# Indiana University Fiscal Officer Development Series

2016-2017 Curriculum

September, Day 1

**Developing Strategies for Success**

In the first session participants identify the attributes necessary for success as a fiscal officer in the Indiana University environment including strategies to deal with commonly occurring difficult situations. Participants will also begin the critical process of networking with one another and will brainstorm ways to get the most benefit from the Fiscal Officer Development series.

September, Day 2

**Myers-Briggs Type Indicator**

The Myers-Briggs Type Indicator is the most reputable research–based tool used to better understand ourselves and others. The primary purpose of the Myers-Briggs Type Indicator is to explore perception – how we become aware of things, people, happenings or ideas and judgment – how we come to conclusions about what is perceived. Peoples preferences tend to vary greatly and it dramatically affects interactions with others.

In this session you will:

* learn and understand your MBTI best-fit type
* learn talents and challenges within your best-fit type
* gain a working knowledge of how we energize, take in information, make decisions and live
* learn your dominant, auxiliary, tertiary and inferior functions
* develop strategies to more effectively interact with customers and colleagues.

**Internal Controls, Ethics and Risk Assessment**

Focus of the session will be on identifying and analyzing internal and external risks that are faced by units in achieving their missions and to assist fiscal officers in more effectively discharging their responsibilities by understanding and applying internal control concepts. Effective transmission of this information will occur through lecture, group interaction and discussion, and case studies.

October

**IU Capital Planning**

In order to operate efficiently and effectively, a fiscal officer should have a working knowledge of the institution’s facilities organizations and operations. This session will explain how construction projects are funded, the Capital Project Approval Process, the Capital Appropriation Request and Repair & Rehabilitation.

**Capital Asset Management**

The management of capital assets is crucial to safeguard university assets and to ensure compliance with federal and state regulations and accounting standards. This session will review capital asset policies and outline the responsibilities of the fiscal officer in managing the university’s capital assets.

**Office of Procurement Services**

The Office of Procurement Services encompasses several entities with which you may work on a daily basis, or on the other hand, may not even know exist!

In your role at IU, you might interact with our Purchasing Staff, with Travel Management Services, or with IU’s fine Licensing and Trademark’s and Business Diversity teams. All of these groups along with the Procurement Systems Team are combined within one organization; the Office of Procurement Services. This structure provides daily opportunities for sharing resources, building synergies and creating opportunities for Indiana University.

**Licensing & Trademarks**

Licensing and Trademarks serves the university by promoting and protecting its name, marks and identifying properties. This session will discuss the university’s trademark portfolio, when and how to register trademarks, trademark enforcement, guidelines of trademark use, and the value of licensing.

**Procurement Services**

Twenty-five percent of university expenditures are related to the procurement function. This session will review the different options for procurement, effective use of the different procurement tools, and the legal issues that every fiscal officer should know about purchasing goods and services. Case studies of procurement situations will be utilized to exhibit the complexity of each purchase and to promote proper purchasing methods.

**Sponsorships Overview**

IU’s Office of Sponsorships provides resources to University faculty and staff on all campuses to streamline the sponsorship process for money coming into the university. The Office will also lead larger sponsorship endeavors that are intended to be campus or University-wide. This session will provide a brief overview of sponsorships, the Office’s objectives, and the Sponsorship Toolkit.

**Business Diversity**

The Business Diversity program was established to increase opportunities for minority, women owned, and small businesses to participate in the IU procurement and construction process.

**Travel Management**

No matter what stage of the planning process you are in, if you travel, we hope to help make your trip a successful one. Polices, Processes and Plans for Travel Management Services

November, Day 1

**The** **State’s Financial Condition, the Biennial Budget Process and Performance Funding**

This purpose of this session is to provide fiscal officers with a look at how the state is doing financially and a primer on the state biennial budget process, including how IU interacts with the Indiana Commission for Higher Education and the Legislature relative to the biennial state budget. In addition, the state’s performance funding formula, which determines state operating appropriations, will be reviewed. The session will conclude with the presenter’s philosophy on interactions with IU’s constituents at the General Assembly and with state agencies.

**State Relations**

Participants will learn how IU interacts with the various constituents in state offices and the Legislature with respect to legislative matters that impact IU. The “rules” of the game, the “players,” and the tactics and strategies involved are described.

**Federal & State Lobby Reporting**

The goal of this session is to give fiscal officers an understanding of how IU reports state and federal lobbying activity and how to ensure that expenditures are reported and paid for in the correct manner.

**Federal Relations & Federal Update**

The goal of this session is to give fiscal officers a look at how IU interacts with the various constituents in federal government and Congress, particularly in respect to the federal budget process and to other federal matters that impact IU, such as the reauthorization of the Higher Education Act. Time permitting, an exercise in lobbying on a specific issue will be included.

November, Day 2

**IU Financial Policies**

In order to operate efficiently and effectively as a responsible fiscal officer, it is imperative to have working knowledge of the institution’s policies. This session will focus on increasing the participant’s familiarity with the various financial and administrative policies of Indiana University. Areas to be covered will include where the policies can be found, how policies are established, and an overview of the more commonly encountered issues (e.g. hospitality). Examples of interpretations of different policies

**Budget Development**

This session will help fiscal officers become more familiar with the internal and external constituents that influence the establishment of institutional guidelines (with examples), major steps of the budget construction cycle

(including revenue projection, expenditure estimation, and allocation processes), types of budgets (July , base, adjusted base, current) and how they differ, different approaches to budgeting across subfund groups, and proper administration of the budget throughout the fiscal year, including description and reporting requirements of the periodic fiscal analysis for the Board of Trustees. The concept of fee income assessment and its differences from campus to campus will be covered. The university's enrollment projection process will be explored. How the biennial appropriation request to the State fits into IU’s budget planning and development will be explained. Lecture and discussion will be used throughout the sessions

**Responsibility Center Management**

This session will cover the principles of RCM including the requirement for the roles of campus leadership, Deans and Fiscal Officers to ensure success with RCM. The differences between traditional models and RCM models will be reviewed. The session will also discuss the importance of an information rich environment in an RCM model.

**RCM at the Campus**

This session will help fiscal officers understand the implementation of RCM on the unit and their role in managing the financial aspects of their school. The discussion will be centered on topics such as the impact of credit hour projections on the RC budget, what is included in assessment charges, and the allocation of state appropriation.

December

**Treasury Management**

Fiscal officers will have a general level of knowledge with respect to the processes, approvals, and analysis required to finance capital projects through the issuance of bonds, or other debt instruments. Fiscal officers should develop an awareness of the “big picture” concepts with respect to capital project financing and know what organizational resources are available to assist them in addressing any potential project financing issues.

Fiscal officers must be familiar with the policies, processes and procedures by which the university forecasts receipts/disbursements, receives and concentrates funds, invests excess cash and disburses funds. Fiscal officers should have a basic knowledge of the concepts, processes and policies relating to: the time value of money; incoming/outgoing electronic funds transfers; e-commerce; the university’s cash concentration process; lockboxes; credit/debit/purchasing cards; the opening and closing of bank accounts.

**Office of Insurance, Loss Control & Claims**

Risk Management is becoming an issue in almost all of our daily operations. This session will discuss the various aspects of insurance held by the university (property, vehicle, and specialized insurance such as malpractice insurance). We will discuss how the insurance process works, in terms of collecting premiums and paying out claims. And we will also discuss "best practices" in order to minimize those claims (and costs).

**Technology, Systems and Infrastructure**

Today's fiscal officers are under increasing pressure to be conversant in not only business operations, but also technology. Without the basic understanding of the web, relational databases, the fundamentals of enterprise application technologies, and personal productivity software, fiscal officers are less effective in making critical decisions for their organization. Through some exposure to the vocabulary and building blocks of these technologies, the fiscal officer will be better prepared to participate in technology project planning and strategy sessions

January

**University Human Resource Strategic Priorities & Practices**

This session will review Human Resource issues, practices and policies as it relates to a fiscal officer.

**Conflict of Interest & Conflict of Commitment**

Indiana University expects its employees to carryout out their responsibilities in accordance with the highest legal, ethical, and moral standards; and this session will focus on two related expectations: 1) external activities that result in the misuse of University resources -- Conflicts of Commitment and 2) external activities that need to be disclosed and managed by others, including fiscal officers -- Conflicts of Interest. This session is intended to provide insights for fiscal officers in protecting university assets. Fiscal officers will also hear about important steps they can take to avoid the perceptions of inappropriate work conflicts.

**Fair Labor Standards Act**

Fiscal Officers most likely have some, or a lot of responsibility for “human resources” in their respective unit, such as getting new employees on the University’s payroll, approving overtime compensation and keeping associated records. This session will provide fiscal officers familiarity with related Department of Labor (DOL) laws and IU policies; including the DOL’s Fair Labor Standards Act criteria for exempt and nonexempt classification of positions and the associated risks for noncompliance. Other important Immigration Reform and Control Act regulations and Indiana laws will also be covered in this session.

**IU Payroll Policies**

Fiscal officers must be apprised of university policy and processing practices surrounding payroll activities. This session will cover ensuring accurate and timely payrolls, appropriate hiring actions, record keeping requirements and appropriate distribution practices.

February, Day 1

**The Chart of Accounts**

The university has a sophisticated chart of accounts that facilitates accumulating data, financial reporting, and sound fiscal management. We will spend time sharing the power of the chart, the functionality that is present, and the reversion process that the chart drives at year end.

**Accounting Processes**

Accounting processes drive the financial entries of the university. Fiscal officers operate daily in a fund accounting environment designed specifically for higher education. Accurate decisions require understanding of the different fund groups, the purpose of each fund group, and what revenues and expenses are allowable and non-allowable by fund group.

**University Financial Report**

The IU external financial report is a representation of the overall financial health of the university. We will review the components and requirements of this important picture of IU’s finances.

February, Day 2

**Legal Issues**

Legal issues arise on a regular basis in fiscal administrative units. This session will cover those questions submitted by the fiscal Officers. A range of topics will be covered including contracts, ghost employment, relationship to affiliated organizations and personal liability of a fiscal officer. Fiscal officers will hear first-hand from legal counsel what the major issues tend to be, what answers administrators can provide on their own without legal counsel, and when issues need to be referred to legal counsel for resolution.

**Tax Management**

General tax knowledge will prepare the fiscal officer with the tools to successfully deal with tax issues. Areas covered will include unrelated business income tax, sales tax, payroll taxes, nonresident alien tax issues, and scholarship and fellowship taxation. The lecture include interactive learning with Clickers.

**IUF Policies**

Foundation policies correlate directly to the university policies. This session will be used to promote understanding of IUF policies and correlation of the use of both IU and IUF financial policies.

**USSS & Financial Aid Compliance**

Indiana University disburses over $900 million in federal, state, and institutional financial aid. Federal Title IV regulations require institutions to monitor and limit total financial resources awarded to students receiving federal financial aid. Federal financial aid includes scholarships/fellowships, grants, need-based employment, and loans. How institutional resources (fee remissions, prizes, scholarships, student employment) are categorized and processed is important for federal financial aid compliance. This session will give an overview of financial aid and discuss in detail the different categories of resources and the process for making payments.

March

**Indirect Cost**

Indirect cost revenues to the university are currently in excess of $83MM per year, yet many administrators are unaware of how indirect cost recoveries are associated with both departmental spending and financial restrictions on externally funded monies. This session will provide an overview of how indirect costs are calculated, the negotiation and audit process, and their relationship to federal regulations.

**Office of the Vice President for Research and Sponsored Research Services**

An overview of sponsored research and research administration at IU.

**Budget Preparation & Proposal Submission for Sponsored Research**

Administrators need to be aware of the potential financial and administrative impact of proposals submitted in their area. Funds awarded by external sources are often restricted to the commitments made by the faculty during this process. This session will cover budget preparation and the proposal review and submission process.

**Research Contracting**

This session will cover the role of research contracting with ORA, common financial terms found in contracts, financial risks to be avoided, and finally the world of Sub-awards.

**Post-award Contract and Grant Administration**

The focus of this session will be to increase the participant’s knowledge of the post-award function provided by the Office of Research Administration (ORA). It will cover setting up awards, award financial management issues (cost allocation, cost transfers, and cash management), and award closeout and audit issues. With regard to each of these areas, the roles and responsibilities of the financial manager, the project director, and ORA will be covered.

April

**Know Your Niche**

The final session will be devoted to developing personal strategies to succeed. Taking the tools developed in all the prior sessions, participants will evaluate their "tool kits." They will identify areas for additional training, need for skills development, and opportunities for successfully carrying out the role of fiscal officer.