



Richard Bland College
of WILLIAM & MARY

Office of Finance

Budget Manager's Handbook

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Chapter 1: Purpose

The purpose of this Handbook is to offer Budget Managers (or individuals with budget management responsibility and access) a resource for guidelines to manage departmental budgets in an efficient and productive manner and to offer Budget Managers instruction for gathering financial data using Banner.

Budget Summary

The budget is based on assumptions related to enrollment projections, actions taken by the General Assembly and Governor, revenue calculations, and expenditure estimates. Revenue projections utilize historic revenue calculations, prior credit hour production, and enrollment forecasts to estimate revenues.

Expense projections are based on estimated student revenue, state appropriations, and estimated auxiliary/other revenue.

Budget Process

When developing a budget for the upcoming year, the Budget Managers- using a zero-based budget approach- should work with their staff and Department Heads/Cabinet Level member to determine needs based on planned department activities and initiatives. Requested budget expenses should meet the College's Strategic Plan. During the budget planning process, the Office of Finance will distribute Budget Development Packages- including worksheets, instructions, and deadlines. Any budget that does not submit a request may not have an operating budget loaded for that fiscal year.

Final approved budgets are sent out to the Budget Managers in May after Board approval.

Chapter 2: Position Budgeting

Personnel budgets should be submitted along with operating budgets in the annual planning process. As a Budget Manager, you should review the departmental needs for staffing and discuss with your Cabinet level member. Budget Managers should review the staff listed in their budgets to ensure accuracy. In addition, any vacant positions should be considered if still necessary. Please note, that per the President, salary and personnel changes are to be handled by **Cabinet level** members only. Therefore, salary information will be omitted from budget documents.

The Office of Finance works delingently with the Office of Human Resources to ensure Position Control. This includes verification of funding sources for requested new positions, temporary pay for current employees taking on "acting" roles which are vacant, and working to safeguard the College's assets by monitoring personnel budgets. Personnel expenses account for over half of the College's total annual expenditures, making Position Budgeting an integral part of the review and monitoring process within the budget.

Requests for Recruitment Forms are available by contacting the Office of Human Resources. Please complete the form fully, to include if the position requested is a replacement or a new position- and what budget index will be responsible for the expenses. This gives the Office of Finance crucial information needed to review within the Personnel Budget worksheets to ensure adequate funds are available. As a reminder, per the President, any salary change requests should flow through the Cabinet level positions and the Office of Human Resources should be involved for classification and compensation review.

Chapter 3: Tips for Managing Your Budget

Budget Wisely- Your budget is a reflection of what your department believes is important enough to spend its limited resources on. Grounding decisions in your purpose or values is always a sound practice and can sometimes mitigate negative discussion.

Keep Spenders Accountable- Limit the amount of authorized spenders for your budget index, or limit the amount of card holders making purchases towards your budget. Ensure they are aware of overall department budgets and how much should be spent for certain events.

Review and Revisit- You should revisit your budget often. Review your department spending monthly to determine if any cuts in future expenses are needed or if budget transfers will be required to meet your goals. **View Appendix for instructional steps on how to view your budget in Banner.**

Chapter 4: Frequently Asked Questions

Q. Can budgets between personnel and operating be transferred?

A. Budget Managers should only transfer budget amounts between operating line items, and as a best business practice should not use or rely on operating budgets to cover salary increases or create new positions. However under certain extreme circumstances a temporary budget modification may be approved by the Chief Business Officer and/or President to accommodate the needs of the College.

Q. How do I request a budget transfer?

A. First, verify that the funds you would like to transfer from are available. Fill out the Budget Transfer Request form completely and submit for approval to the appropriate Budget Manager(s). If the transfer is between one index, or between two that are managed by the same person, only one Budget Manager approval is needed. If the transfer involves more than one Budget Manager, approval is required by both parties. After this step has been completed, forward the document to the Office of Finance or email the completed form to budget@rbc.edu for final approval and processing.

Q. What if I need a new Budget Code to be established?

A. Please ensure you have discussed the reason, need, and funding source with the Office of Finance team. You will be required to fill out the appropriate Creation Request form and submit it to budget@rbc.edu for processing.

Q. How do I request training on budget activities and processes?

A. Please reach out to the Finance team to schedule individual or departmental training. An email can be sent to budget@rbc.edu. Be specific on the type of training required to allow for the appropriate Finance team members to be present. Annual training is held in the fall of each year, at the beginning of the Budget Development cycle, for all Budget Managers.

Q. How can I get reports on my budget?

A. Monthly, the Office of Finance will supply Budget Managers with a summary level Budget-to-Actual report for review. You may also use Banner to produce additional detailed information that you need. **View Appendix for instructional steps on how to view your budget in Banner.** You may also contact the Office of Finance at budget@rbc.edu with questions.

Chapter 5: Finance Contacts

If you have any questions regarding the budget process or reviewing your departments expenses in Banner, please contact the Office of Finance at budget@rbc.edu.

Other contact information is provided below:

Questions	Person/Title	Telephone	Email
General	Melissa Mahoney <i>Controller & Director of Foundation Accounting</i>	Ext. 6261	mmahoney@rbc.edu
General	Mary Weaver <i>Accounting Manager</i>	Ext. 6421	mweaver@rbc.edu
Accounts Payable	Layne Peebles <i>Accounts Payable Manager</i>	Ext. 1655	Invoices@rbc.edu
Purchasing, eVA	Amanda Turner <i>Procurement Officer</i>	Ext. 6510	Procurement@rbc.edu
PCard, Gas Cards	Nicole Collins <i>Financial Services Specialist</i>	Ext. 6230	dcollins@rbc.edu
Travel & Reimbursements	Sharon Nowak <i>Financial Services Specialist</i>	Ext. 6271	Reimbursements@rbc.edu

Chapter 6: Useful Resources

- Virginia’s Commonwealth Accounting Policy and Procedures Manual: https://www.doa.virginia.gov/reference/CAPP/CAPP_Summary_Cardinal.shtml
- Budget Manager Policy: available online, link provided during annual training
- Budget Training Documents: available online, link provided during annual training
- eVA: Virginia’s mandatory procurement tool managed by the Department of General Services, Division of Purchases and Supply: <http://eva.virginia.gov>
- Works: electronic system for tracking, coding, and approving credit card transactions. Managed by Department of Accounts: <https://payment2.works.com>
- Society for Nonprofits: tips and tools to create budgets and budgeting for success: <https://www.snpo.org/search/google.php?qquery=budget>

Chapter 7: Glossary

Academic Support: Includes activities conducted to provide support services to the institution's three primary programs: instruction, research and public service. Examples include the library, academic technology, academic service center, and disability resources.

Auxiliary Services: Activities within the institution that exist to furnish goods or services directly or indirectly to students, faculty and staff. These activities include housing, food services, and athletics.

Budget: A budget is a quantitative expression of a plan for a defined period of time. It may include planned revenues, resource quantities, costs and expenses, assets, and liabilities. It expresses strategic plans of business units, organizations, activities or events in measurable terms. A budget helps to aid the planning of actual operations within the scope of revenue, expenditures and debt.

Budget Transfer: When funds are moved within or between an budget index. It is also the formal process for the movement of budgets within or between indexes/orgs that must be approved by the Budget Manager prior to submittal to the Office of Finance for processing.

Chart of Accounts (COA): A system used to capture financial transactions and facilitate retrieval of information and financial reporting. The COA is made up of various elements known as the FOAP: Fund, Organization, Account, Program.

Educational & General (E&G): Term used to describe all operations related to the institution's educational objectives.

Institutional Support: Activities whose primary purpose is to provide operational support for the day-to-day functioning of the institution, excluding physical plant operations. Examples include the President, institutional research, administrative technology, financial operations, internal audit, human resources, and safety or security.

Instruction: Includes all activities that are part of the institution's instructional program, primarily all academic departmental operations.

Operation and Maintenance of Plant: This category includes the operation and maintenance of the physical plant. It includes all operations established to provide services and maintenance related to campus grounds and facilities. It also includes utilities, insurance, facilities management, custodial services, sustainability and power plant operations.

Student Services: Those activities whose primary purpose is to contribute to students' emotional and physical well-being and to their intellectual, cultural and social development outside of instruction. This includes advising, admissions, registration, financial aid and student success.

Zero-based Budget: A budgeting approach that does not rely upon prior budget or actual spend, but instead builds a budget starting at zero and adding in justified expenses tied to the organization's strategic plan.

APPENDICES

APPENDIX I. Financial Operating System

Richard Bland College utilizes Banner as its financial system of record. Currently, Banner is not fully integrated with corresponding financial systems such as the Commonwealth's accounting system Cardinal or the purchasing system eVA.

Access

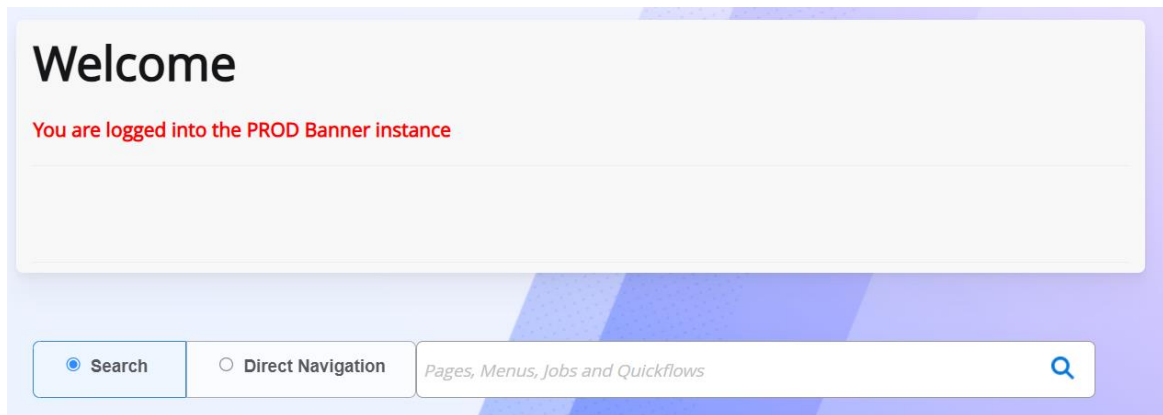
Access into Banner is granted to employees with budget management responsibilities. Users should attend a Banner training session and read through the Banner User Guide to assist with navigating the Banner system. The Office of Finance provides annual training workshops covering the budget process and budget monitoring via Banner. Individual or departmental training is also offered as requested.

To obtain access to Banner, work with your manager to verify your access needs. A request to IT will be needed if you have never had a Banner login before. Once your Banner profile is created by IT, the Office of Finance will enter your appropriate budget access in Banner.

Getting into Banner

Once access has been granted and you have been set up as a Banner user, you should be able to log into Banner by visiting this link: <https://rbc-banssb9-01-p.rbc.edu:8101/applicationNavigator/seamless>. You may need to enter your Windows single sign on password. Banner 9 is best viewed in the Chrome browser.

Once you are logged into Banner you will see the welcome screen below.



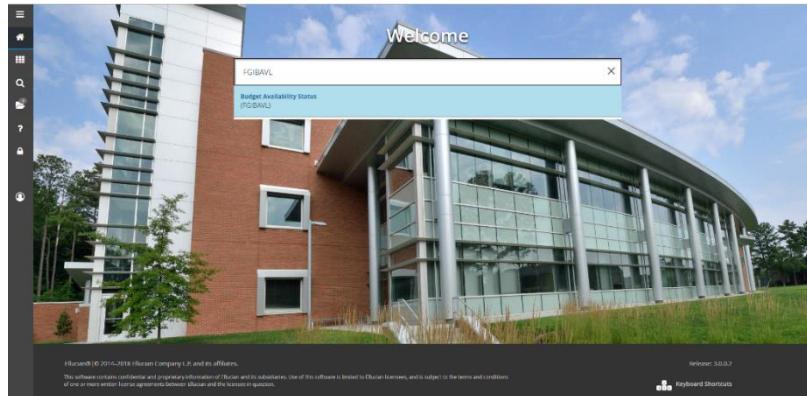
You can navigate the system by searching for information in the search field, or entering the specific query form names discussed in the next section.

Banner Query Types

Looking up budget information in Banner can be done via multiple screens. We will explore the two most common screens used: FGIBAVL and FGIBDST.

FGIBAVL- Budget Availability Status (Budget Summary)

This Banner screen is the quickest way for Budget Managers to see the total available budget left within their departments:



Within the Budget Availability Status screen (FGIBAVL) select the following parameters: The Chart field should be “B”, and the fiscal year should populate automatically to the current year. Enter your Budget Index. To view your operating budget, you must also enter an Account code “70000”.

Then select the “Go” button on the top right of the screen:



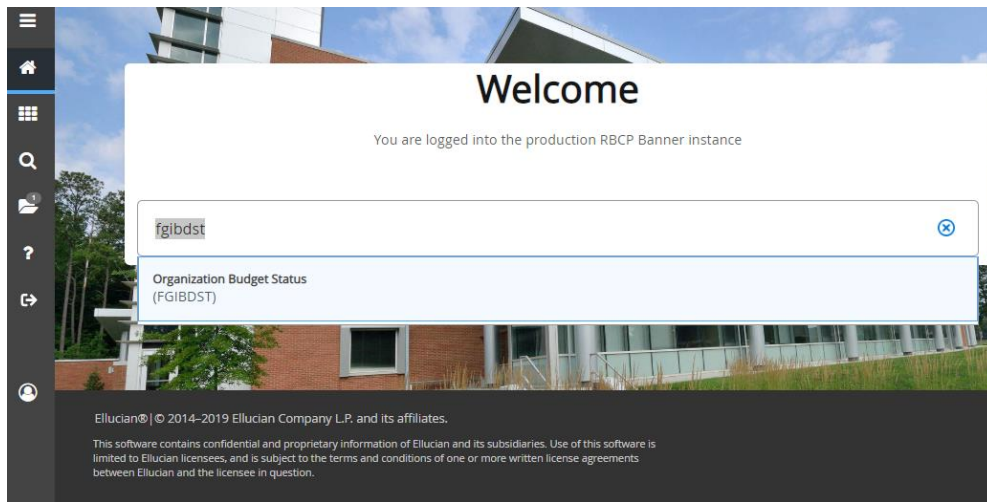
You will then see a screen with your budgeted amounts, the total year-to-date actual expenses that have been posted thus far, and any remaining available balance left to spend within the budget. In the example below, both account line items are *over* budget, meaning the activity is greater than the budget.

To view another department budget, simply hit the “start over” button at the top right of the screen.

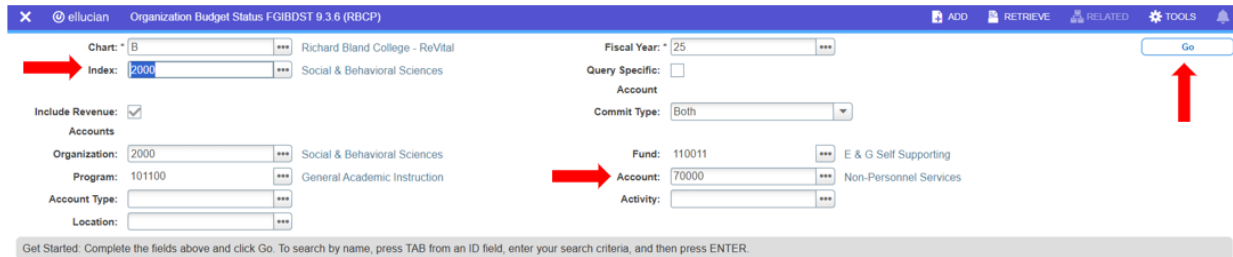
Account	Title	Adjusted Budget	YTD Activity	Commitments	Available Balance	Pending Documents
71200	Pool - Contractual Services	22,500.00	2,069.19	0.00	20,430.81	<input type="checkbox"/>
71300	Supplies and Materials	5,500.00	35.80	0.00	5,464.20	<input type="checkbox"/>
72200	Equipment	1,750.00	0.00	0.00	1,750.00	<input type="checkbox"/>
Total		29,750.00	2,104.99	0.00	27,645.01	

FGIBDST- Organization Budget Status (Budget Detail)

This Banner screen gives you more detail on the expenses charged against your budget.



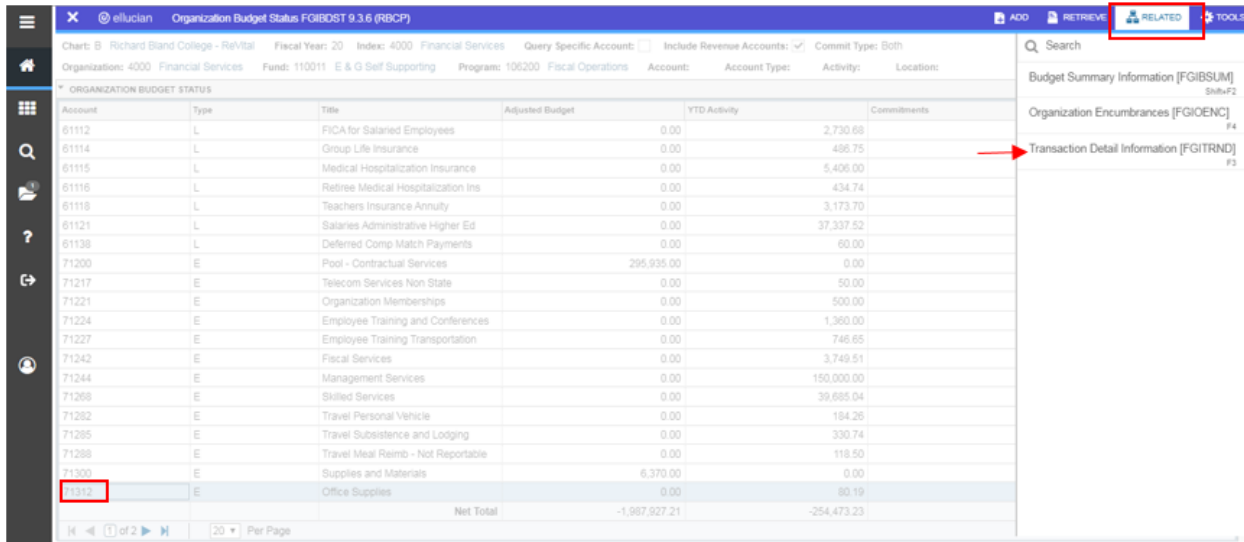
Within the Organizational Budget Status screen (FGIBDST), select the following parameters: The Chart field should be “B”, and the fiscal year should populate automatically to the current year. Enter your Budget Index. To view your operating budget, you must also enter an Account code “70000”. Then select the “Go” button on the top right of the screen:



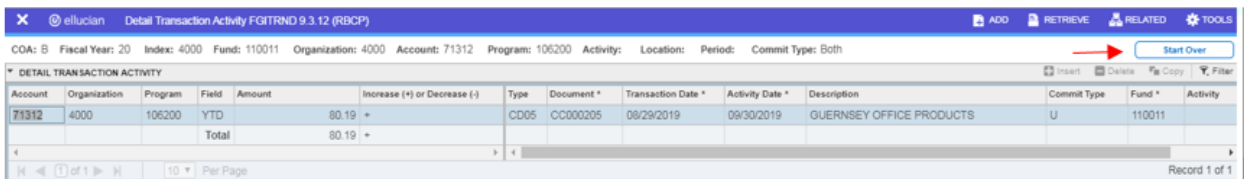
This screen will show you a breakdown of all of your expenses by account detail. To view a different budget index, select the “Start over” button at the top right of the screen:

Account	Type	Title	Adjusted Budget	YTD Activity	Commitments	Available Balance
71200	E	Pool - Contractual Services		22,500.00	0.00	22,500.00
71224	E	Employee Training and Conferences		0.00	366.13	-366.13
71227	E	Employee Training Transportation		0.00	1,533.34	-1,533.34
71285	E	Travel Subsistence and Lodging		0.00	169.72	-169.72
71300	E	Supplies and Materials		5,500.00	0.00	5,500.00
71312	E	Office Supplies		0.00	0.00	0.00
71323	E	Gasoline		0.00	35.80	-35.80
72200	E	Equipment		1,750.00	0.00	1,750.00
Net Total				-29,750.00	-2,104.99	0.00

In order to drill down into a specific account to see the details making up the total, click onto the line item and then on the top right of the screen select “Related” and then “Transaction Detail Information” as shown below:



You will then see the individual line item details that make up the account total. To go back to the list of all account balances within your budget index, select the “Start Over” button:



APPENDIX II. Chart of Accounts

The Chart of Accounts (COA) is an accounting system used by Banner to capture financial transactions and facilitate retrieval of the information and financial reporting. The COA is made up of various elements known as the FOAP: Fund, Organization, Account, and Program. The COA structure is based on the Commonwealth Accounting Policy and Procedures (CAPP) Chart of Accounts, CAPP Topic 60101: https://www.doa.virginia.gov/reference/CAPP/CAPP_Topics_Cardinal/60101.pdf

Index: The Index element is used to pre-populate the fund, organization, and program. To locate a list of Index codes, use Banner form FTVACCI.

Fund: The Fund element is used to specify the funding source. Examples of these fund types are: Education and General, Auxiliary, Capital Projects and Agency. To locate a list of Fund codes, use Banner form FTVFUND.

Organization: The Organization (Org) is used to identify each budgetary unit that is responsible for financial activity within the fund. This is used to identify the department where expenses are posted. To locate a list of Organizations, use Banner form FTVORG.

Account: The Account is used to classify assets, liabilities, revenue, and expense categories to collect financial information. Revenue accounts begin with a “5”. Expense accounts begin with a “6” for personnel, or a “7” for operating. To locate a list of Account codes, use Banner form FTVACCT.

Program: The Program code is used to identify the major purpose of expenditures. Program codes accumulate expenditure information into major categories and facilitate the financial reporting process. To locate a list of Programs, use Banner form FTVPROG. These program codes are as follows:

- 101 Instruction
- 104 Academic Support
- 105 Student Services
- 106 Institutional Support
- 107 Operation and Maintenance of Plant
- 809 Auxiliary Enterprises
 - 80910 Food Service
 - 80920 Bookstore
 - 80930 Residential Services
 - 80940 Parking and Transportation Services
 - 80950 Telecommunications
 - 80980 Recreation and Intramurals
 - 80990 Other Auxiliary Enterprises
 - 80995 Intercollegiate Athletics

Creating New Codes

At times, it may be necessary that a new index, fund, or organization is needed to accommodate additional College initiatives, grant awards, or expansion of departments. Please contact the Office of Finance at budget@rbc.edu for a Creation Form. Completed forms should be submitted to the Office of Finance for approval and processing.

Fund Types

The Fund element is used to specify the funding source.

Education and General (E&G)

- E&G funds are provided from the state in the form of Appropriations or obtained through tuition, fees and other revenues generated from the sale/service of E&G activities.
- These funds are used in the educational objectives of the College.
- E&G program activities include Instruction, Research, Public Service, Academic Support, Student Services, Institutional Support and the Operation and Maintenance of Plant (Facilities).
- These funds are budgeted on a fiscal year (July 1 – June 30), these amounts *do not carry forward*.

Auxiliary (Aux)

- Auxiliary programs should be self-supporting and receive no State funding.

- These funds are provided from dining, housing, comprehensive fees and the sale/service of parking and athletics.
- Auxiliary program activities are student, faculty and staff services not specifically related to the College's education objectives.
- These funds are budgeted on a fiscal year (July 1 – June 30), these amounts *do not carry forward*.

Capital Projects

- These projects may be funded by the State, private donations, or college and other funds.
- Capital Project activities are related to the construction, renovation, or purchase of capital assets.
- Remaining funds do carry forward from year to year until the project is complete.

Agency Funds

- Agency activities which may include student clubs do not belong to the College.
- For student funded clubs, the College is merely acting as a fiscal agent and holding the funds on the clubs' behalf as agency funds within a Local account.
- Remaining funds do carry forward from year to year.

Transaction Types

The following types of transactions may be posted to department budgets. It is important to become familiar with these types of transactions in an effort to better manage your budget.

Invoice Payments

Invoices are processed through the Accounts Payable office. These types of payments may be generated from a vendor invoice, lease agreement, written contract, or payment request form. Most vendor payments are initiated by an eVA order and all College & State purchasing guidelines must be followed.

Payroll

Payroll is managed by the Payroll Service Bureau. The Office of Finance obtains payroll reports which are then formatted to correct Banner coding before being posted into Banner via a journal upload process. Not all budgets have payroll expenses.

Small Purchase Charge Card (SPCC)

Currently, Banner is not fully integrated with corresponding financial systems, including eVA. Therefore transactions purchased using a department's SPCC or procured using eVA will not be immediately reflected in your budget org within Banner. As a Budget Manager, you should be aware of all purchases placed on the SPCC and to account for those deductions from your Banner remaining budget until those purchases have been recorded.

Small Purchase Charge Card payments are processed on a monthly basis through the Accounts Payable office.

Budget Revisions

Budget Revisions are submitted by Budget Managers or Department Heads and processed in the Office of Finance. The purpose of this type of transaction is to move funds from one budget to another budget within the same funding source, in an effort to correct or prevent a budget deficit. For example, a Budget Manager or Department Head who manages two budgets may need to move budgeted funds from one to another to

cover unanticipated costs. For funds to be transferred between two budgets under different Budget Managers, approval is needed from both managers. Use of the Budget Transfer Form is required for all budget revisions.

These forms are available by contacting the Office of Finance.

Document Types & Who to Contact

When transactions are posted into your budget indexes, each transaction will have a corresponding document number. The prefixes on the document numbers will tell you what type of transaction it is, will aid you in determining where it originated, and who to contact regarding questions.

Document Prefix	Description	Contact	Email
BD	Budget Load	Budget	Budget@rbc.edu
CC	Credit Card Expense	Layne Peebles	lpeebles@rbc.edu
GA	Journal Entry- Upload	Mary Weaver	mweaver@rbc.edu
H	Cash/Check Receipt Deposit	Jessica McCabe	jmccabe@rbc.edu
I	Invoice Payment	Layne Peebles	lpeebles@rbc.edu
J or JA	Journal Entry- Manual	Mary Weaver	mweaver@rbc.edu
PR	Payroll Entry- Upload	Mary Weaver	mweaver@rbc.edu

Account Codes

Account codes identify type of expense and follow the State Object of Expenditure Structure. All Expenditure Account codes begin with a “6” for personnel expenses and a “7” for operating expenses. Examples of the pool level account codes are as follows:

- 60000 Personnel Services
 - 611xx Salaries/Wages & Benefits
- 70000 Non-Personnel Services
 - 712xx Contractual Services
 - 7124x Management Services
 - 7125x Repair & Maintenance Services
 - 7126x Support Services
 - 7127x Technical Services
 - 7128x Transportation Services
 - 713xx Supplies & Materials
 - 715xx Continuous Charges
 - 721xx Property & Improvements
 - 722xx Equipment

Budgets are loaded into Banner at the Pool Level and can be applied to any account within that pool.

For example, Budget Manager John Doe has a \$10,000 budget for operating expenses. This total budget is allocated between \$5,000 within 7124x pool level for management services and \$5,000 within 713xx pool level for supplies and materials. As a Budget Manager, J. Doe will be able to spend the \$5,000 within pool 713xx in *any* account that

rolls up to that level (71312 office supplies, 71361 clothing supplies, 71373 computer operating supplies, etc.) as long as the total within 713xx does not exceed the \$5,000 limit. If John Doe has additional needs in pool 713xx, he can request a Budget Transfer to move some of the budgeted funds from the 7124x pool level (71248 media services, 71249 recruitment advertising, etc.) if there is excess budget remaining in that pool.

Types of Ledgers

In accounting, a ledger contains account types where transactions are recorded to an institutions assets, liabilities, revenues, or expenses. Examples of ledgers within Banner include general, operating, encumbrance, and grant (*not currently using*).

General	<ul style="list-style-type: none"> ❖ Contains all balance sheet accounts. These are assets, liabilities, fund balance and revenue, expenditure and transfer control accounts. ❖ The required FOAPAL elements for financial transactions recorded in the general ledger are fund and account. ❖ General Ledger transactions can be viewed using the following screens: FGITBAL and FGIGLAC.
Operating	<ul style="list-style-type: none"> ❖ Contains all revenue, expenditure and transfer accounts. Budget, actual and encumbrance activity is recorded in the operating ledger (encumbrance activity is also recorded in the encumbrance ledger). The operating ledger is linked to the general ledger. For example, revenue accounts in the operating ledger are linked to the revenue control accounts in the general ledger. A similar linkage exists for expenditure and transfer accounts. ❖ The required FOAPAL elements for financial transactions recorded in the operating ledger are fund, organization, account and program. Indexes have been set up to automatically populate the required elements except account. ❖ Operating ledger activity can be viewed using the following screens: FGIBDST, FGIBDSR, FGIBSUM and FGIBAVL
Encumbrance	<ul style="list-style-type: none"> ❖ Contains all encumbrance activity detail. ❖ The required FOAPAL elements for financial transactions recorded in the encumbrance ledger are fund, organization, account and program. ❖ Encumbrances can be reviewed using FGIOENC and FGIENCDC.
Grant	<ul style="list-style-type: none"> ❖ Contains all revenue, expenditure and transfer activity for grants and projects maintained on a grant inception to date basis. The benefit of the grants ledger is that financial activity can be accumulated for periods other than fiscal years as is done in the operating ledger. ❖ The required FOAPAL elements for financial transactions recorded in the grant ledger are fund, organization, account and program. Both the Grants and Capital Outlay Departments are using the grants ledger. ❖ Grant or project Inception to Date can be viewed using FRIGITD.

Revisions & Updates Log

- 11/14/19
- 11/11/20
- 10/25/21
- 11/30/22
- 11/22/24