BUDGET MANAGEMENT Curriculum Plan
Johns Hopkins University

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The courses listed below are not in a specified order. Employees select the appropriate courses to take based on their job function and experience.

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Core Content:

♦ Basic Accounting Principles
♦ Account Structure
♦ Administrative Structure (organizational)
♦ University Financial Systems
♦ Knowledge of JHU Resources (departments and reports)
♦ JHU Policies and Procedures
♦ Records Management

Outcomes:

_AUpon completion of this course the student will be able to:_

- Describe the JHU Organizational Structure
- Identify the components of the University's account code
- Define sponsored and non-sponsored accounts
- Identify the account life cycle
  1. Define the need
  2. Establish the account
  3. Budget
  4. Monitor monthly activity
  5. Close-out
- Locate the internal audits guide on the world wide web
- Identify the JHU office(s) responsible for record retention
- Locate appropriate resources for University business operations
- Identify University financial systems available on-line and explain their general purpose.
BUDGET FORMULATION FOR NON-SPONSORED ACCOUNTS

A-1-1 Business Office determines budget allocations for departments and centers using University budget guidelines
A-1-2 Using budget guidelines, create a budget by object code/revenue source code
A-1-3 Department /center presents budget package to Divisional Business Office for approval
A-1-4 Business Office forwards budget proposal to Budget Office for Board of Trustees approval
A-2-3 Using budget guidelines, develop expense budget (then follow General Funds Budget Appropriation process)
A-3-1 Using budget guidelines, develop projected expenditures
A-5-4 Prepare budget projections using actual revenue/expense to date
A-7-1 Identify the need for a new account*
B-3-1 Using budget guidelines, develop projected expenditures
B-3-2 Develop revenue budget based on anticipated gifts or actual
C-2-1 Using budget guidelines and contractual revenue and expense request
C-2-2 Submit request to Business Office for review and approval
C-2-3 Business Office compiles budget requests to present to affiliate institutions

Knowledge and Skills

KS-9 Awareness of the variety of financial reports completed for budget/account analysis
KS-16 Record keeping

Employee Profile

This course is designed for employees meeting the following criteria:

- Have taken the core module
- New or transfer JHU employees with accounting experience
- Possess basic math skills
- Possess computer skills
<table>
<thead>
<tr>
<th>Objectives:</th>
<th>Performance Indicators:</th>
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<tbody>
<tr>
<td>Upon identification of a General Funds account (new or continuing) and using University budget guidelines, the participant will be able to develop and prepare an Expense budget.</td>
<td>- Identify how much funding is required and/or available</td>
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<td>- Identify spending restrictions, i.e., scholarship, department use only</td>
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<td>- Identify and calculate expense categories, i.e., salaries, supplies, equipment</td>
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<td>- Allocate budget to correct object codes</td>
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<td>- Prepare required documents for submission and approval</td>
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<tr>
<td>Upon notification/receipt of external funding for Non-sponsored Accounts (using University guidelines), the participant will be able to establish a Revenue/Expense budget.</td>
<td>- Identify/determine the anticipated amount of revenue</td>
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<tr>
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<td>- Identify revenue source code</td>
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<td>- Identify spending restrictions</td>
</tr>
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<td>- Identify and calculate expense categories utilizing University guidelines</td>
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<td>- Allocate budget to correct object/revenue source code</td>
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<td>- Verify budget meets goals of department</td>
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<td>- Submit for approval</td>
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* = Duplicate Card
ESTABLISHING AN ACCOUNT

A-1-5 Upon approval, create an EBUD for each account number by objective code/revenue source code
A-1-6 Verify that EBUD matches approved budget and forward to Budget Office
A-1-7 Verify that EBUD was finalized and processed with approved amount into CUFS
A-3-4 Forward rate schedule with EBUD/ZB to Cost Analysis for approval
A-6-1 For reallocation of appropriated budget, prepare ZBs (zero net effect) and identify source of support
A-6-2 For budget change, submit budget request with justification to Business Office and identify source of support
A-6-3 Upon approval, prepare a ZB if directed by Business Office
A-7-1 Identify the need for a new account
A-7-2 For a service center, forward account request with justification and rate schedule to Business Office to forward to Cost Analysis
A-7-3 For other accounts, forward account request with justification to Business Office
A-7-4 Upon approval, create a ZA
A-7-5 Complete ZBs
A-7-6 Send documentation to appropriate department (e.g., Financial Aid, Development, Academic Department)
A-7-7 Create/maintain files*
B-2-1 For designated gifts, notify Development Office
B-2-2 Identify the need for a new account (e.g., department, Development Office)
B-2-3 Prepare a ZA and ZB
B-2-4 Send documentation to appropriate department (e.g., Financial Aid Development Information System, Academic Department)
B-3-3 Prepare a ZB and forward to Business Office for approval
B-5-1 Prepare a ZB for change and forward to Business Office
C-1-1 Identify and justify need, contact Business Office and prepare a ZA
C-2-4 Upon approval, notify department
C-2-5 Department prepares a ZB
C-5-1 For budget change, submit budget request with justification to Business Office
C-5-2 Upon approval, prepare a ZB
**2 Upon receipt of award, prepare a GA for a sponsored account

* = Duplicate Card
** = Added by panel

Employee Profile

This course is designed for employees meeting the following criteria:
- Responsible for accounts
- Have completed the core module
<table>
<thead>
<tr>
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| Upon identification of the need for a new account, the participant will be able to obtain divisional approval for the account as well as the CUFS account number. A-7-1, A-7-3, A-7-4, A-7-6, B-2-2, B-2-3, C-1-1, C-2-4 | - Notify the appropriate office of the need for a new account  
- Forward the required documentation to the appropriate divisional office for account set-up  
- Describe the process that occurs at the divisional level to set-up a new account |
| Upon identification of the need to appropriate account funding, the participant will be able to determine the proper method and procedures for budget appropriations in accordance with JHU guidelines. A-1-5, A-1-6, A-1-7, A-3-4, A-6-1, A-6-2, A-6-3, A-7-5, A-7-6, A-7-7, B-2-1, B-2-3, B-3-3, B-5-1, C-2-5, C-3-1, C-5-2 | - Identify the purpose of the ZB and EBUD documents and determine how to apply each to account appropriation  
- Verify JHU approval of ZB  
- Create and maintain account files |
MONTHLY ACCOUNT MANAGEMENT I
(Web-based – Two Hours)

A-5-1 Verify revenue and expenditures with documentation
A-5-2 Identify discrepancies
C-6-1 Compare actual expense to budget

Knowledge and Skills

KS-11 Interpret financial data
KS-18 Internal control
KS-19 Ethical issues in payroll process

Employee Profile

This course is designed for employees meeting the following criteria:
- Employees that have responsibility for monitoring accounts
- Have taken the workshop “Introduction to Financial Administration” (four web-based courses)
- Familiar with CUFS system
- Possess basic math skills
- Possess basic computer skills
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| Given the Revenue & Expenditure Statements (green sheets), the participant will be able to identify the component parts of the statement and its function and use the statement to determine the status of the account. A-5-1, A-5-2, A-7-7, C-6-1, KS-11, KS-18, KS-19 | ▪ Identify if revenue has been posted  
▪ Verify revenue and expenditures budget  
▪ Identify discrepancies  
▪ Determine account balance  
▪ Identify unallowable costs  
▪ Maintain confidentiality of account activity  
▪ Identify JHU resources/departments to assist in account problems |
MONTHLY ACCOUNT MANAGEMENT II
(Lecture – Six Hours)

A-4-4 Upon receipt of payment, follow cash receipt process
A-4-5 For non-payment, issue second notices. Delinquent accounts may be forwarded to General Counsel’s office or is written off
A-4-6 Summarize taxable revenues, forward to tax office, *[and complete JVS to transfer sales taxes collected to Payable Account] (time sensitive according to deadline)
A-5-1 Verify revenue and expenditures with documentation
A-5-2 Identify discrepancies
A-5-3 Research and resolve discrepancies
A-5-5 Report variances to Business Office (as defined by your Divisional Business Office)
A-7-7 Maintain files
B-1-2 Monitor collection of invoices and follow collection procedures (also A-4-3)
B-2-5 Maintain file and update worksheet
B-3-4 Verify that ZB has been updated in CUFS
B-4-1 Follow normal reconciliation process (also C-3-1)
B-6-1 Contact Controller’s Office for account inactivation
B-6-2 Per inactivation guidelines, prepare appropriate documents to zero the balance
C-2-6 Prepare a recurring journal for expense and revenue
C-6-1 Compare actual expense to budget

Knowledge and Skills

KS-6 CUFS and University financial systems
KS-11 Interpret financial data
KS-16 Record keeping*
KS-18 Internal control
KS-19 Ethical issues in payroll process

Employee Profile

This course is designed for employees meeting the following criteria:
- Employees that have responsibility for monitoring accounts
- Have taken the workshop “Introduction to Financial Administration” (four web-based courses)
- Have taken the web course “Monthly Account Management I”
- Familiar with CUFS system
- Possess basic math skills
- Possess basic computer skills

* = Completion of the JVS and transfer of sales tax will not be presented in this course.
<table>
<thead>
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<th>Performance Indicators:</th>
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</table>
| Utilizing the on-line system, the participant will be able to monitor the account activity and determine the status of the account. A-5-1, A-7-7, B-2-5, B-3-4, B-4-1, C-2-6, C-3-1, C-6-1, KS-6, KS-11, KS-16, KS-18 | ▪ Maintain account records  
▪ Maintain confidentiality of account activity  
▪ Utilize AINQ to identify up-to-date activity  
▪ Identify unallowable costs  
▪ Utilize the on-line systems to assist in the reconciliation of an account  
▪ Utilize more advanced system tools in order to be able to troubleshoot a variety of account problems (AINQ, DIST, ORDR)  
▪ Troubleshoot account activity  
▪ Research and resolve discrepancies |
| Given the revenue activity on the account, the participant will be able to determine if invoices have been recorded in CUFS and determine if invoices have been paid or if collection process is required. A-4-4, A-4-5, B-1-2, KS-6 | ▪ Follow JHU procedures for handling delinquent accounts  
▪ Utilize on-line system for payment information  
▪ Identify JHU resources/departments to assist in account problems  
▪ Upon receipt of payment, follow cash receipt process  
▪ Identify if an invoice is needed and identify and contact the appropriate office for completion |
| Given the revenue activity on the account, the participant will be able to identify and summarize taxable revenue. A-4-6 | ▪ Identify and summarize taxable revenue  
▪ Complete a journal voucher to transfer sales tax collected (JVS only mentioned)  
▪ Forward to JHU Tax Office the necessary information |
| At termination of account, the participant will be able to prepare and process the entries necessary to close out the account balance according to JHU inactivation procedures and notify the appropriate office to have account inactivated. A-7-7, B-6-1, B-6-2 | ▪ Complete the forms necessary to close the account  
▪ Verify the account has a zero balance  
▪ Contact the Controller’s Office for account inactivation  
▪ Maintain account records according to JHU policies |
PROCEDURES FOR NON-SPONSORED BILLING

A-4-1 Clinical Contracts/Service Centers receive activity report and prepare invoices for outside customers or cost transfer for internal customers
A-4-2 Auxiliaries prepares listing of charges and forwards for billing
A-4-3 Monitor collection of invoices
B-1-1 For discretionary account, monitor account and prepare invoices as needed
C-4-2 Monitor collection of invoices and follow collection procedures
C-4-1 Prepare an invoice and detailed report
ISSUES/CONCERNS

1. The panel recommended that Internet navigational skills and especially JHU Internet protocol be addressed and integrated into staff development.
2. The panel could not identify an appropriate way to address billing and Service Centers in this sequence of courses. The group decided to send the issue to the work group for resolution. Budget Forecasting was another area that may need to be covered, but was also an issue for the work group.