



UNIVERSITY OF
TORONTO
MISSISSAUGA

**BUDGET MANAGEMENT DOCUMENT FOR
DEPARTMENT MANAGERS/BUSINESS OFFICERS**

Budget, Planning & Finance

For feedback or questions, please email abdullah.rasouli@utoronto.ca

Table of Contents

Document Objective.....	2
Department Budget Management	2
Develop a Financial Plan.....	3
Review Base Budgets	4
Base Budgets	4
Base Budget Types	5
1. Operating budget	5
2. TA Budget	7
3. Summer budget	8
OTO Budget.....	9
Sessional Budget.....	9
UTM Office of the Dean - Annual Funding Opportunities	9
Budget Request Process (Base Funding and OTO).....	9
Carryforward	10
Monitoring Budgets and Actuals:	10
1. Reconciling the Statement of Accounts (ZFTR106)	10
2. Reviewing the Payroll Distribution Report (ZHJR_ZHJR004).....	10
3. Reviewing the following Management Reports.....	10
Forecasting	12
Forecast Timelines:.....	13
Other Financial Areas	14
Awareness	15
Policies, Processes & Procedures.....	16
Training Material	16

Document Objective

This document focuses on several key areas related to Unit's budget and financial management. It will assist the Department Manager/Business Officer in effectively developing a financial plan, reviewing budgets and actuals, preparing forecasts to monitor and communicate financial performance, and ensuring compliance to UofT and UTM policies and procedures.

This document also includes various policies, procedures, processes, resources and training material available for Department Managers/Business Officers and will supplement the [Budget Management Document for Chairs/Directors](#), available on the [UTM Budget, Planning & Finance \(BP&F\) website](#).

Department Budget Management

Effective and efficient budget management is key to successful Unit's operation. It requires planning, commitment and discipline to effectively use the available financial resources.

Develop a Financial Plan

Identify Unit goals, priorities and objectives for the upcoming fiscal year, in collaboration with the Chair/Director and develop a financial plan to achieve them. This includes thoroughly understanding Unit's available funding sources and funding needs, preparing funding proposals to meet objectives of the Academic Unit and providing financial insight to faculty re: initiatives/priorities to pursue.

Review Base Budgets

Review department annual base budgets (operating, summer and TA) prepared by BP&F to ensure accuracy and completeness. Provide feedback and re-allocate line item budgets if required. Contact your assigned Financial Officer at BP&F for any issues or questions.

Monitoring Budgets and Actuals

When the budget is implemented, monthly reviews should be performed to verify the actual expenditures are in conformity to estimated amounts, and take the necessary steps to decrease the variance between the estimated and actual costs. This gives you the opportunity to make adjustments and prevents incurring unnecessary expenses and mistakes that are detrimental to achieving objectives during the fiscal year.

Prepare and submit quarterly forecasts to BP&F to identify and minimize forecasted negative variances, as well as utilizing favorable variances for other departmental purposes.

Awareness

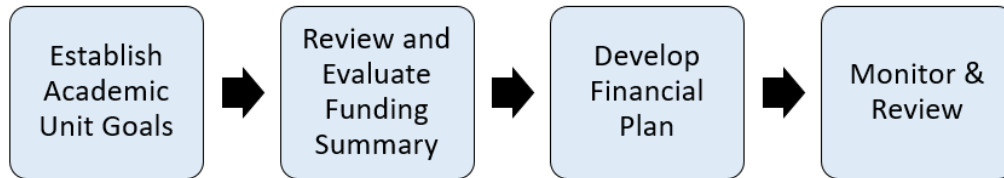
Department Managers/Business Officers should develop, communicate and review both financial and non-financial reports/plans with the Unit's Chair/Director to assist in their understanding of the Unit's financial status and revise plans as necessary.

Compliance

Ensure compliance to University and UTM policies, procedures and agreements.

Develop a Financial Plan

Developing a financial plan includes the following steps:



1. Establish Academic Unit Goals

Goal-setting is perhaps one of the most important parts of financial planning, and allows a Department Manager/Business Officer to determine the most suitable course of action to be taken to meet the Unit's financial needs.

Identify Unit goals, priorities and objectives, in collaboration with the Chair/Director. These can be organised by short-term vs long-term goals and by priority.

2. Review and Evaluate Funding Summary

Introduced in 2019, at the beginning of each fiscal year, BP&F will provide the Unit with a Funding Summary, a document that provides a summary of Unit's base budget (operating, TA, and summer), carryforwards, trust accounts, GEF and PI accounts. The purpose is to gather up all the pieces that can be used to help plan budget allocations or that need monitoring (such as research accounts which the Unit could be responsible for if there is overspending).

3. Develop a Financial Plan

Once the Academic Unit has their Funding Summary, they should proceed to make a Financial Plan for the year, which includes all pieces. With special consideration to which parts have restrictions (e.g. trust accounts, GEF) and which ones can be used for any purpose. It is key to list out what the Chair/Director intends to spend each piece of funding on. This exercise ensures the Chair/Director is aware how much can be spent on various priorities and that funds do not build up.

BP&F will provide a 'Financial Plan' template, which can aid in developing a financial plan for discretionary funding available to the academic unit.

4. Monitor and Review

As departments undergo a continuous series of changes; increase/decrease in enrolments, new programs, unforeseen expenses – all of these may result in changes to the unit's goals. Hence, it is important that the financial planning process is not undertaken only once a year, but you should constantly monitor and review your financial status vis-à-vis your Unit's goals to ensure the former is on track – and suitable – to meet the latter.

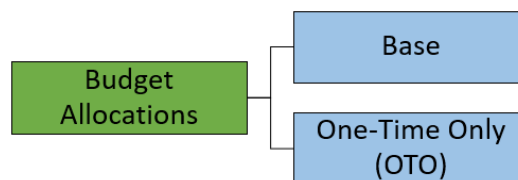
Review Base Budgets

At the end of April each year the base budget for the upcoming fiscal year is communicated to the Academic Unit from BP&F. The communication includes a detailed file outlining all changes and calculations. This file is sent to the Department Manager/Business Officer and the Chair/Director.

Review base budget files to ensure accuracy and completeness. Provide feedback and re-allocate line item budgets if required.

Unit Budget Allocations

There are two types of budget allocations:

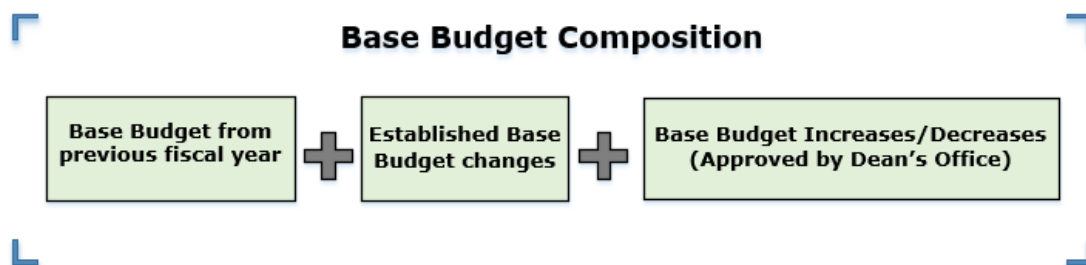


Base Budgets

The University of Toronto budget/fiscal year is May 1 to April 30. On May 1st each year, the Academic Unit receives a base budget allocation for the year. Academic budgets at UTM are allocated using an incremental budget approach. This means that the Academic Unit receives the previous year's base budget plus any increases or decreases.

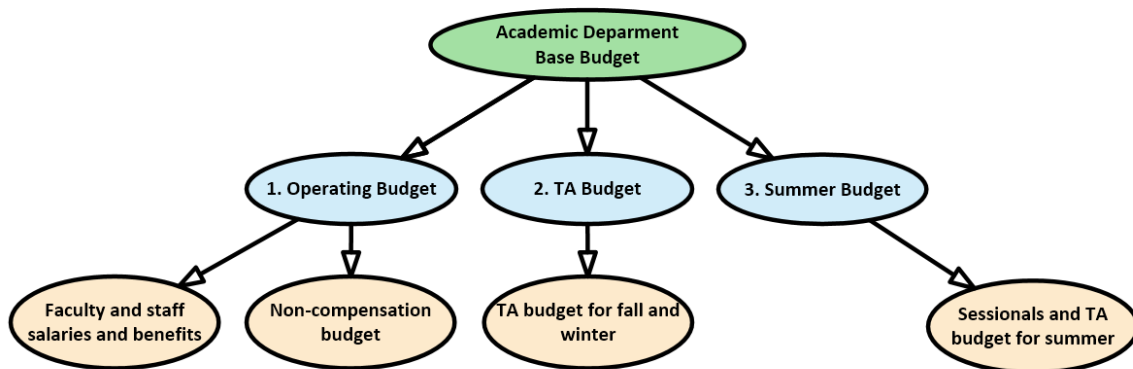
The base budget is comprised of:

- Base budget from the previous fiscal year
- Plus any established base budget changes for UTM operating budgets, such as:
 - ATB and PTR changes to salaries for existing faculty
 - Salary increases for appointed staff
 - Benefit increases established by U of T
- Any other base budget changes that have been approved by the Dean (more on this process below)



Base Budget Types

Most Academic Units have at least three different base budgets:



1. Operating budget

- Includes funding for all appointed faculty and staff salaries and benefits
- Includes Non-compensation budget:
- Office supplies, telephones, travel, etc.
- Autonomy Funds (see annual reporting requirements below)

Autonomy Funds

Effective May 1, 2019, the budget for autonomy funds was established for each unit. A new cost centre has been created for your unit for this funding to easily track expenses for reporting and analytical purposes.

Academic units are encouraged to use Autonomy Funds to pursue initiatives that enhance the quality of education and the overall student experience of undergraduate students. Units are encouraged to pursue initiatives designed to challenge student thinking, performance and growth.

Planning

As part of the Financial Plan, discussed earlier, Chairs/Directors should make a plan at the beginning of the year as to how the Autonomy funds will be spent.

Annual Reporting

A brief report outlining initiatives pursued and their outcome must be submitted to the Dean on an annual basis - no later than April 30th of each year. Academic units are expected to track expenses and enclose these reports in the annual submission.

[2019-20 Autonomy Funds Document](#)
[2019-20 Autonomy Funds Reporting Template](#)

Research budget

Each Academic Unit receives \$1,000 per full-time tenure stream faculty per year, in base. This funding is distributed in a manner decided by the Chair/Director and made available to complement other research funding opportunities, including those available through the UTM Vice Principal, Research:

[Internal Funding Competitions](#)

Work-Study Budget

Each year, Academic Units receive a base budget allocation for costs related to the work-study program for undergraduate teaching needs.

Work-Study Budget Surplus

Any savings in the Work Study budget are NOT available to be spent on other costs. By end of every fiscal year, work study budget surplus (if any) will be transferred out of the unit. Transfers will be done as per UTM internal year-end deadlines set to facilitate University wide year-end deadlines and procedures.

Work-study program costs charged to the Academic unit for the prior fiscal year after year-end procedures are completed, will be returned to the Academic Unit on an OTO basis, but will be limited to the amount recovered from the unit before year end. Department Managers/Business Officers should contact their respective Financial Officers with the supporting documentation necessary to request this transfer.

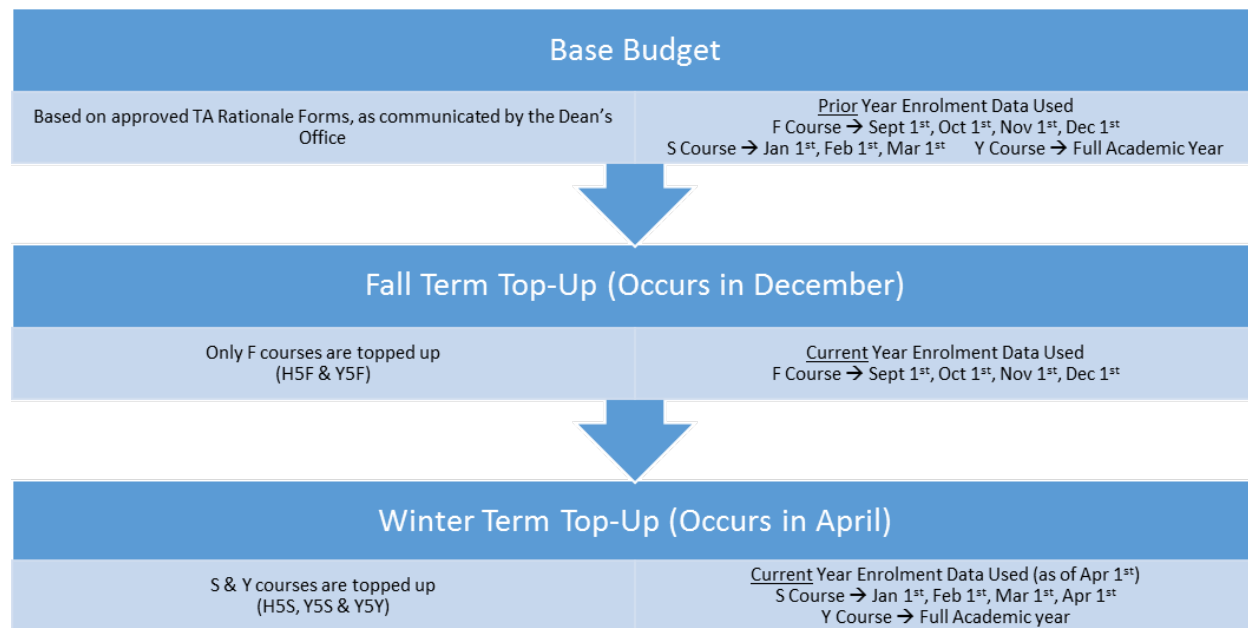
Work Study Budget Deficit

Academic Units are expected to use operating funds (including carryforward) to cover any overspending. Department Managers/Business Officers are recommended to proactively plan, monitor and submit any necessary approval requests to the Dean's office to avoid overspending.

2. TA Budget

Includes TA base budget for fall and winter.

TA Hours allocation and funding process



Please refer to the [TA Hours Funding & Allocation Process](#) document for more details on new course approval process, course change approval process and deadlines for approval requests.

Budget adjustments for enrolment increases

Academic Units do not need to request funds for approved TA ratios which are due to enrolment changes. These funds will be automatically transferred once enrolment is known.

Unspent TA budget

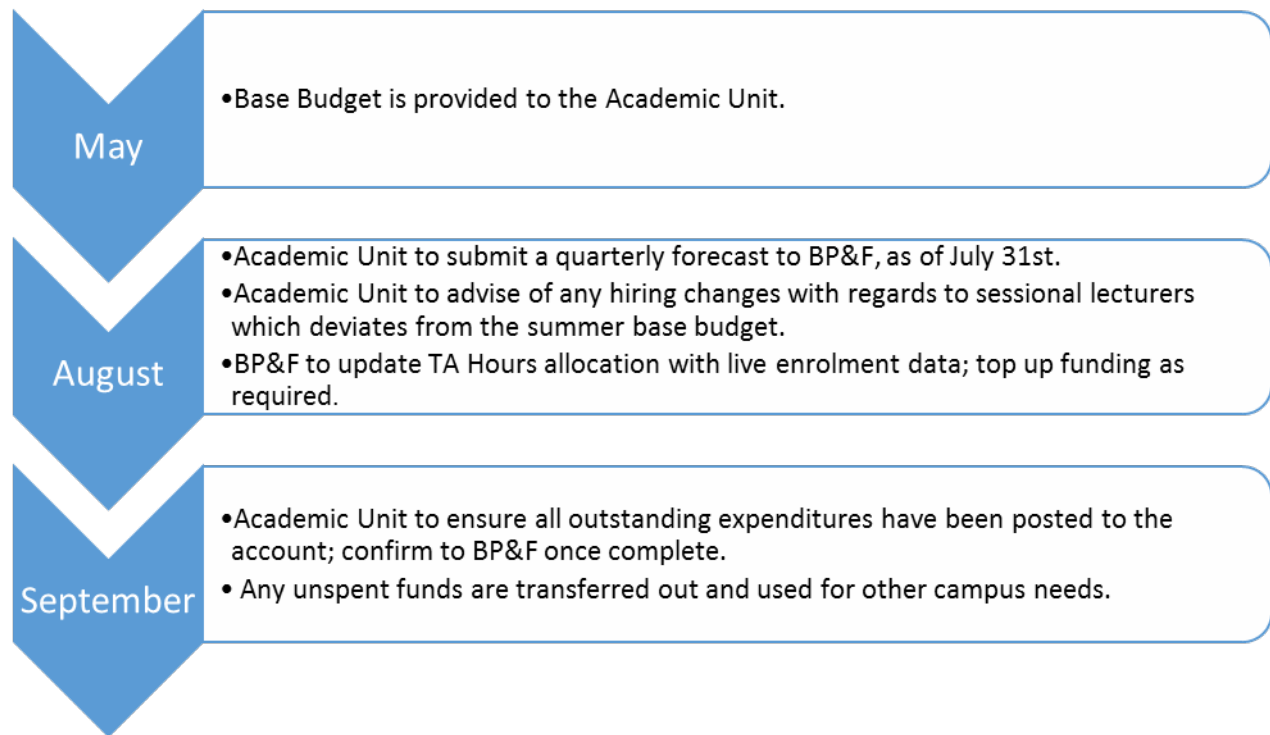
Unspent TA budget is transferred out of the Academic Unit at the end of April.

TA Budget Deficit

Units are expected to use operating funds to cover any overspending that is not due to increased enrolments, except for any specific funding approvals from the Dean's office. Department Managers/Business Officers are recommended to proactively plan, monitor and submit any necessary approval requests to the Dean's office to avoid overspending.

3. Summer budget

Includes sessional and TA budget for all summer sessions, if there are any.



Summer Budget Deficit

Academic Units are expected to use operating funds to cover any overspending that is not due to increased enrolments, except for any specific funding approvals from the Dean's office. Department Managers/Business Officers are recommended to proactively plan, monitor and submit any necessary approval requests to the Dean's office to avoid overspending.

OTO Budget

In addition to the base budget, Units may receive OTO budget allocations throughout the year for items such as:

- Project funding from the Dean or Provost
- TA budget top-up, normally as a result of enrolment growth over the previous year
- Priority funding
- Sessional funding
- Other specific arrangements that are short term in nature

Sessional Budget - Academic Units require both appointed faculty and limited term appointments to meet course demands. Every year, each Unit finalizes a course timetable and requests funding for courses that are not taught on load by appointed faculty as a part of the departmental workload policy. Academic Units complete the "Sessional Lecturer Funding Request" template found here:

[Sessional Lecturer Funding Request Template](#)

Savings from faculty leaves (including research/study, phased retirements, maternity/paternity, medical or unpaid) are netted against funding for sessional lecturer hires. The Unit is required to provide approval for all course releases and special arrangements outside of the departmental workload policy. This information is submitted to Budget, Planning & Finance by the 3rd working day of August.

UTM Office of the Dean - Annual Funding Opportunities

The link below outlines all funding opportunities available through the Office of the Dean.

[Annual Funding Opportunities](#)

Budget Request Process (Base Funding and OTO)

The information in the link below outlines the process by which Academic Units may request additional funding; as outlined in the process documentation, all requests must be sent to the following contacts:

Ciaran Graham

Director of Strategic Initiatives

Office of the Dean, Academic

ciaran.graham@utoronto.ca

416-571-6513

Farzana Reburiano | Jasmeet Nanda

Assistant Director, Academic Financial Operations

Budget, Planning & Finance

f.reburiano@utoronto.ca | jasmeet.nanda@utoronto.ca

(905) 301-7594 | (905) 301-5402

[UTM Budget Request Process](#)

You will also find reference material that outline the types of budget requests and frequently asked questions.

Friendly reminder: Academic Units are expected to fully utilize their carryforward funding, autonomy funding, etc. before requesting additional funding.

Carryforward

Academic Units may have unspent budget from the previous year or “carryforward” (sometimes referred to as Operating Reserve).

Effective April 2020, UTM Dean’s Office implemented a Carryforward Limit Policy for all Academic Units to plan for the new institutional policy on carryforwards. Please see link to the new Carryforward Limit Policy for Academic Units below:

[Carryforward Limit Policy: Academic Units](#)

Monitoring Budgets and Actuals:

Monthly Reconciliation

Each month, the Department Manager/Business Officer is responsible for:

1. **Reconciling the Statement of Accounts (ZFTR106)**

The statement of accounts is a report that can be requested from the Financial Information System (FIS) that shows both a summary of revenues and expenses for the month plus each transaction that was made for the month, by general ledger codes (shows summary of academic salaries, administrative salaries, benefits, telephone, travel, etc.). The Department Manager/Business Officer reviews the transactions and ensures:

- i. **Accuracy** – the transaction was made in the correct amount
- ii. **Completeness** – there are no transactions missing (not recorded or posted to the wrong account) and all transactions recorded match existing source documents held in the Unit
- iii. **Adherence to policy** – this is normally done before the transaction is entered into the Financial Information System (FIS)

2. **Reviewing the Payroll Distribution Report (ZHJR_ZHJR004)**

This report lists all employees who were paid during the month. The report can be obtained from the Financial Information System (FIS) and should be reviewed to ensure each employee was paid correctly and in a timely manner. The payroll distribution report should be compared to the following:

- Source document (e.g. offer letter and/or monthly/biweekly time sheet)
- Revised budget:
 - To ensure we stay within budget
 - To ensure correct transfers were received for each employee and
 - To identify and address any variances

3. **Reviewing the following Management Reports**

a. Financial Transaction Exception Report (ZFTR075)

This report shows the details of all non-payroll transactions for a given account (the operating account) and all the accounts, which are subordinate to that account (including all research accounts for the unit).

Vendors that do not seem familiar, numbered companies and vendors that were paid a number of times or large amounts that are not recognizable should be investigated. The report allows the user to set a threshold dollar amount so that only larger transactions will be listed.

b. New Hire/Termination Report (ZHMR_ZHMR042T)

This report shows all employees hired or terminated during the month. Should be reviewed to identify any employees who do not belong to the Academic Unit and any other errors.

c. List of Payments (ZFPR004)

This is a list of vendors (including staff and faculty), with all payments to each vendor for the month.

d. Payroll Exception Report (ZHJR_ZHMR048)

This report shows any pay changes, which are greater or less than a specified percentage. The limit for reporting variance defaults to 10%.

e. Cheques Payable to Person Processing Payment (ZFTR076)

This report provides information on any cheque that was produced by the same person who processed the transaction (writing cheques to themselves)

The Department Manager/Business Officer should also review the following reports with the Chair/Director for PI accounts:

f. Monthly Principal Investigator Report (ZFTR091)

This report provides a summary of all financial activity in a Principal Investigator's research grant account along with supporting details.

g. Status PI Monthly Review by PI (ZFTR101)

This report is used to verify which Principal Investigators are reviewing their monthly statements on My Research On-Line.

Note: The monthly review of the statement of accounts, payroll distribution report and management reports should be completed by **placing a signature or initial** on the report along with the date of review by both the **Department Manager/Business Officer and Chair/Director**.

Forecasting

An essential element of strong financial management at the Unit level is the ongoing monitoring of revenues and expenses.

- Prepare the Academic Unit forecast, three times annually, using UTM-wide template and instructions provided by BP&F and review with Chair/Director.
- Identify funding issues or possible errors and provide details and analysis to BP&F as required.

[Link to New Forecast Template](#)

[Link to Forecast Template](#) ; [Link to Forecast Instructions](#)

Purpose:

1. To project Revenues & Expenses for the fiscal year and estimating an accurate financial position for the Unit as at year end.
2. To review Actuals against Budget and identify variances.
3. To make optimum use of funds available while avoiding deficits during the fiscal year.
4. To address areas of negative variances and improve departmental efficiency.

Components:

1. Compensation: This is the primary component of the unit's base budget, therefore Department Managers/Business Officers should complete a **Payroll Reconciliation** prior to preparing the forecast to ensure correct funding is provided as well as confirming charges and commitments to the account are correct.

Template for Payroll Reconciliation can be found here: [Payroll Reconciliation Template](#)

2. Non-Compensation: Ensure that all planned/expected expenses have been captured in Actuals, Commitments or have been forecasted. This will enable the Department Manager/Business Officer, as well as the Chair/Director, to review the accounts and identify areas of over/under spend and also paint a clear picture to review and question any of the budget lines.

Savings throughout the Year

Operating budgets may experience savings, some of which are available to the Academic Unit, to be used for other purposes, depending on the source:

Savings from academic compensation

These savings resulting from research/study, phased retirements, maternity/paternity, medical or unpaid leaves are netted against the request for sessionals (i.e. they are used to provide the Academic Unit with sessional funding) so they are NOT available to be spent on other costs.

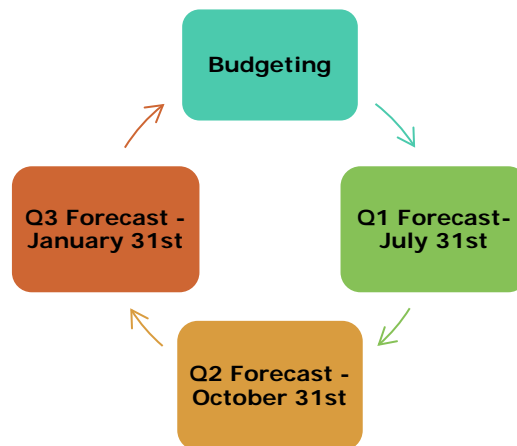
Savings from administrative compensation

These savings are left in the Academic Unit to fund replacements or overtime costs that may be incurred in the absence of an employee. If the saving is not required for these purposes, it is available to be spent for other purposes.

Savings from non-compensation expenses

These savings are normally left in the Academic unit to be used for other purposes with some exceptions.

Forecast Timelines:



Academic Unit Forecasts are completed for Q1, Q2 and Q3 with the deadline for submission to BP&F being 10 business days following the month-end.

Deadlines	Q1 – July 31st	<ul style="list-style-type: none">· Operating & Summer accounts to be submitted· Due 10 business days following month end (approximately 15th August)
	Q2 – October 31st	<ul style="list-style-type: none">· Operating & TA accounts to be submitted· Due 10 business days following month end (approximately 15th November)
	Q3 – January 31st	<ul style="list-style-type: none">· Operating & TA accounts to be submitted· Due 10 business days following month end (approximately 15th February)

It is essential for Department Managers/Business Officers to monitor the accounts on a regular basis outside of the forecast period to ensure accuracy and completeness. This will make the forecast cleaner as well as allow the Unit to assess the accounts throughout the year and identify areas where additional funding is required (through submission of proposals) or reallocation of budgets in the plan.

Upon forecast submission, BP&F will perform the following:

- Review submitted forecasts for accuracy and completeness
- Request department for additional details, supporting documentation, and analysis as required
- Provide feedback to Department Manager/Business Officer and Chair/Director. This is usually sent out within 10 business days from the deadline set for Department Managers/Business Officers, approximately 28th of the following month

Other Financial Areas

1. Progress Through the Ranks (PTR)

PTR is an annual merit based award to recognize each faculty and librarians individual contribution to teaching, research, and service. PTR is the only source of promotional increases for faculty members and librarians, and is based on the assumption that each individual's rate of promotion through the ranks is a function of that individual's cumulative merit over time. This [process](#) includes:

- Dean's Office sends annual letter
- Faculty members complete annual activity reports in April
- Chair/Director completes ranking in May and submits to the Dean's Office
- Budget, Planning & Finance completes calculations of actual PTR award dollar amounts and histograms in June
- Department Manager/Business Officer oversee distribution of letters (written by Chair/Director) including histograms
- Budget, Planning & Finance transfers funding to the Academic Unit's budgets in July.

2. Advertising & Search Costs Recovery

UTM Dean's Office will reimburse the Academic Unit a maximum of \$7,500 per search for Tenure and Teaching stream faculty, and a maximum of \$3,000 per search for CLTA. Department Manager/Business officer should submit recovery journal entry in January or as soon as the individual search is completed, as this will be free up funds for other unit needs. UTM Supplemental guidelines for the Search & Hiring process can be found [here](#) and a fuller set of guidelines can be found on the [Academic Administrators Procedures Manual](#).

3. New Faculty Hires

PI accounts for new hires cannot be set up until a valid work permit is received. As soon as the PI account is set up, startup funding will be transferred as per the offer letter. Funding for the new hire's salary and benefits will be transferred to the Academic Unit's budget in the month the new hire begins employment. The cost of a new computer will be reimbursed up to the limit set annually by the Dean's Office, with expenses over the limit expected to be purchased using PERA/UTFA funds.

4. Category 5 and 6 Ancillary Fees

Category 5 and 6 Ancillary fees can be charged for fieldtrips, materials and other items, but not in excess of the related cost. These fees must be approved in order to be assessed. If the fees are not updated and approved, changes to them will not be implemented. Updates are normally due to the Dean's Office by early December therefore Academic Units are recommended to prepare for any changes they are planning in advance.

5. Staff Vacations (Funding)

UTM divisional approach is that there is no transfer of funding for accrued vacation days between units at UTM. This approach is due to the large amount of work that is required to do transfers for the volume of staff changes within UTM. On an individual, short term basis there may be a small impact to each individual unit; however, in the long term, it is expected that each unit will be on both the giving and receiving ends of these situations and have a zero net impact.

6. Research Overhead and Indirect Cost of Research

There are three different variations of research overhead with different purpose, calculation and allocations:

- **Contract Research Overhead** - is charged to all sponsor organizations other than tri-council and CFI such as provincial governments, private and not-for-profit organizations, which provide funding for research.
- **Infrastructure Operating Fund (IOF)** – these funds are provided by Canada Foundation for Innovation (CFI) to cover a portion of the operating and maintenance costs of a CFI-funded project to ensure optimal use of the infrastructure. The majority of infrastructure projects approved and funded by CFI are eligible to receive IOF.
- **Research Support Fund (RSF)** - provides partial support to universities and their affiliates for the indirect costs of research associated with eligible Tri-Council awards (i.e. NSERC, SSHRC, CIHR). Institutions must spend their funds during the fiscal year in which they were awarded.

Additional information on research overhead and indirect cost of research can be found [here](#).

Awareness

Department Managers/Business Officers should develop, communicate and review the following with the Chair/Director to assist in their understanding of the Unit's financial status and revise plans as necessary.

Yearly:

- Establish Unit plans and goals
- Review Base Budgets and Funding Summary
- Develop Financial Plan

Quarterly:

- Review Unit Forecast
- Review/revise Unit plans and goals
- Review Financial Plan

Monthly:

- Review Statement of Accounts
- Review Payroll Distribution Report
- Review Management reports

Policies, Processes & Procedures

[UofT Guide to Financial Management](#)

[UofT Procurement Policy](#)

[Academic Administrative Positions: Funding Approval & Confirmation](#)

[TA Intercampus Travel](#)

[TA Rationale Approval & Funding Process](#)

[Month-End Reports](#)

[Management Reports](#)

[UTM Budget Request Process](#)

Training Material

[Reconciling & Reviewing Month End Statements](#)

[Basic Funds Management Reporting](#)

[Monthly Cost Centre/Internal Order to Funds Centre reconciliations](#)

[Finding CC/IO, FC mismatched postings](#)