University of Colorado
School of Medicine

New Chair, Division Head, Center Director
Orientation Presentation *Modified* for Administrative Toolbox Session

Terri C. Carrothers
Associate Dean, Administration and Finance
Chief of Staff
11/29/12
Fiscal Necessities

- **Comprehensive Budget** encompassing all funding sources, current expenses, committed funds and evaluation of past and projected trends
  - Budget discipline – develop budgets, realistic projections and assumptions, regular performance monitoring against budgets to identify variances.
  - Clear understanding of fiscal reporting, different fund types (10, 20, 29, 30, 34, 72, 80, etc), reading reports accurately
  - Assuring base building – commitments are NOT made on one-time funds.

- **DFA/Administrator/Finance team who are financial and POLICY experts** – policies & procedures experts
Department/Division/Center/Program
Fiscal Management continued...

- Regular (monthly) understandable fiscal reports for chair, faculty, labs, sub-units
- Projections 1 yr & 2 yrs out for all funds to identify cliffs and plan solutions
- Assuring that various program resources and obligations are not intermingled, resources are not “committed/spent more than once” and all costs are appropriately allocated.
- Clear understanding of limitations of restricted vs unrestricted (fungible) funds – grants are not unrestricted........
- Cash flow understanding – may not be on the same schedule as expenses
- Maintain appropriate reserves. “Rainy days.........are here in some cases”
AEF/DEF packages consider....

long term investments for the future vs. a short term “bandaid”
AEF – DEF, they are not the same

AEF

• Speedtypes labeled “AEF” are from the Dean’s academic enrichment funds.
• They automatically backfill as they are expensed. Nothing you need to do to get the funds moved over.

DEF

• Speedtypes labeled “DEF” are from Department/Division enrichment funds from UPI.
• They do NOT automatically backfill as they are expensed. You have to request monthly or every-other-month checks from UPI.
# Revenue/Expense Summary for Speedtype: 635000

**PERCENT OF FY EXPENDED:** 41.67%

<table>
<thead>
<tr>
<th>ACCOUNTING PERIOD</th>
<th>5</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>CONTINUING BUDGET</th>
<th>TEMPORARY BUDGET</th>
<th>TOTAL BUDGET</th>
<th>CURRENT REV/EXP</th>
<th>CUM REVENUE/EXPENSE</th>
<th>% EXP</th>
<th>ENCUMB</th>
<th>BUDGET AVAILABLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>200000 - 399999 -- REVENUES</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>235000 - 240997 -- GRANTS, CONTRACTS, &amp; GIFTS</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>N/A</td>
<td>0.00</td>
</tr>
<tr>
<td>TOTAL 200000 - 399999 -- REVENUES</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>N/A</td>
<td>0.00</td>
</tr>
<tr>
<td>400000 - 989999 -- EXPENDITURES</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>400000 - 400999 -- FAC FTP SAL</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>2,916.56</td>
<td>14,186.26</td>
<td>N/A</td>
<td>20,415.94</td>
</tr>
<tr>
<td>418400 - 420490 -- FAC FT BEN</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>339.50</td>
<td>2,122.30</td>
<td>N/A</td>
<td>3,461.57</td>
</tr>
<tr>
<td>450000 - 699999 -- OPER EXPENSES (EXCLUDING COGS)</td>
<td>114,758.00</td>
<td>0.00</td>
<td>114,758.00</td>
<td>1,534.04</td>
<td>1,534.04</td>
<td>1.34%</td>
<td>0.00</td>
</tr>
<tr>
<td>TOTAL 400000 - 989999 -- EXPENDITURES</td>
<td>114,758.00</td>
<td>0.00</td>
<td>114,758.00</td>
<td>4,790.10</td>
<td>17,845.60</td>
<td>N/A</td>
<td>23,977.51</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>114,758.00</td>
<td>0.00</td>
<td>114,758.00</td>
<td>4,790.10</td>
<td>17,845.60</td>
<td>N/A</td>
<td>23,977.51</td>
</tr>
</tbody>
</table>
### REVENUE/EXPENSE SUMMARY FOR SPEEDTYPE: 63500

**THROUGH NOVEMBER 30, 2012**

**ACCOUNTING PERIOD: 5**

**PERCENT OF FY EXPENDED: 41.67%**

<table>
<thead>
<tr>
<th>CONTINUING BUDGET</th>
<th>TEMPORARY BUDGET</th>
<th>TOTAL BUDGET</th>
<th>CURRENT REV/EXP</th>
<th>CUM REVENUE/EXPENSE</th>
<th>% EXP</th>
<th>ENCUMB</th>
<th>BUDGET AVAILABLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>200000 - 399999 -- REVENUES</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>235000 - 240397 -- GRANTS, CONTRACTS, &amp; GIFTS</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>N/A</td>
<td>0.00</td>
</tr>
<tr>
<td>TOTAL 200000 - 399999 -- REVENUES</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>N/A</td>
<td>0.00</td>
</tr>
</tbody>
</table>

| 400000 - 989999 -- EXPENDITURES |                   |              |                 |                     |       |        |                  |
| 400000 - 400999 -- FAC FT SAL | 0.00 | 0.00 | 0.00 | -4,581.25 | 14,043.75 | N/A | 0.00 | -14,043.75 |
| 418400 - 420499 -- FAC FT BEN | 0.00 | 0.00 | 0.00 | -1,274.73 | 4,283.92 | N/A | 0.00 | -4,283.92 |
| 450000 - 699999 -- OPER EXPENSES (EXCLUDING COGS) | 25,750.00 | 0.00 | 25,750.00 | 259.12 | 10,029.84 | 37.48% | 19.02 | 16,704.14 |
| 770000 - 772399 -- STUDENT AID | 0.00 | 0.00 | 0.00 | 0.00 | 829.35 | N/A | 0.00 | -829.35 |
| TOTAL 400000 - 989999 -- EXPENDITURES | 25,750.00 | 0.00 | 25,750.00 | -5,060.88 | 29,182.86 | N/A | 19.02 | -2,451.88 |

**GRAND TOTAL**

25,750.00 | 0.00 | 25,750.00 | -5,060.88 | 29,182.86 | N/A | 19.02 | -2,451.88 |
Other helpful thoughts......

• Right sizing of support team and expenses – streamline processes, knowledgeable team, service oriented, right skills, right distribution of activities – CROSS TRAIN and “don’t put all your eggs in one basket”!

• Avoid OVER specialization of positions - too narrow focus.

• Proactive fiscal reality discussions with faculty, agree to timelines for deliverables and document plan – secure guidance as needed (faculty affairs, business affairs, legal, UPI, Finance, etc.)

• Clinical program expansion planning that considers hospital(s) and other timelines for fund requests – and involve UPI early on

• Regular Dept/Division, etc. meetings to secure ongoing input

• Letters of offer
  – Be concise and clear about resource commitments – not vague
  – Not explicit enough about expectations and accountabilities
DFA/Administrator/Finance team

Expectations?

• First......understanding by all that these are complex and demanding positions that are key to an academic unit’s success!
• DFA/Administrator **responsibilities**......*the partial list*
  - Overall fiscal management of Dept/Division/Center - required
  - Maintain a positive Department reputation throughout enterprise – it makes everything easier
    • Follow fiscal, HR, grant agency and other policies
    • Work to affect positive change – think globally not just locally
    • Only be on the audit list through RANDOM assignment!
    • Adherence to deadlines
  - Assure that your resources are being managed appropriately. You **can** be too far removed from the process.
Some Team Expectations

• Dept/Division/Unit Support of Faculty
  ➢ Grant application facilitation – know what you must route and *what can be added just prior to submission to decompress process*!
  ➢ Clear knowledge and adherence of OGC, NIH and other grant policies and procedures – adhere to timelines!
  ➢ Proactive support for grant applications, progress reports, reconciling expenses, FSR’s
    • Don’t wait for applications ‘*to happen*’ - proactively, regularly check in with faculty about planned applications, progress reports, FSR’s; track and balance workload to help.
Some Team Expectations

- Procurement facilitation, HR process facilitation - there is a LOT to know – take advantage of in person and on-line training and updates! Read PSC Newsletter.

- Understand the clinical enterprise in the Clinical departments/units. UPI does a great job and partnerships will produce a lot of great data and reports to assist your faculty.

- Support the faculty so they can spend time on research, teaching, clinical activities and building programs!
Parting thoughts…..avoid traps that could take you off course……

• Not consulting with Dean’s office, UCD experts, UPI and others when you have questions – avoid acting first and asking for forgiveness later – it doubles your work! (recurrent theme huh?)
• Failure to establish productivity metrics and expectations for resource allocation leads to a culture of entitlement & lack of accountability.
• Failure to distinguish between want and need
• Failing to align the bulk of the resources to a well thought out fiscal plan
• Failure to identify fiscal cliffs 1-2 years out and plan now
• Under utilizing a competent team member or overvaluing an incompetent team member
• Not making changes you know you should make just prolongs the agony
(more) Parting thoughts…..avoid traps that could take you off course……

• Failure to find appropriate balance between strategic and opportunistic investments.
• Being held ‘hostage’ by individuals or situations
• Throwing resources at a problem to solve a problem without clear value of the investment, outcomes and expectations
• Not involving your faculty and team in a global process or plan
• Falling prey to the people who will job-jump because they are largely fiscally motivated vs. employing people who align with your values and vision for building the future.
The strongest, most energy efficient engine to success is a highly functioning, right sized, mission aligned, knowledgeable, fiscally responsible, dedicated, appreciated team.
There is SO much to feel good about!

We want to help you realize your goals – let us know how we can help!!

This place is a dream come true for many.

Thank you!!