

Fiscal Officer Development Series Curriculum

Fall 2005 - Spring 2006

The Fiscal Officer Development Series strives to provide current, new and prospective fiscal officers with a "tool kit" for success. Success is defined as the ability to carry out roles and responsibilities of the fiscal officer in a manner that benefits the university, the unit and the individual. Upon completion of the series, individuals will have technical tools (policy and procedure knowledge), organizational and cultural tools (an understanding of the unique and diverse operational environments found at IU), and knowledge of the resources and other tools (courses and other opportunities) for building and improving personal and management skills.

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September Session

The Seasons Lodge & Conference Center
Nashville, Indiana
September 22 & 23, 2005

Thursday, September 22nd

1:30 - 1:45 Welcome & Introduction to Today's Session
 Kathleen McNeely

1:45 - 3:00 Developing Strategies for Success
 Debra Nelson Dunbar

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.

3:00 - 3:15 Break

3:15 - 4:30 Developing Strategies for Success - continued
 Debra Nelson Dunbar

4:30 Wrap up

5:30 - 6:30 Reception - Artist Colony Inn, Nashville

6:00 Remarks from Vice President Judith Palmer

6:30 - 8:00 Dinner
 Vice President Charlie Nelms will speak about diversity on the IU campuses.

Friday, September 23rd

7:30 Continental Breakfast

8:15 - 8:30 Opening remarks - Barry Thomas

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8:30 – 10:30 Internal Controls, Ethics and Risk Assessment
Terry Radke

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.

10:30 – 10:45 Break

10:45 – 12:00 Myers-Briggs Type Indicator
Deb Nelson Dunbar

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.*

12:00 – 1:00 Lunch

1:00 – 2:30 Myers-Briggs Type Indicator - continued
Deb Nelson Dunbar

2:30 – 2:45 Break

2:45 – 3:45 Myers-Briggs Type Indicator - continued
Deb Nelson Dunbar

3:45 Wrap up

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October Session

Griffith Hall, Bradford Woods
Martinsville, Indiana
Wednesday, October 5, 2005

7:30 Continental Breakfast

8:15 – 8:30 Opening remarks – Kathleen McNeely

8:30 – 10:30 Procurement
Jennifer Foutty, LaTricia Hill-Chandler & Pat Smith

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.

10:30 – 10:45 Break

10:45 – 11:30 Travel Management
John Harner

Travel policies and policies regarding travel procurement will be reviewed.

11:30 – 12:15 Capital Asset Management
Anna Jensen

The management of capital assets not only safeguards university assets, it also meets federal compliance requirements. This session will review what our capital asset policies are, changes that are being made to these policies, and how the fiscal officer can assist in managing our capital assets.

12:15 – 1:15 Lunch

1:15 – 2:00 Understanding the IU Facilities Organization, Part I
Terry Clapacs

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 focus on increasing the fiscal officer's

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familiarity with the facilities organizations of Indiana University, emphasizing items of particular importance to the fiscal officer. Topics to be covered will include structure of the facilities organizations, the development of a construction project, the Capital Appropriation Request, Repair & Rehabilitation Funding for construction projects, and the fiscal officer's role in these areas.

2:00 – 2:45 Understanding the IU Facilities Organizations, Part II
Hank Hewetson, Theresa Thompson & Tom Williams

Recognizing that some fiscal officers may only deal with a major construction project once or twice in their tenure, it is imperative to have strong communication links established with individuals in fiscal management of construction projects to ensure a project's success. The fiscal officer needs to be involved from the earliest stages in a construction project on his or her respective campus. The Finance Division of the Vice President and Chief Administrative Officer can serve as your partner when issues arise in construction and funding. This session will answer questions such as: How do you develop a project budget? What's the role of the staff architect? What does your campus facilities staff need to do? Who pays for moving expenses? How does your building get named? What approvals are needed of the Board of Trustees and state agencies? What concerns are there related to equal employment opportunity in construction on your campus? In addition, a variety of electronic tools are available to support you. We'll also have a review of object codes related to facilities, how internal labor might be capitalized and plant fund accounting guidelines.

2:45 – 3:00 Break

3:00 – 3:30 Understanding the IU Facilities Organizations, Part II continued

3:30 Wrap up

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November Session

Kelley Student Center, IUK
Kokomo, Indiana
November 1 & 2, 2005

Tuesday, November 1st

1:00 - 1:15 Opening remarks - Kathleen McNeely

1:15 - 2:30 IU Financial Policies
Kathleen McNeely

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 will be provided to groups to promote discussion and understanding.

2:30 - 2:45 Break

2:45 - 3:45 IU Financial Policies - continued

3:45 - 4:00 Wrap up

4:00 - 5:00 Tour the campus

5:00 - 6:00 Reception at the Kelley House with
Dr. Ruth Person, Chancellor, IU Kokomo

6:30 - 8:00 Dinner - Historical Elliott House

Wednesday, November 2nd

7:30 Continental Breakfast

8:15 - 8:30 Opening remarks - Kathleen McNeely

8:30 - 10:00 Accounting Processes
Kathleen McNeely

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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. An overview of assets, liabilities, and interpretation of "fund balances" will take place. In addition, the basics of accrual accounting will facilitate an understanding of true financial position. Case studies will be utilized to assist the fiscal officers in proper accounting process and methodology.

The basics of accrual accounting will facilitate an understanding of true financial position.

10:00 – 10:15 Break

10:15 – 11:30 Accounting - continued
Kathleen McNeely

11:30 – 12:30 Lunch

12:30 – 1:45 IUF Policies
Sheila Decker & Jim Smith

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.

1:45 – 2:00 Break

2:00 – 3:30 Chart of Accounts
Bill Overman

The university has a sophisticated chart of accounts that facilitates accumulating data, financial reporting, and sound fiscal management. The University Chart Manager 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.

3:30 Wrap up

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December Session

Bloomington Convention Center
Bloomington, Indiana
Tuesday, December 6, 2005

7:30 Continental Breakfast

8:15 – 8:30 Opening remarks – Kathleen McNeely

8:30 – 9:30 Indirect Cost
Sally Link

Indirect cost revenues to the university are currently in excess of \$30MM 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. A review of the components of IU's indirect cost proposal will be completed using a summary of the actual model for each fiscal officer to follow.

9:30 – 9:45 Break

9:45 – 10:45 Office of the Vice President for Research and
Sponsored Research Services
Steve Martin

Overview of sponsored research and research administration at IU.

10:45 – 11:00 Break

11:00 – 12:00 Finding Funding, Budget Preparation & Proposal
Submission for Sponsored Research
Teresa Miller

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 how to find funding, budget preparation and the proposal process.

12:00 – 1:00 Lunch

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1:00 – 2:00 Award Process
 Marcia Landen

This session will cover the difference between a gift and grant as well as an overview of common contractual issues.

2:00 – 2:15 Break

2:15 – 3:30 Post-Award Contract and Grant Administration
 Jim Becker

The focus of this session will be to increase the participant's knowledge of the function provided by Contract and Grant Administration, a unit of Financial Management Services (FMS). 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 C&G will be covered.

3:30 Wrap up

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January Session

Indiana History Center
Indianapolis, Indiana
Tuesday, January 10, 2006

7:30 Continental Breakfast

8:15 – 8:30 Opening remarks – Kathleen McNeely

8:30 – 9:45 Benefits
Dan Rives

This session will review the process of how we determine what benefits to offer, the details of how a benefit rate is established and provide an update on where benefit costs are expected to be in the foreseeable future. Dan will also share with us the internal and external factors impacting IU employee benefit program costs.

9:45 – 10:00 Break

10:00 – 12:00 Department of Labor
Dan Rives

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.

12:00 – 1:00 Lunch

1:00 – 2:15 Treasury Management
Stew Cobine & Dennis Reedy

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

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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.

2:15 - 2:30	Break
2:30 - 3:30	Treasury Management - continued
3:30	Wrap up

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February Session

Holiday Inn Conference Center
Columbus, Indiana
February 7 & 8, 2006

Tuesday, February 7th

1:00 – 1:15 Opening remarks – Kathleen McNeely

1:15 – 3:15 Tax
 Stew Cobine

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. After a lecture, a case study will be worked on in smaller groups to identify tax issues that exist in an organization and solicit opinions on how to handle the situations.

3:15 – 3:30 Break

3:30 – 4:45 IU Payroll Policies
 Harriet Fierman

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.

4:45 Wrap up

5:45 – 6:30 Reception - Smith's Rowe Food & Spirits

6:30 – 8:00 Dinner

Wednesday, February 8th

7:00 Continental Breakfast

8:00 – 8:15 Opening remarks – Kathleen McNeely

8:15 – 9:15 The State Budget Process
 J.T. Forbes

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9:15 – 10:00 Budget Development, Administration & Revenue Projecting
Steve Keucher

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. The biennial appropriation request to the State will be explained. Lecture and discussion will be used throughout the sessions.

10:00 – 10:15 Break

10:15 – 11:45 Budget Development, Administration & Revenue
Projecting - continued

11:45 – 12:45 Lunch

12:45 – 3:00 Budget Administration
Steve Keucher, Bob Martin & Neil Theobald

The panel will discuss the various methods of budget administration and why different methods can work on different campuses and still be effective. The panel discussion is best served by questions being provided by the audience to help direct the discussion.

3:15 – 3:30 Wrap up

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March Session

Chapman's Banquet Center
Bloomington, Indiana
Tuesday, March 7, 2006

7:30 Continental Breakfast

8:15 – 8:30 Opening remarks – Kathleen McNeely

8:30 – 9:45 Communicating Institutional Information
Larry Macintyre & Lisa Townsend

This session will help fiscal officers understand the breadth of public affairs and marketing activities that take place throughout the university and gain an awareness of the variety of audiences that receive, evaluate, and compare institutional data (general public, news media, federal and state agencies, higher education forums, accreditation agencies, etc). It will also help them obtain a better understanding of the impact they have when reporting financial, work force effort, administrative, and other types of data on the institution as a whole, the campuses, and the colleges and schools, and to familiarize them with available resources to use to obtain shareable institutional data. In addition this session will provide guidelines to assist in determining the appropriate personnel to respond to external requests for information on behalf of the university.

9:45 – 10:00 Break

10:00 – 11:15 Legal Issues
Beth Cate and Sharon Groeger

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.

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11:15 - 12:15 Risk Management
Larry Stephens

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, specialized insurance such as malpractice insurance, worker's comp insurance, etc.). 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).

12:15 - 1:15 Lunch

1:15 - 2:30 Technology, Systems and Infrastructure
Dennis Cromwell, Ron Reuter, & Jim Thomas

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

2:30 - 2:45 Break

2:45 - 3:45 Technology, Systems and Infrastructure - continued

3:45 Wrap up

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April Session

Lilly House
Indianapolis, Indiana
Tuesday, April 11, 2006

- 8:30 – 9:00 Continental Breakfast
- 9:00 – 9:15 Opening remarks – Kathleen McNeely
- 9:15 – 10:45 Know Your Niche
Deb Nelson Dunbar
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.
- 10:45 – 11:00 Break
- 11:00 – 12:30 Final Session Review
Deb Nelson Dunbar
- 12:30 – 1:30 Lunch
- 1:30 – 3:30 Dessert Reception with Vice President Judith Palmer