laid out as to how to bring it to balance.
Budget Review - Edit Placeholder

- Review your edit placeholder tab to confirm your proposed faculty and staff additions.
- Verify that you have included the appropriate status and required information for all new positions.

<table>
<thead>
<tr>
<th>Placeholder Approval</th>
<th>Fund</th>
<th>Department</th>
<th>Project</th>
<th>Account</th>
<th>Benefit Type</th>
<th>FY17 Chart String</th>
<th>Chart String Status</th>
<th>Amount</th>
<th>FY17 Salary Budget</th>
<th>FY17 Benefits Budget</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approved</td>
<td>601</td>
<td>101</td>
<td>Professional Exempt</td>
<td>Full</td>
<td>710</td>
<td>05-6101</td>
<td>Active</td>
<td>50,000</td>
<td>50,000</td>
<td>13,600</td>
<td>63,600</td>
</tr>
<tr>
<td>Approved</td>
<td>600</td>
<td>032</td>
<td>Research Professional Salary</td>
<td>Full</td>
<td>172</td>
<td>06-6000</td>
<td>Active</td>
<td>3474</td>
<td>3474</td>
<td>9,439</td>
<td>44,143</td>
</tr>
<tr>
<td>Approved</td>
<td>601</td>
<td>044</td>
<td>Technical-Paraprofessional</td>
<td>Full</td>
<td>170</td>
<td>05-6104</td>
<td>Active</td>
<td>45,000</td>
<td>45,000</td>
<td>12,240</td>
<td>57,240</td>
</tr>
<tr>
<td>Approved</td>
<td>600</td>
<td>032</td>
<td>Research Professional Salary</td>
<td>Full</td>
<td>659</td>
<td>0031</td>
<td>Grant Proposal Exists</td>
<td>50,000</td>
<td>50,000</td>
<td>13,600</td>
<td>63,600</td>
</tr>
<tr>
<td>Approved</td>
<td>600</td>
<td>033</td>
<td>Research Professional Salary</td>
<td>Full</td>
<td>659</td>
<td>57-6000</td>
<td>Grant exists</td>
<td>50,268</td>
<td>50,268</td>
<td>11,863</td>
<td>62,131</td>
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<td>Full</td>
<td>659</td>
<td>57-6104</td>
<td>Grant exists</td>
<td>20,000</td>
<td>20,000</td>
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<td>20,000</td>
<td>5,440</td>
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<td>044</td>
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<td>172</td>
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<td>50,000</td>
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<td>601</td>
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<td>Full</td>
<td>172</td>
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<td>Research Professional Salary</td>
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<td>57-6000</td>
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<td>Full</td>
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<td>044</td>
<td>Technical-Paraprofessional</td>
<td>Full</td>
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<td>02-6104</td>
<td>Active</td>
<td>183</td>
<td>0.0</td>
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<td>0</td>
</tr>
</tbody>
</table>
Ensuring Your Budget is Complete

• Budgets should be submitted assuming that SBRs will **not** be funded. We will ask you to go back to balance it if it is assuming SBR funding.

• Verify that new positions have the appropriate approval status in the placeholder tab. Entries that have no status or are marked as “unapproved” do not flow to your budgets.

• Remember to review your commitments after your budget is complete to ensure the usage still aligns with what is actually needed.
  • NMCat/NM Grant strings should not have any buildup of reserves.

• Transfering Across Strings – Revenue should be budgeted on the chartstring where the expense will reside; do not budget transfers to move money across chartstrings.

• Do not budget for a full year of faculty recruitment expense when the individual is likely to only come for a portion of the year.
Ensuring Your Budget is Complete (cont’d)

• Intradepartmental transfers – Intradepartmental transfers should be balanced.

• Chartstrings with errors - The most common error is budgeting compensation on an account that doesn’t exist on your chartstring. Please review all status messages to ensure there are no errors. There have been numerous grants missing from budgets because departments did not review the chartstring status.

• Automatic Balancing Accounts (see Appendix for Job Aid). Be sure you understand where you are building up or using reserves. Any chartstring showing a deficit will be discussed at your budget meeting and must have a plan to bring it to balance.
Budgeting Best Practices and Reminders

• Use FY17 Actuals to inform your FY18 budget; don’t just copy your FY17 budget.

• Account Code Usage - If FY17 actual revenue/expense has hit account codes different from where the charges were budgeted, update the budget for FY18.

• Continue to update your FY17 Forecast as needed.

• Use restricted funds before using non-restricted funds.

• Use the “Comments” function to document assumptions and notes.

• Use of Carryforward – Be realistic about the amount of carryforward you will need. Most departments are too conservative.

• Budget appropriations, NMCat, etc directly on the appropriate strings rather than using transfers.

• Budgeting all expense on paper and office supplies. Try to assign to the high level categories (S&W, Fringe, Equipment, Lab Supplies, etc).
Documents Required for Budget Submission

- Submit FY18 Budget in NUPlans
  - FY18 Carryforward explanations, including deficit explanations, in comments of carryforward tab in contributor.
  - Special Budget Requests (post to SP). *Budget must be submitted assuming no additional allocations.*
  - Completed copy of budget review checklist (posted to SP)
  - **Budget Summary by Fund Report** – include description of material changes
    - Run for “Operating Funds + Grants” (post to SP)

- Submit FY18 Faculty Hiring Plan using online Faculty Hiring Database
Budget Meetings

• All departments will meet with representatives of the Office of Finance and Administration.
  • Certain departments will be asked to meet with the Dean

• Departments will receive electronic materials ahead of the meeting. We will review some of the key schedules shortly.

• Departments should be prepared to discuss the following strategic issues at their budget meetings; however, please keep your supporting materials brief.

Budget Meeting Discussion Topics

• FY17 Performance Forecast
  – Material variances against budget

• FY18 Budget
  – Areas of use/buildup of reserves
  – Material changes against prior year budget
  – Discussion of any deficits
  – Faculty hiring plan
  – Programmatic development needs (SBRs)
### Feinberg School of Medicine

#### Financial Executive Summary

Sample Department

<table>
<thead>
<tr>
<th>Operational Results</th>
<th>Actual</th>
<th></th>
<th>Forecast</th>
<th></th>
<th>Budget</th>
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<tr>
<td></td>
<td>FY14</td>
<td>FY15</td>
<td>FY16</td>
<td>FY17</td>
<td>FY18</td>
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<td>- Unrestricted (110's)</td>
<td>$ (58,388)</td>
<td>$ 245,715</td>
<td>$ (123,984)</td>
<td>$ (216,143)</td>
<td>$ (300,196)</td>
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<td>- Recharge (160's)</td>
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<td>(16,536)</td>
<td>(8,015)</td>
<td>3,285</td>
<td>-</td>
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<tr>
<td>- Faculty &amp; Discretionary (171's &amp; 172's)</td>
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<td>(26,881)</td>
<td>(91,685)</td>
<td>(115,818)</td>
<td>80,911</td>
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<tr>
<td>- Cost Share (191's, 192's &amp; 193's)</td>
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<td>(2,271)</td>
<td>(0)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>- Gifts (300's)</td>
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<td>72,378</td>
<td>(37,062)</td>
<td>265,533</td>
<td>(251,750)</td>
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<tr>
<td>- Endowment Spending (400's)</td>
<td>(105,309)</td>
<td>(155,214)</td>
<td>(36,319)</td>
<td>(78,765)</td>
<td>(7,168)</td>
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<tr>
<td><strong>Total</strong></td>
<td>$ (184,827)</td>
<td>$ 117,191</td>
<td>$ (297,064)</td>
<td>$ (141,908)</td>
<td>$ (478,203)</td>
</tr>
</tbody>
</table>

| Fund Balances:                           |        |  |        |  |        |
|                                          | FY14   | FY15| FY16     | FY17 | FY18   |
| - Unrestricted (110's)                   | $ 455,038 | $ 700,753 | $ 576,769 | $ 360,627 | $ 60,431 |
| - Recharge (160's)                       | 23,861 | 7,325 | (690) | 2,595 | 2,595 |
| - Faculty & Discretionary (171's & 172's) | 824,684 | 797,803 | 706,118 | 590,299 | 671,210 |
| - Cost Share (191's, 192's & 193's)      | 2,271 | 0 | - | - | - |
| - Gifts (300's)                          | 438,095 | 510,473 | 473,411 | 738,946 | 487,196 |
| - Endowment Spending (400's)             | 464,786 | 309,573 | 273,254 | 194,490 | 187,322 |
| **Total**                                | $ 2,208,735 | $ 2,325,926 | $ 2,028,862 | $ 1,886,957 | $ 1,408,754 |

*Forecasted and budgeted results and fund balances are viewable in Carryforward tab.
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<th>FY17 Budget</th>
<th>FY17 Forecast</th>
<th>FY18 Budget</th>
<th>FY18 Budget Grants</th>
<th>FY18 Budget vs FY17 Budget</th>
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<td></td>
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<td></td>
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<td>(98,880)</td>
<td>(53,120)</td>
<td>(152,000)</td>
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<td>(51,413)</td>
<td>(98,880)</td>
<td>(53,120)</td>
<td>(152,000)</td>
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<td>-</td>
<td>-</td>
<td>5,404,812</td>
<td>5,404,812</td>
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<td>510,962</td>
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<td>-</td>
<td>-</td>
<td>(131,000)</td>
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<td>-</td>
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<td>-</td>
<td>(239,888)</td>
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<td>143,752</td>
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<td>360,605</td>
<td>-</td>
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<td>Total Non-personnel Expenses</td>
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<tr>
<td>Total Expense</td>
<td>4,124,053</td>
<td>3,024,427</td>
<td>3,871,527</td>
<td>5,351,692</td>
<td>9,223,219</td>
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<td>Net Including Budgeted Carry Forwards</td>
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<td>(141,908)</td>
<td>-</td>
<td>(0)</td>
<td>(0)</td>
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<td>-</td>
<td>360,605</td>
<td>-</td>
<td>360,605</td>
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<tr>
<td>Budgeted Use of Carry Forward</td>
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<td>-</td>
<td>(838,808)</td>
<td>-</td>
<td>(838,808)</td>
</tr>
</tbody>
</table>
| Net excl Bud CFWD                      | (535,119)   | (141,908)    | (478,203)   | -                  | (478,203)                 | 56,916
Other Items Reviewed at Budget Meeting

- Edit Placeholder tab – to review new positions and promotions
- Carryforward tab – to review results by chartstring
- Special budget requests
- FY18 faculty hiring plan
Budget Resources and Contacts
Budget Resources and Tools

- SharePoint – FSM-specific job aids, budget methodology guidance, etc. (https://insight.fsm.northwestern.edu/ms/default.aspx)

- NUPlans Open Labs – For questions about how to use the NUPlans tool. FSM Budget Office representatives will be at the lab Tuesdays 4/18, 5/2, & 5/16 from 2:30 – 4:30, and 4/25 from 2:00-4:00.

- NUPlans Help Desk and Training (x14357) – For any technical questions/issues (login problems, Mac issues, etc.)

- Financial Administrators – For unique questions related to your budget (technical questions should be directed to the Help Desk or addressed in training/Open Labs).

- Dean’s Commitments Questions – Contact your Financial Administrator, Marsha McClellan or Donna Kostel

- NMCat Questions – Contact your Financial Administrator, Melody Delfosse, or Christy Wirig

- Job Aids (Budget Prep FAQ, Compensation Chart String Statuses, Filter Rows) http://ffra.northwestern.edu/training/curriculum.html
NUPlans Budget Training
Recommended for All FSM NUPlans Users

• FSM Budget Methodology training is not intended to replace training on the NUPlans tool. We recommend NUPlans users complete the following classes:
  – FMS 701 NUPlans Budgeting Basics (online course)
  – FMS 705 NUPlans For Grants (online course)
  – FMS 706 NUPlans Advanced topics (online course, we suggest you focus on Part 1: Manipulating Views)
  – FMS 707 NUPlans Compensation Budgeting (classroom)
  – FMS 708 NUPlans Fund Budgeting (classroom)

• For more information about these NUPlans courses, as well as course registration, please see the following link: http://ffra.northwestern.edu/training/curriculum.html

• An appendix of some helpful NUPlans tips is included at the back of this presentation.
Resources - NUPlans Training Options

Links to Training materials and NUPlans Tips & Tricks

This is your access

NUPlans Web

Annual Budgeting for FY 2018

- Expand the APPLICATIONS directory on the left to access NUPlans Web forms.

Are You Authorized for Multiple Budget Groupings?

1. Optionally select a default budget grouping for each form/view in NUPlans Web:
   - FSM (FSM)
2. Return to this page to select a new budget grouping if you wish to change the default.

Frequently Used Applications

You will receive an error if you attempt to open an application you’re not authorized for.

- Add Account to String
- Change Chart String Status
- Add Salary Placeholder
- Budget Summary By Fund Report
- Budget Summary Report
- All Funds Budget Report

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<td>Salary Placeholders</td>
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<td>Grant Proposals</td>
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<tr>
<td>Allocations</td>
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<td>Commitments</td>
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<td>Reports</td>
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<td>Planner</td>
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<td>Salary</td>
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<td>Salary - Confidential</td>
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<td>Prep File</td>
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<td>Budget Office</td>
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Budget Question Contacts

Maggie Akkari
Administrative Assistant 3
majd.akkari@northwestern.edu
312-503-4540

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Appendix

A. Creating Salary Placeholders
B. Self Balancing Budgets in NUPlans
C. Understanding Carryforwards
D. Revenue/Exp Budget Vs. Control Budget
E. Balancing Your Transfers
F. Inactivating Chartstrings in NUPlans
Appendix A: Creating Salary Placeholders – Adding or Editing Placeholders in NUPlans.

To add new positions or promotions, you must create “Placeholders” in NUPlans.

Step 1: Add Salary Placeholders (NUPlans Web)

• Please start your placeholder description with your budget grouping number (FSM xxx).

• You should not use the Employee 1, 2 or 3 placeholders that automatically populate contributor. We will ask you to go back and add placeholders if you use these.

• Once you add the placeholder in NUPlans Web, you will see it in Contributor as soon as you log in.

Step 2: Edit Placeholder Data (NUPlans Contributor)

• Edit Placeholder is where you can:
  – Add the chartstring and salary information for placeholders.
  – Indicate whether the position is “Approved” (flows to budget) or “Unapproved” (does not flow to budget).

• If you don’t indicate approved or unapproved, it won’t flow into your budget.
Appendix B: Self-Balancing Budgets in NUPlans

In NUPlans, if you budget revenue and expense in amounts that do not equal, the system will automatically plug the difference in order to balance your budget.

Revenue Budget > Expense Budget

• If you have more revenue budgeted than expense, the system automatically budgets the difference on “88991 – Planned Build-up of Reserves”.

• Any amount budgeted on Planned Build-up of Reserves does not add to your control budget and cannot be spent in FY18.

Expense Budget > Revenue Budget

• If you have more expense budget than revenue, the system automatically budgets the difference on 88992 – Planned Use of Reserves.

• **You must have carryforward to cover use of reserves.** You should be updating your chartstring forecasts throughout May so that the forecasted actuals are as accurate as possible. Once carryforwards post in the new year we will ask you to reduce any budgeted use of carryforward amounts that are > actual carryforward amount.
Appendix C: Understanding Carryforwards

Your carryforward is the cumulative balance of each chartstring at the end of the fiscal year. It is posted at the beginning of the next fiscal year as an expense budget on account 79999.

• In NUPlans, the FY18 beginning carryforward is based on the FY17 forecast that you completed in NUPlans Forecast.

• Because of the way the control budget is calculated, you must budget any carryforward that you plan on using in NUPlans.

• You will see your entire carryforward in NUFinancials, but only the amount that you budgeted to use will be part of your control budget.

• You will need to indicate what the carryforward is being used for on your carryforward tab, in the comments field by chartstring.

• Please continue to update your forecast in NUPlans Forecasting to get the most accurate carryforward balances. The forecast will update NUPlans Budget nightly. Your forecasted FY17 results will also be discussed during your budget meetings.
Appendix D:
Revenue and Expense Budget vs. Control Budget

Revenue and Expense Budget

• This is your budget based on what you enter into Contributor.
• It includes revenue and 88991 – Planned Build Up of Reserves.
• It is used, along with actuals and encumbrances, to calculate your cumulative balance and your carryforward at year end.
• Cumulative balance = Carryforward + (Revenue Actual – Revenue Budget) + (Expense Budget – Expense Actual)

Control Budget

• This is the amount that you are able to spend for the fiscal year. Once you’ve spent this amount, NUFIN prevents any further transactions on your chart strings and holds up central journals such as payroll.
• This is based on the expense budget entered in Contributor, including budgeted carryforward.
• It does not include amount budgeted on 88991.
• It is set at the department or division level, not at chart string level.
Appendix E:
Balancing your Transfers (88598 and 88298)

The budget summary report is a good tool for checking if your transfers are balanced. Expand Revenue Transfers In Other and Expense Transfers Out Other to see how much is budgeted for these accounts, and cost share transfer expense (88295). Also this year the budget summary report can be run for a specific fund, combination of funds, or total funds.

These amounts should be the same.
Appendix F: Inactivating Chartstrings In NUPlans Web

• If you are going to inactivate a chartstring before the end of the year or have just inactivated it, look in Change Chartstring Status in NUPlans Web under Chartstring Maintenance.

• If the status in the first column is Active choose Do not budget from the dropdown menu in the Change Status column.

• If you do not do this and you inactivate the chartstring in NUFinancials it will most likely post a zero budget and still show up on reports in FY18.

• If the status is Inactive in NUPlans, it will not show up on your reports next year.

• Choosing the Do not budget status in NUPlans does not inactivate the chartstring in NUFinancials. You must submit an inactivation request to your financial administrator in our office to inactivate chartstrings or chartfields.