
7.1 Budgeting Overview

The Clayton State University Budget Office reports to the Assistant Vice President of Budget and Finance, and serves the campus for all functions pertaining to budgets.

The mission of the Clayton State University Budget Office is to plan, develop, and implement the university's annual operating budget for general and auxiliary funds and disseminate this information to the university community, the USG Board of Regents, and the State of Georgia Legislative Budget Office. The Budget Office provides timely, accurate and useful information to decision makers to assist them in making decisions congruent with the vision, mission, and goals of the university.

The development of the budgets for Student Activities is accomplished by the Vice President of Student Affairs. The development of the Capital Budget is accomplished by the Vice President for Business & Operations.

7.1.1 Budgets - General Information

The function of the Budget Office of Clayton State University is to prepare, maintain, monitor and report on all institutional budgets at the university according to established institutional and Board of Regents policies. The CSU Educational and General budget authorizes expenditures for the purposes of achieving the goals established in the university's Strategic Plan for the year.

The yearly plan for expenditures is reflected in the Annual Operating Budget, sometimes referred to as the original budget. Changes required during the fiscal year are applied through the Budget Amendment process.

The Board of Regents holds the President of the institution responsible for planning and administering all programs and related budgets for the university. Administrative and planning responsibility for budgetary units within Clayton State University is delegated by the President to the Campus Provosts and Vice Presidents. Further delegation of budget management is authorized by the Campus Provosts and Vice Presidents.

7.1.2 Budgets – Policy

The Budget Office is required to follow an established set of guidelines and policies set forth by the State of Georgia, the Board of Regents, and Clayton State University. The Board of Regents is a Constitutional Authority of the State of Georgia. As such, the legislature appropriates funds to the Board of Regents. The Board of Regents determines

the amount of State Appropriation allocated to each institution in the University System of Georgia.

Board of Regents Policy requires each institution to prepare an operating budget for “educational and general activities” and for “auxiliary enterprises.” The educational and general activities budget is limited to the funds allocated (state appropriation) plus estimated internal income. The auxiliary enterprises budget is limited to the estimated internal income of the various campus enterprises.

Board of Regents policy also requires the submission of periodic budget revisions or amendments on a quarterly basis to the Regents Budget Office. The Regents Budget Office monitors and approves changes to the institutional budgets. Summary reports on institutional budgets are prepared by the University System Budget Office for approval at the Board of Regents meetings.

7.1.3 Budgets – Authorization Required for Expenditures

As defined in legislative definition, no part of the state appropriation or institutional internal revenue shall be available for expenditures until made available by written order of the State of Georgia Budget Authorities. Board of Regents policy states that “all expenditures of institutions must be approved by the Board of Regents before they are made.” This statement has been interpreted to require budgetary approval by the Board of Regents before the institution may incur obligations or expenditures.

All expenditures will be budget checked during processing. Any expense not passing budget check will be reviewed for authority.

7.2 Budgets Developed at Clayton State University

There are four basic budgets developed at the institution. These are:

- Resident Instruction Budget (Educational and General)
- Auxiliary Enterprises Budget
- Student Activity Budget
- Capital Budget

The Resident Instruction Budget (also referred to as “Educational and General”) estimates the revenues, and expenditures of funds earmarked for current operations of the educational program of the university. The Resident Instruction Budget includes fees paid by students and state funds allocated by the Board of Regents. The resident instruction budget includes the academic core of the institution, executive management, and all institutional support activities such as the Library, Business and Finance, Information Technology, and Plant Operations.

Auxiliary Enterprises consists of business operations conducted on campus which have as their expressed purpose the provision of services to students, faculty, and staff. The Auxiliary Enterprises operation must be self-sustaining utilizing internal revenues, and receives no state funds for operation. The CSU Auxiliary Enterprises Budget includes Bookstores, Catering, Food Services, Public Access Copiers, Reader Printers, and Vending Services. All Auxiliary Enterprises at CSU are contracted operations (except Athletics explained below).

The Athletic program is supported from an athletic fee paid each term by students taking four or more semester hours on campus and from internal revenues generated from ticket sales, concessions sales and donations.

The Athletics Budget estimates the revenues and expenditures that support the Intercollegiate Athletics Program. The Intercollegiate Athletics Program is operated as a part of the Auxiliary Enterprises Operation. The budget for Athletics is maintained separately.

The Student Activities Budget estimates the revenues and expenditures that support student activities programming. These programs are designed to provide co-curricular training in leadership and development of special skills, and to provide social and cultural activities for the university. The programs are financed through an activity fee paid each term by students taking four or more semester hours on campus.

The Capital Budget estimates the revenues and expenditures of funds earmarked for capital projects. All expenditures, except routine maintenance, involving new buildings, major remodeling or rehabilitation projects may be budgeted in the Capital Budget. The Capital Budget includes interest income from university checking accounts, appropriations for Major Repairs and Rehabilitation, and Georgia State Financing and Investment Commission Funds.

7.3 University System of Georgia Budget Cycle

The University System's Budget Cycle has been developed to correspond with the legislative sessions of the State of Georgia. Therefore, each institution's budget process must correspond to the System's Budget Cycle.

The budget cycle also insures that sufficient time is allowed for the planning and approval process to allow an approved budget to be established before the beginning of a fiscal year. The University System's fiscal year begins on July 1, and ends on June 30.

In accordance with present bylaws of the Board of Regents, “The Board shall make the allocation of funds to the several institutions at the May meeting or the next regular meeting following the approval of the appropriations act or as soon thereafter as may be practicable in each year and shall approve the budgets of the institutions and of the office of the Board of Regents at the regular June meeting in each year, or as soon thereafter as may be practicable. The Board of Regents shall be the only medium through which all formal requests shall be made for appropriations from the General Assembly and the Governor of the State of Georgia.”

The Board of Regents requests information from each institution in June-August to prepare for the initial budget request to the state legislature. In August/September, the University System submits its request to the Office of Planning & Budgets, and the Governor. In March/April, the State Legislature approves the State Budget and then the Board of Regents makes tentative allocations to the units of the University System. In April/May, the Board of Regents makes final allocations to the units of the University System.

7.4 Budget Utilization

Budgeting and accounting is a cooperative process. The budget is a communication tool for making plans or needs known, having these plans/needs validated by receiving funding for the fiscal year, and evaluating progress toward the goals. The accounting process identifies the sources of funds and assures specific, and sometimes restricted, uses for funds.

The budget becomes an authority to spend funds, subject to all of the other rules and regulations imposed upon the expenditures of Clayton State University funds. The budget unit has authority to expend up to the budgeted amount of the budget. Timely reporting with comparisons between budgeted amounts, expended amounts, and committed amounts (encumbrances) facilitate the management of budget unit funds.

7.5 Development of Original Budgets

7.5.1 Development of Resident Instruction Budget

The budget development cycle at the university covers a six month span of time beginning in December and ending in June. The processes that occur during the six month cycle are discussed below along with an overview of the processes occurring at the State Legislature and Board of Regents level of government. The timing of the

development process is detailed in the Budget Calendar. Budget Development is strongly influenced by the CSU Strategic Plan which is continually updated to reflect current priorities.

Budget Philosophy

The CSU budget expresses in terms of dollars the funded programs and plans of the university for the budget year and the estimated income by sources necessary to finance those programs and plans. Budgetary approval by the Board of Regents and by the university administration constitutes authorization to expend the funds as budgeted and to collect the anticipated income. The approved budget is the primary instrument of fiscal control and must contain all income and expenditures of the university.

University income comes from state appropriations and internal income such as student fees, indirect cost recoveries from sponsored projects, gifts and grants, sales and services of educational departments, and sponsored operations. State appropriations are provided annually to the Board of Regents for support of all institutions in the University System. The Board of Regents then allocates the state appropriations to each institution in the University System of Georgia. Internal income is estimated by the Budget Office when developing the original budget. Internal Income is adjusted by Budget Amendment after analysis of actual collections periodically during the fiscal year.

Every student, faculty and staff member of the university is given direct and/or indirect opportunities to make suggestions and/or recommendations through appropriate channels as to how the budget should be structured to best meet the needs of the university and its various units.

The Board of Regents policy requires that all proposals to increase mandatory student fees and proposals to create new mandatory student fees shall first be presented for advice and counsel to a committee at each institution composed of at least 50% students. This requirement is met at Clayton State University through the Student Fees Advisory Board (SFAB). The SFAB is composed of 8 student members, 5 faculty members, 2 staff members, and is chaired by the Associate Vice President of Student Affairs. Additional specific information about the SFAB may be found at <http://www.clayton.edu/SFAB>.

The university operates in accordance with an overall strategic plan. The current strategic plan for 2011 – 2014 may be viewed at <http://www.clayton.edu/Portals/1/president/strategicplanfinal062211.pdf>.

Operating in accordance with the strategic plan, the Planning & Budget Advisory Council is a component of the university strategic planning process. The Planning & Budget Advisory Council is charged to ensure the strategic allocation of resources in conjunction with Clayton State University's strategic plan and goals. The Council develops the

annual budget plan for recommendation to the President based on input received from all departments of the university through the strategic planning process. Additional information about the Planning and Budget Advisory Council may be found at <http://www.clayton.edu/planning-budget-council>.

The CSU Strategic Priorities provide the guiding factors to consider when developing the campus or unit priorities. All requests must be linked to one of the six categories: enrollment management, academic and non-academic program development, information and communication technology, facilities and administrative support, external relationships and image management, and employee development.

University Budget Cycle

The Budget Cycle of the university is a continuous process involving all management levels of the university, the staff and appointed board of the Board of Regents, the state office of Planning and Budget, the State of Georgia Governor's Office, and the General Assembly of the State of Georgia. Amendments are made as necessary to the current year's operating budget while the budget for the next fiscal year is being developed.

The development of the university budget follows the time schedule provided below during any given fiscal year. This time schedule includes the processes that occur at Clayton State University along with an overview of the processes occurring at the State Legislature and Board of Regents level of government.

Budget development processes must occur in a timely sequence. The university budget development cycle covers a six month period beginning in December and ending in June. The budget calendar is available on the Budget web site, at <http://www.clayton.edu/budget>.

AUGUST/SEPTEMBER-

Chancellor/Regents submit System Budget Request to Office of Planning & Budgets and the Governor

DECEMBER/JANUARY -

University division heads present detail unit budgets to President's Cabinet

JANUARY -

Chancellor presents new fiscal year budget request to Joint Appropriations Committee

JANUARY/FEBRUARY -

In February of each year, the Vice Presidents submit funding requests to the University Budget Office for the next fiscal year. All funding requests must be in alignment with the university's strategic priorities. The Vice Presidents then have an informal meeting with the President, Vice President for Business & Operations, Assistant Vice President of Budget and Finance and the Director of Budgets to discuss their budget needs for the next fiscal year. Once data has been gathered from all the meetings, it is compiled and distributed to the Planning & Budget Advisory Council (PBAC).

The Vice Presidents present their requests to the PBAC members and provide justification for those requests which include how it aligns with the university's strategic priorities. The PBAC members are then asked to review all requests and prioritize them by voting. All the votes are then compiled to provide a prioritized listing of each request. The President is provided this prioritized listing as recommendations for funding.

University presents its Budget Request to Chancellor's Staff
University provides revenue estimate for Budget to Regents Office

MARCH/APRIL –

Legislature approves State Budget that includes allocation to University System
Regents make tentative allocations to colleges/universities
The president of the university reviews the prioritized list and gathers additional information from vice presidents as needed in order for him to make decisions on final allocations for the upcoming year.

APRIL/MAY –

Regents make final allocations to colleges/universities

Once the Board of Regents, usually at its April meeting, has determined the level of state appropriated support that will be allocated to the university and has adopted tuition and fee policies, the President then makes the final decision on any new funding allocations. The University Budget Office then distributes the final allocation to each division and major unit with instructions for developing individual unit budgets. The budget office compiles the individual unit budgets into the university's proposed budget. After review and finalization by the President and Vice President for Business & Operations, the proposed budget is

submitted for approval to the Board of Regents in accordance with Board guidelines.

University Budget Recommendation is prepared and submitted to Regents for approval

MAY/JUNE –

Regents approve university budget
Approved budgets provided to university units
Budgets distributed to each Vice President.

Budget Process

The process of creating a budget for the next fiscal year is a multi-step approach utilizing informal meetings and data collection, presentations and discussion at a meeting of the Planning and Budget Council, review and ranking of funds requests by the Planning and Budget Council, presentation of priority assignments to the President as recommendations for funding, and final decision of the funding requests by the President.

In the initial phase of the budget process the Vice President for Business & Operations requests each university division/department to submit a detailed budget request in a format that will provide information to support additional funding, redirection of funds, and reduction in funding. Through this process the entire university community should have an opportunity to express, either directly or indirectly, their needs and concerns to the President and his/her staff as these requests are presented to the President and appropriate members of the President's Cabinet. Requests must be consistent with division/department as well as university planning priorities. The detailed budget request format to be used will be provided by the Vice President for Business & Operations on an annual basis.

Budget requests should focus on items of the highest priority for the campus or unit. The Vice Presidents and Provosts are expected to submit reasonable requests for new resources in support of institutional initiatives. This is not an incremental budget process and each unit is expected to review current programs for potential improvements or reallocations prior to presenting a request for additional funds.

There are no limits imposed on the request for technology and equipment. However, all requests should be reasonable and in priority order.

At times assigned for each division/department, the President, Vice President for Business & Operations, and the Vice President for divisions under his/her supervision,

meet with unit heads to discuss their budget request. Any need or concern of students, faculty, and staff may be presented during these meetings.

Next, the President's Cabinet, using the results of the meetings with unit heads, prepares a Budget Request to be presented to the Chancellor's Staff.

The President, Vice President for Academic Affairs, and Vice President for Business & Operations then meet with members of the Chancellor's Staff to discuss the university's budget request.

As the university works through its process to formulate a total request for the university, the Chancellor, Board of Regents, Governor, and the Georgia legislature work through a process for the University System and the State. The Chancellor presents a request to the Board. The Board approved budget request for the System is presented to the Office of Planning and Budget and to the Governor who presents a budget request for the state to the legislature for approval.

As this process is continuing, the university is still involved in the Budget Planning process. The Vice President for Business & Operations must next submit an estimate of revenue other than state appropriation to the Vice Chancellor for Fiscal Affairs. This information is used to determine an appropriate allocation to the university from the State Legislature's allocation to the Regents.

In the next phase, the university receives the Regent's allocation. The President and his/her staff review budget priorities established, budget requests from the various units, and funding received from the Regents in order to make appropriate allocations to units.

Recommendations for salary increases are received from unit heads. Recommendations are reviewed by the President and appropriate Cabinet members for inclusion in the university budget.

The Board of Regents approves the average salary increase and provides the funding in the allocation of state appropriations to the institution. Guidelines are provided by the Board of Regents for the administration of the salary increases. At the campus, the Provosts and Vice Presidents receive worksheets and instructions to recommend the merit salary increase for full time employees in their area. The approved salary increase is included in the development of the budget document

The President's budgetary decisions then will be based upon:

- Budget and planning priorities established for the university,
- Budget conferences with senior administrators,
- Budget conferences with division/department heads,

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- Written budget requests, and
 - Allocation of funds from the Board of Regents.

After these decisions are finalized the Vice President for Business & Operations will prepare the format budget document and all pertinent information for submission to the Board for approval.

Institutional and Campus Reallocations

Reallocations may occur at two levels, institutional and at the campus or unit level. Campus or unit reallocations occur when current programs and/or activities are reduced, eliminated, or efficiencies are created, and the resulting resources are moved to higher priorities. Funds that are available for reallocations include any current budgeted commitment for positions and operating expenditures. Reallocations may be used as a means of funding institutional and campus priorities.

Requests for Position Reclassifications and Promotions

All requests for reclassifications and promotions of employees must be submitted to the university Human Resources department. Review and approval of reclassifications and promotions should coincide with the development of the annual budget.

Grant Budgets

Sponsored Grants do not always conform to the fiscal year utilized by the University System of Georgia. If the grant has already been established when the original budget is being developed, the budget amounts for the grant should be part of the original budget. If the grant is awarded after the original budget is developed, the grant should be incorporated into the budget utilizing the budget amendment process. Grant budgets are incorporated into the original budget or in a budget amendment through a cooperative effort between the grant's Principal Investigator, the Grant Office, and the Budget Office.

Budget Approval by the Board of Regents

The budget as submitted or as adjusted by the Board will be approved and notification will be forwarded to the President and Vice President for Business & Operations. Once approval is received, the Vice President for Business & Operations will send a copy of each division/department's budget to the unit heads. Also, the President will send contracts or letters of appointment to all faculty and staff to notify them of approved salary for the new budget period.

Each division/department has the opportunity to request amendments to approved budget allocations during the year. Procedures and forms have been established for this purpose.

7.5.2 Development of Auxiliary Enterprises Budget

The Vice President for Business & Operations advises the President concerning the Auxiliary Enterprises financial position, and prepares the Auxiliary Enterprises budget using input from the unit managers concerning needs, concerns, and salary recommendations. The Auxiliary Enterprises Budget includes budgets for the Bookstore, Dining Services, LakerCard, SmartPrint, Vending Operations and Athletics. These units generate all of the funds in this budget. No state funds are allocated for Auxiliary Enterprises. Athletics are supported by student fees as well as ticket and concession sales, and donations. The athletic budget will be developed jointly with recommendations from the Vice President of Business and Operations and the Athletic Director. The Athletic Fee which funds the Athletic Budget will be reviewed and recommended by a committee of faculty, staff and students with students comprising 50% of the committee. This budget is developed during April/May and submitted along with the E&G budget to the Regents for approval at either the May or June Board meeting.

7.5.3 Development of Student Activity Budget

The Vice President of Student Affairs has principal responsibility for coordinating the development of the Student Activity Budget. The Associate Vice President for Student Affairs, officers of the Student Government Association, and the Student Services Committee are also involved in the development the Fees associated with this budget. The Student Services Committee is comprised of 50% students, 50% faculty and staff.

Once recommendations are developed and approved by the SGA, the Student Services Committee, and the Vice President of Student Affairs, they are forwarded to the Vice President for Business & Operations so that the formal budget document can be developed and approved by the President. To insure the legal expenditures of such funds, the Board of Regents requires the President and the Chief Business Officer of each institution to annually review the budget for the proposed use of such fees and the President shall certify to the Board of Regents that the proposed expenditures for such fees are for educational, cultural, recreational, or social purposes for the benefit of the students.

Prior to July 1, the university will submit the Student Activity Budget to the Board of Regents for approval. The Vice President of Student Affairs is notified once the budget is approved.

7.5.4 Development of Capital Budget

The university budgets funds for capital expenditures in its Capital Budget. These funds include interest income from university checking accounts, Major Repairs and Rehabilitation Funds (MRR), and Georgia State Financing and Investment Commission Funds.

As provided by current policy, the Board of Regents shall establish on an annual basis the projects to be included in the University System building and MRR program upon the recommendation of the Chancellor who shall take into consideration the funds available and the requests of the presidents of the institutions.

All new buildings, major remodeling, rehabilitation, or other projects, except routine maintenance, involving a campus of a unit of the University System using funds from any source shall require authorization by the Board of Regents and shall be implemented in accordance with established Board procedures under the direction of the Vice Chancellor for Facilities. All such projects are included when approved in the Capital Budget.

The Assistant Vice President for Facilities Management and the Vice President for Business & Operations develops this budget and amendments during the year using estimates of interest income, allocations received from the Board of Regents for approved projects, and transfer of funds from the Resident Instruction Budget, when approved.

Once developed, the Capital Budget is shared with the Cabinet and PBAC and approved by the President and sent to the Chancellor for approval.

7.6 Budget Amendments

From time-to-time, particularly at the beginning of each new academic period, budget adjustments are necessary for the university and for individual budget units. These amendments can be made at the request of the unit Vice President and are subject to Regents' approval.

7.6.1 Resident Instruction Budget Amendments

Adjustments to the Total Budget

As soon after registration as possible in each academic period, the Vice President for Business & Operations shall assess the total budget situation and discuss overall needs

with the President, making recommendations for such gross budget adjustments as may be needed. The President then normally consults with each chief administrative officer whose budget may be significantly affected by these needed adjustments. With this input from the administrative staff, the President will determine the adjustments that are to be made. Each chief administrator whose budget will be affected either positively or negatively will confer with others in his/her area of responsibility that administer budgets and will make recommendations for the necessary adjustments, processing these recommendations through the Vice President for Business & Operations. No change will be made in recommendations without further consultation with the officers involved. The Vice President for Business & Operations will then prepare the necessary, formal budget amendment for the university. Each budget manager will, as soon as possible after Regents' approval, be provided a copy of the amendment reflecting necessary adjustments for his/her area of responsibility. The chief administrators will receive copies of unit budgets in their area of responsibility.

Adjustments to Individual Units

Adjustments to unit budgets may be made to meet departmental or program needs subject to Regents' policies and approval. Budget managers needing budget adjustments should discuss these needs with the administrator at the next level of responsibility and with the Vice President for Business & Operations early in their considerations. Requests for amendments should be made only after due consideration and consultation with the individuals involved. Formal requests must be submitted to the Vice President for Business & Operations using the **Clayton State University Request for Budget Amendment Request** form. The Budget Amendment Request (BAR) form is available on the Clayton State University website at <http://adminservices.clayton.edu/budget/budgetamendments.htm>. The form may be filled in on-line and printed, or printed and filled in by hand. Once it is filled out, it will need to be signed by all management levels responsible for the budgets changed by the amendment. There are detailed instructions available on the website.

Budget Amendment Submission to the Board of Regents

Each institution is required to submit budget amendments to the Board of Regents on a quarterly basis. The CSU Budget Office submits the institutional budget amendments to the Board of Regents as required by summarizing the Departmental Budget Amendments approved during the quarter and adjusting estimated revenues based on actual collections to date.

Budget Amendment Approval by the Board of Regents

Following Regents' approval, copies of approved amendments will be provided to each budget manager. No informal adjustments or related actions can be taken until formal approvals are received.

Near the end of the fiscal year, a final budget amendment for the fiscal year is submitted. The purpose of this final amendment is to closely align projected revenues and expenditures to budget amounts using the current information available and make certain that the university will not overspend its budgeted authority. This final amendment along with resulting end of year expenditures will be used during the audit conducted by the State Department of Audits and Accounts.

7.6.2 Auxiliary Enterprises Budget Amendments

The operation and control of Auxiliary Enterprises is assigned to the Vice President for Business & Operations. There are no state appropriations utilized in the operation of Auxiliary Enterprises. Generally, budget amendments are not required as long as expenditures are managed such that they do not exceed revenues.

The Athletic Program, although operated as part of Auxiliary Enterprises, is funded by an Athletic Fee paid each term by students. Changes in enrollment patterns will affect the Athletic Program revenues, and may require amendment to that budget to adjust expenditures to match newly projected revenues. As soon after registration as possible in each academic period, the Vice President for Business & Operations shall assess the total budget situation for the Athletic Program, and discuss overall needs with the President and appropriate staff. Amendments to the budget will be made as required.

7.6.3 Student Activity Budget Amendments

As soon after registration as possible in each academic period, the Vice President for Business & Operations shall assess the total budget situation and discuss overall needs with the President, making recommendations for such gross budget adjustments as may be needed. Since Student Activity programs are financed through an activity fee paid each term by students, changes in enrollment patterns will affect revenues available. The President will then consult with the Vice President for Student Affairs regarding changes to the Student Activity Budget. After receiving input from the Vice President for Student Affairs regarding recommended changes to adjust expected expenditures with new projected revenues, the Director of Budgets will prepare a budget amendment and submit the amendment to the Regent's Office for approval.

7.6.4 Capital Budget Amendments

The Vice President for Business & Operations assistant Vice President for Budget and Finance will monitor the revenues as compared to estimated revenues during the fiscal

year. Any budget amendment that may be required will be developed and approved by the Vice President for Business & Operations before being submitted to the Regent's Office for approval.

7.7 Budget Reporting

7.7.1 Budget Reporting General Definitions

- **Account:** A classification related to the type of expenditures. Examples of Account titles are Salaries-Faculty, Salaries-Staff, Travel, Supplies and Materials, and Equipment
- **Budget Amount:** The amount of budget authorized for obligation for a budget unit itemized by Account
- **Encumbrances:** A governmental accounting term for reserving funds for specific expenditures. Encumbrances are tracked by Account, and may originate from many functional areas, such as payroll, purchasing, or accounts payable. Encumbrances are increased to encumber filled positions or recognize issuance of a purchase order for purchase of goods/services. Authorizations for travel may also be encumbered. Encumbrances are decreased when (1) payroll expenses are posted so that expenses are increased and encumbrances are decreased, or (2) when goods and services are received on a purchase order that was previously encumbered (reduces encumbrances, increases expenditures, and increases accounts payable)
- **Pre-Encumbrances:** An estimated value of a future encumbrance that is replaced by an encumbrance when the correct value is known
- **Expenditures:** Expenditures are recognized whenever goods and services are received. A liability is established (accounts payable) when the expenditure is recorded. (Also reduces encumbrances per explanation above.)
- **Free Balance:** A calculated amount indicating the portion of the "Budget Amount" for the Account code that is still available for obligation after deducting cumulative expenditures and encumbrances. On the Budget Progress Reports, the Free Balance is referenced as "Remaining".

7.7.2 Budget Progress Report

The Budget Progress Report is the primary reporting tool used by the department budget manager for tracking obligations and expenditures for all non-sponsored fund sources. For sponsored fund sources, see Grant Reporting in Section 7.5.3 below. For the budget

unit, the report lists by account code the amounts available for (1) Budget Amount, (2) Expended, (3) Encumbered, and (4) Free Balance. The Budget Progress Report displays cumulative values for the Budget Period with an option provided to obtain transactional detail. The Budget Progress Report may be produced at any time by the department budget manager from the CSU web site. The navigation to the reports is (1) Administrative & College-wide Services, (2) CSU Services, and (3) Budget Progress Reports. The department budget manager will use their email userid and password to gain access to the budget progress report.

Upon gaining access to the reports page, the choices available are:

- Summary Report – 019
- Grant Report – 023 (see section 7.7.6 below)
- Detail Report – 036
- Detail Report – Consolidated
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7.7.3 Summary Report

The summary report provides options for Fund Code and from one to six separate department selections. The report provides summary data (no detail transactions) for all accounts within the departments specified. Values for the Appropriation Budget (high level budget), Organizational Budget (lower level budget), Pre-Encumbrance, Encumbrance, Expended, and calculated remaining value are presented on this report by account code.

7.7.4 Detail Report – Line Item

The Line Item Detail Report allows the manager to select a Fund Code, followed by one or two departments to be included in the report. This report provides the same information as the summary report, but at a more detailed level. Actual journal entries, accounts payable vouchers, purchase orders, and accounts receivable direct journals are presented. Totals available are the same as the summary report.

7.7.5 Detail Report – Consolidated

The Detail Report – Consolidated provides essentially the same information as the Detail Report – Line Item. In the consolidated report, the purchase order voucher and accounts payable voucher information have been consolidated to conserve space on the report. The remaining balance and totals are the same as the summary report.

7.7.6 Grant Reporting

Reporting for sponsored funds is provided in the Grant Reporting feature on the web site. To access the Grant Report, the navigation to the reports is (1) Administrative & College-wide Services, (2) CSU Services, and (3) Budget Progress Reports. The department budget manager will use their email userid and password to gain access to the budget progress reports. Upon selecting the Grant Report, the manager will be given the option to select a grant and a department. The report provides summary data for Grant Budget, Pre-Encumbrance, Encumbrance, Expended, and a calculated remaining value.

7.7.7 Budget Reporting to the Board of Regents

The CSU Budget Office provides quarterly summary reports to the Board of Regents as described in Section 7.4.3 above. Detailed budget reports are available to the Board of Regents from the University System maintained data warehouse. The data warehouse contains accounting and budgeting information from all institutions. CSU submits data to the data warehouse on a monthly basis.

7.8 Responsibilities of the Department Budget Manager

The department budget manager is responsible for the day-to-day fiscal management of the budget unit. The duties of the department budget manager include:

- Preparation and submission of forms required for development of the original budget
- Frequent analysis of the Budget Progress Report to insure that the current budget is accurate and sufficient for continued operation of the department for the remainder of the fiscal year. Analysis should ensure that both major expenditures categories (Personal Services and Non-Personal Services) stay within budget.
- Periodic (at least quarterly) review of the detailed expenditures made against each account(s) for completeness and correctness. The review should verify the business integrity of transactions. Problems may be resolved with the Budget Office at 678- 891-2375.
- Project budget needs for Part-Time Staff and Student Assistants
- Prepare requests for Budget Transfers when appropriate
- Review and approve all expenditures incurred with the department purchasing card and payment requests, including verifying the purchase is allowable under state guidelines
- Verify copier and printing charges for valid expenses
- Verify department inventory and maintain appropriate records
- Communicate regulations, policies, and budget limitations to appropriate staff members