



Financial Management Guidelines

Guidelines for business officers and other faculty/staff involved with managing departmental finances

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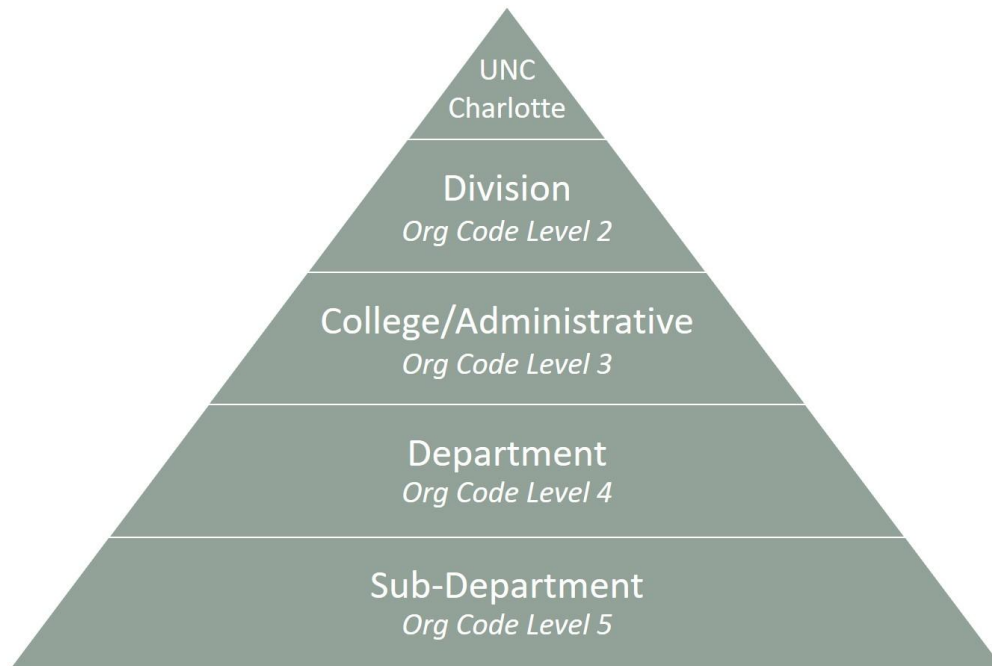
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PURPOSE/SCOPE

To provide leaders and supporting business staff guidance related to financial management and the steps necessary to analyze departmental transactions, fund and account balances, and budgets on a monthly and ongoing basis.

I. ORGANIZATIONAL HIERARCHY, ROLES, AND RESPONSIBILITIES



The University's financial organization chart consists of five levels (i.e., University, Division, College/Administrative, Department, Sub-Department). All University funds and positions are associated with a level five (i.e., 5-digit) [ORGANIZATION CODE](#).

A hierarchical list of all [ORGANIZATION CODES](#) and associated sub-department level Financial Managers is maintained and updated monthly on the **ONEIT FINANCIAL SYSTEMS SUPPORT WEBSITE** under the Resources section.

To create a new Financial Manager for a new department level Organization Code, or to change a Financial Manager for an existing Organization Code, complete the [BANNER REQUEST TO CHANGE FINANCIAL MANAGER](#) located on the **FINANCIAL SERVICES FORMS WEBSITE**.

Based on the size and complexity of particular divisions, college/administrative organizations, or departments, additional personnel may also be involved in supporting the leaders and supporting business staff in providing oversight of the department's financial resources.

Financial Roles

| Roles by Org Levels | Head/Leader | Business Staff |
|---------------------|---|--|
| Org L2 | Division Head <i>Leader of a division (Org L2). Examples: Chief of Staff, Vice Chancellor (VC), Provost</i> | Division Business Officer <i>Business manager at the division level (Org L2). Typically reports directly to a Division Head.</i> |
| Org L3 | College/Admin Head <i>Leader of a college administrative organization (Org L3). Typically reports directly to a Division Head. Examples: Associate Provost, Dean, Associate VC, Executive/Associate Director</i> | College/Admin Business Officer <i>Business manager at the college/administrative organization level (Org L3). Typically reports directly to a College/Admin Head.</i> |
| Org L4 | Department Head <i>Leader of a department (Org L4). Typically reports directly to a College/Admin Head. Examples: Director, Chair, Manager</i> | Department Business Coordinator <i>Business manager at the department level (Org L4). Typically reports directly to the Department Head. Examples: Business Officer, Business Services Coordinator, Admin Support Specialist/Associate)</i> |
| Org L5 | Sub-Department Head <i>Leader of a sub-department unit (Org L5). Typically reports directly to a Department Head or College/Admin Head. Examples: Director, Chair, Manager</i> | Sub-Department Business Coordinator <i>Business manager at the sub-department unit level (Org L5). Typically reports directly to the Sub-Department Head. Examples: Business Officer, Business Services Coordinator, Admin Support Specialist/Associate</i> |

Financial Responsibilities

| Head/Leader | Business Staff |
|---|--|
| <p>Provides oversight and ensures financial resources are managed in an efficient and cost-effective manner consistent with the intended purpose of the funds established in their department.</p> <p>Maintains fiduciary responsibility for the fund(s) of their organization but may delegate authority for financial analysis and reconciliation for specific transaction components or overall fund management in accordance with the delegation guidelines contained herein.</p> | <p>Manages all or a set of funds within their organization and the stewardship of assets within these funds by:</p> <ul style="list-style-type: none"> ● Maintaining working knowledge of policies, regulations, and guidelines referenced in this document ● Preventing overspending of budgets ● Completing analysis and reconciliation of all funds each month ● Ensuring monthly review of accounts and maintenance of accurate accounting records |

- Providing heads/leaders with financial information necessary to make business decisions
- Administering daily business operations

Campus Business Communications

Here are two options to improve business policy and procedure-related communications across campus: use the PATH role directory to target specific roles or email one of the Google Groups available that target business officers and business coordinators.

PATH Role Directory

If you want to target specific roles, use the PATH role directory feature. PATH is an internally developed system designed to be a database that captures Financial Roles and Processes according to the University's organizational hierarchy, as shown in this document.

Google Groups

Two Google Groups are available that target business officers and business coordinators on campus as defined below. This proactive approach allows for more targeted, effective, and timely communications between these groups. Each group is primarily based on the individual's role and responsibility for departmental fund management and financial operations.

BusinessOfficers-group@uncc.edu - This group is meant to include at least one business representative per **college or administrative unit - organizational code - level 3**.

FundAdministrators-group@uncc.edu - This group is meant to include at least one business representative per **sub-department - organizational code - level 5**.

Refer to the hierarchy of [BANNER ORGANIZATIONAL CODES](#)

These groups are managed by Financial Services and can be used by anyone within the university when sending communications to these audiences. Communications are monitored. It's easy to join a group if you believe that you or one of your staff are the primary business contact for your college, administrative unit, or department. You may also unsubscribe if you have been invited or directly added to one of these groups and are no longer the primary business contact for your college, administrative unit, or department.

Other Departments

Budget Office: A service unit within the division of Business Affairs that provides direction and guidance for budgetary management to campus departments related to state funds (i.e., the General Fund), auxiliaries (e.g., Housing and Residence Life, Parking), and student fee funded operations (e.g., Student Union, Athletics). The Office also administers capital improvement project budgets, provides position budget management, and monitors broad compliance with budgetary principles and approve/execute changes to department budgets.

Controller's Office: A unit of Financial Services within the division of Business Affairs that provides direction and guidance for financial management to campus departments, monitors broad compliance with accounting principles, and has a fiduciary responsibility to ensure accurate financial reporting in accordance with Financial and Governmental Accounting Standards Boards (FASB and GASB) and state accounting requirements.

Grants & Contracts Administration: As part of the division of Research, this area provides the faculty and staff with service and support of sponsor programs while facilitating compliance with sponsor requirements, following the Office of Management and Budget (OMB) Uniform Guidance and other related guidance and regulations, along with University policies and processes. Post Award Management staff assist with tasks including award set-up and Banner budget entry, cost share, release time, award close-out, financial reporting, subrecipient monitoring, sponsored award audits/desk reviews, and subaward invoicing.

Internal Audit Department: Periodically audits financial management activities for effectiveness in accordance with these guidelines. This department reports functionally to the Vice Chancellor of Institutional Integrity and has a recognized reporting relationship with the Audit Committee of the Board of Trustees.

Materials Management: A unit of Financial Services within the division of Business Affairs that provides direction and guidance to campus departments related to materials purchases and contracts for procuring goods and services. They also ensure compliance with all state procurement laws and regulations and review all procurement related contracts with companies and individuals.

Office of Research Services: As part of the division of Research, the ORS assists faculty and staff with the pursuit, acquisition, and financial and administrative management of extramural funding. ORS supports negotiation and execution of grant and contract awards. It also provides guidance and training on financial management, the use of University systems and processes to process award transactions, review and approval of some financial transactions, and interpretation of award terms and conditions in accordance with University and sponsor guidelines.

OneIT Financial Systems Support: Unit of Business Affairs Support in the division of OneIT and liaison between Financial Services, Human Resources, and Campus Users to other specialized OneIT departments. OneIT Financial Systems Support trains and supports users of the core university financial systems, including Banner Finance, Banner HR/Position Control/Payroll, Banner AR, 49er Mart, Kronos Workforce Ready, and other ancillary applications.

Treasury Services: A unit of Financial Services within the division of Business Affairs that supports the collection, management, and stewardship of University funds, investments, and other resources. Specific functions include the Bursar's office, finance/accounting services for the University's affiliated entities, management of endowment and other investments, oversight of the University's debt portfolio, as well as financial management, administration, and departmental assistance for the use of institutional trust funds.

II. DELEGATION CRITERIA

A Head and/or 'Financial Manager', who delegates responsibilities to a Business Officer and/or Business Coordinator must:

Before delegation:

- Consider the circumstances, including the condition of funds, the competence of potential fund managers, and the degree of supervision that will be required.
- Communicate clearly and completely all delegated responsibilities to the delegate and the appropriate support staff.
- Verify the delegate understands their responsibilities.

During delegation:

- Retain fiduciary responsibility for accurate fund accounting and compliance with these guidelines and related University policies.
- Retain management-level decision-making.
- Retain open communication with the delegate if questions arise or clarifications are necessary.
- Regularly monitor and assess each delegate's performance.

III. FINANCIAL OBJECTIVES

Each University department requires financial resources to perform its role according to the University's mission of education, research, and public service. As stewards of the University, department management has a fiduciary responsibility to adhere to state requirements, University policies, donor intent, and other financial guidelines, including those described in this document.

Departments are responsible for meeting several financial objectives on an ongoing operational basis to ensure proper stewardship of University resources, as listed in the table below. Specific duties and responsibilities linked to these objectives are detailed in [Section VI](#).

| Financial Objectives | Department Responsibilities | University Policies & Guidelines* |
|---|---|--|
| Provide accurate financial reporting | Accurately record all revenues, expenses, assets, receivables, and payables to the proper fund and account code in Banner. | <ul style="list-style-type: none"> ● Journal Entry Guidelines ● Expense Account Code Descriptions and FAQs |
| Spend money wisely in accordance with the University's goals | Spend funds wisely in accordance with policies and budgetary constraints. Ensure expenditures do not exceed budget (i.e., for General Funds and Grant Funds) or fund balances (i.e., for all other Fund Types). | <ul style="list-style-type: none"> ● Policy 601.8, Appropriate Use of University Funds ● Policy 601.11, Purchasing Policy ● University Purchasing Manual |
| Safeguard assets | Adequately safeguard assets in accordance with policies, and handle cash with required internal control measures. | <ul style="list-style-type: none"> ● Policy 602.3, Petty Cash/Change Funds (and related Procedures) ● Policy 602.4, University Receipts and Deposits ● Policy 601.15, Control of Equipment and Other Property |

| Financial Objectives | Department Responsibilities | University Policies & Guidelines* |
|---|--|--|
| Safeguard confidential and sensitive information (electronic and physical) | Confidential and sensitive information related to financial transactions is adequately safeguarded and distributed on a 'need-to-know' basis. | <ul style="list-style-type: none"> ● Policy 311, Data and Information Access and Security) including all Supplemental Regulations |
| Manage finances effectively (obligations paid timely, net investment income maximized) | Deposit receipts, pay expenditures, and record financial transactions on a timely basis. | <ul style="list-style-type: none"> ● Policy 602.4, University Receipts and Deposits ● Policy 602.12, Revenue Generating Activities |
| Avoid financial penalties (for non-compliance with required standards/ government regulations and for failing to meet contractual obligations) | Fulfill contractual obligations and execute transactions in accordance with policies. Management and staff have sufficient knowledge of and comply with applicable policies, standards, and regulations. | <ul style="list-style-type: none"> ● Policy 102.2, Conflicts of Interest and Commitment ● Policy 603.1, Authority to Sign Contracts and Other Official Documents ● All policies are on the OFFICE OF LEGAL AFFAIRS WEBSITE |
| Avoid fraud | Management and staff have a knowledge of internal controls, fraud prevention, AND perform evaluation of internal controls regularly. | <ul style="list-style-type: none"> ● Internal Controls Training (see INTERNAL AUDIT WEBSITE) ● Fraud Prevention Training ● Assessment of Internal Controls ● Information Security Standards and Guidelines: Guideline for Data Handling (see INFORMATION TECHNOLOGY SERVICES WEBSITE) ● Information Security Checklists ● Security Awareness Training ● DUO Two Factor Authentication |

*Links to all websites for Policies and Guidelines listed here can be found in [Section XI](#).

IV. GUIDING PRINCIPLES FOR BUDGETARY AND FINANCIAL ACTIVITY

Some general guiding principles for budgetary and financial activity are listed below.

Establishing and Using Budgets

These principles apply to all University fund types. General Fund (or 'Appropriated Funds')¹ budgets are the only official budgets maintained by the University Budget Office and allocated annually at the divisional level once the Chancellor approves. Division management then establishes college/service unit budgets, which are further allocated to departments at the fund level. Auxiliary and fee fund budgets, though maintained by the University Budget Office, are established internally by the organizations themselves. Grant Fund budgets are maintained by the Grants and Contracts Administration Office and

¹ See Policy 601.8 for a complete list of Fund Definitions.

allocated once the sponsor approves. For all other fund types, including those maintained outside of Banner, budgets are the responsibility of Department Heads and Fund Managers.

1. A budget should be established to provide a tool to:
 - a. Define annual spending limits,
 - b. Measure current financial performance,
 - c. Help discover significant transaction errors and
 - d. Detect substantial changes in circumstances or business conditions.
2. A budget should be realistic, reasonable, and attainable.
3. A budget should be based on thorough analysis, including:
 - a. An understanding of the budget's purpose and how it relates to the unit's mission, goals, and objectives,
 - b. A comprehensive assessment of the unit's financial needs to fulfill its goals and
 - c. A plan to adjust resources or modify goals and objectives if current resources fall short of meeting a unit's needs. **Departments must not overspend their budgets.**
4. Compare actual financial results to the budget regularly. This will:
 - a. Detect changes in circumstances or the business environment,
 - b. Discover transaction errors,
 - c. Measure financial performance,
 - d. Ensure unnecessary costs are being avoided,
 - e. Ensure that expenditures are reasonable and necessary to accomplish the unit's goals, and
 - f. Ensure transactions are adequately supported.
5. When actual financial results vary significantly from the budget, the Fund Manager must analyze the activity and determine the cause and, if necessary, take corrective action.

Financial Activity

1. Planning
 - Each unit must evaluate the financial consequences before starting a new activity, changing, or eliminating a current activity. Prior to engaging in any new revenue generating activity at the University, the University official, department, college or unit must consult with Financial Services, the Budget Office, and the Office of Legal Affairs to confirm the proposed activity is permissible and consistent with the University's mission of teaching, research, and outreach.
 - Each unit must ensure that the anticipated benefits are commensurate with the costs for any planned or ongoing activities.
2. Transactions
 - All expenditures must comply with all relevant policies, regulations, grant or contract terms, etc.
 - Record all transactions as accurately and timely as possible at all times and with the proper authorization.
 - Proper internal controls must be in place to ensure the integrity of financial data. See Appendix 3 for the five main components of internal control.
3. Training and Competence
 - All employees involved in the financial activity must have proper training and knowledge of applicable policies and guidelines.
4. Corrective Actions
 - If errors occur, make corrections in a timely manner.

- If errors become frequent, management must assess whether preventive controls require improvement, additional training is necessary, and/or sanctions should be enforced to achieve expectations.

V. FUND ESTABLISHMENT/SETUP

This section relates to establishing a new University fund within Banner when it is determined that a new fund is needed.

When a unit determines that a new fund is needed, submit a [NEW BANNER FUND REQUEST FORM](#) (found on the **FINANCIAL SERVICES FORMS WEBSITE**) to the department indicated under “Routing” on the Instructions tab. Routing is determined by the source of funds for the new Banner Fund (e.g., General Funds, Gifts, Student Activity Fees, Sales of Goods and Services, etc.). This information will be used to complete and submit a Banner Fund Maintenance Form to the OnIT Financial Systems Support department, which will set up the fund in Banner.

Note that [GRANTS AND CONTRACTS ADMINISTRATION \(GCA\)](#) in the division of Research researches and establishes funds for sponsored research. GCA can establish funds once they receive a Notice of Award (NOA).

For new fund requests in which a gift is the source of funds, all applicable gift agreement documentation must be completed before a new fund can be established. Please refer to [UNIVERSITY POLICY 602.2, SOLICITATION AND ACCEPTANCE OF GIFTS](#) and contact the Donor Relations group within the University Advancement division for additional information regarding gift agreements.

For a complete list of Fund Definitions, see [UNIVERSITY POLICY 601.8, APPROPRIATE USE OF FUNDS](#).

Fund Categories

| Fund Types/Ranges | Source of Money | Purpose Restrictions* | Oversight/ Resource |
|--|---|---|---|
| General Funds 100000-119999 | State Appropriations, Tuition, General Fees, & Other Receipts | Unrestricted; Must be used by June 30 | Budget Office |
| ITF: Overhead Receipts (F&A/PIFA) 12XXXX | Sponsored Programs F&A Fees | Unrestricted; see BOG Policy 500.5 | Treasury Services |
| ITF: Special Student Fees 134XXX | E&T, Application, Major, Fees, etc. | Unrestricted | Budget Office, Affiliated Organization |
| ITF: Unrestricted 137000-139699 | Research Residuals, Recharge Unit Revenue, Millennial Campus Operations, Unrest. Gifts through Foundation | Unrestricted | Treasury Services |

| Fund Types/Ranges | Source of Money | Purpose Restrictions* | Oversight/ Resource |
|--|--|---|---------------------------|
| ITF: Auxiliary & Student Fee 33XXXX | Auxiliary Services Fees/Revenues (Parking, Housing, Athletics, University Health Services) | Unrestricted | Budget Office |
| ITF: Grants & Contracts 5XXXXX | Awards from Research Agencies (Federal, State, Non-Profit, Industry) | Restricted consistent with grant or contract agreement | Grants & Contracts Admin |
| ITF: Restricted Foundation (initially) per donor 6XXXXX-669399 | Scholarships, Fellowships, Restricted Gifts through Foundation | Restricted per donor requirements | Treasury Services |
| Intercollegiate Athletic Funds 6694XX-669999 | Gifts through Foundation | Restricted discretionary <i>For Athletics use only</i> | Treasury Services |
| Special: Fiduciary/Agency 83XXXX-84XXXX | Membership Dues, Non-University related contributions/residuals | Restricted to designation (University acts like a bank) | Treasury Services |
| Capital Funds 88XXXX | State Appropriations, Debt Proceeds, Auxiliary, Student Fees | Restricted to designation | Budget Office, Controller |

As defined in University Policy 601.8, a “discretionary” fund is an internal designation assigned to certain funds that originate from one of the following sources: (1) unrestricted, undesignated donations initially made to a University foundation; (2) donor-restricted gifts initially made to a University foundation or endowment earnings allowing discretionary spending; or (3) University-level income earned on certain non-General Fund sources. As such, the “discretionary” designation can be assigned to funds within either the unrestricted fund range (13xxx-numbered funds) or the restricted fund range (6xxxx-numbered funds). An unrestricted discretionary fund is created when either undesignated donor gifts or earnings on certain central funds are distributed for discretionary purposes. For a restricted fund to be discretionary, the donor will have specified “whom” the gift is for (e.g., the department, program, etc.) but does not specify “what” the recipient must spend it on within that restriction (e.g., books, scholarships, equipment, etc.). All discretionary funds contain “Disc” in the fund title, except funds in the 139700-139999 range (this range was designated as discretionary prior to the Banner implementation). Previously-established funds may be reviewed at a department’s request to determine if discretionary status is appropriate. All discretionary purchases must have a University business purpose and follow University policies and procedures.

For contacts for fund use guidance, see [Appendix 1](#).

For additional guidance on fund use, see the [APPROPRIATE USE OF FUNDS STANDARDS](#) on the **FINANCIAL SERVICES WEBSITE**.

VI. FUND & ACCOUNT MANAGEMENT

Departments are responsible for managing their existing funds as follows:

1. Accurate Financial Reporting and Analysis

Reasons for analysis

Complete department level financial management and analysis at least monthly for the following reasons:

- Banner output is used as the basis for management decisions.
- The accounting must be accurate and timely for management to evaluate the status of budgets, funds, cash flow, etc., and for University financial reporting purposes.
- Budgeted labor and expenditure balances by fund and account must remain positive or zero to ensure that reporting and certifications are submitted on time to the state and that budgeted cash flow is not disrupted.
- Cash flow problems may have a negative impact on vendor relationships and create complications that affect multiple departments.
- Monthly analysis and validation enable more efficient month-end and year-end close processes since corrections, and other entries are made timely.

Monthly financial monitoring steps

Monitor and evaluate financial transactions and data every month by

- a. *Reviewing revenues and expenses* in summary at the end of each month, as well as a sampling of transactions.
 - i. Ensure staff members are trained on appropriate expense account code use, and follow University best practices. See [ACCOUNT CODE RESOURCES](#) on the **REPORTING AND FIXED ASSETS WEBSITE**.
 - ii. Use Banner pages and reports from [Section X](#) to see an overview of all revenue and expense categories.
 - iii. Review budget v. actual comparisons.
 - iv. Review departmental payroll transactions.
 - v. Identify trends and areas of concern/interest, and highlight exception items.
- b. *Examining causes of significant errors, deviations, or exceptions, including*
 - i. Deviations from policies or regulations,
 - ii. Deliberate decisions to depart from the budget
 - iii. Transaction processing errors, including missing or duplicate postings,
 - iv. Keying errors, including internal billing errors, or
 - v. Misuse of authority.
- c. *Reconciling departmental subsystems and transactions to the administrative system of record (Banner).*
 - i. Ensure all expected transactions are tracked in a departmental sub-system or companion system post as expected to Banner.
 - ii. Verify the accuracy and completeness of transactions processed through a financial upload document (Mass Journal Entry or MJE) or data feed.
- d. *Taking corrective actions* if errors or exceptions are revealed before the next cycle ends:
 - i. If reporting exceptions continue to occur, implement control procedures to correct the situation.

- ii. Examples of corrective actions include:
 1. Revise plan or budget to reflect changed circumstances,
 2. Change or eliminate activities,
 3. Obtain additional funding,
 4. Modify goals or objectives,
 5. Correct transaction errors,
 6. Alter future budget assumptions,
 7. Implement new control procedures, or
 8. Document managerial decisions that depart from the budget.
- iii. Document any corrective actions taken.

For Banner reports and pages that can be used to monitor financial transactions and data, see [Section X](#). For information on checking open encumbrances, see [Section IX](#).

2. Spending Compliance

All purchases and payments must be in compliance with University spending policies and within budgetary constraints. A thorough review of all charges should occur in accordance with [UNIVERSITY POLICY 601.8, APPROPRIATE USE OF UNIVERSITY FUNDS](#) to ensure that costs are allowable and charged appropriately.

Also reference these documents for applicable requirements:

- University [PURCHASING MANUAL](#), available on the **PURCHASING WEBSITE**
- University [TRAVEL MANUAL](#), available on the **DISBURSEMENTS-TRAVEL WEBSITE**
- UNC Charlotte [PURCHASING CARD MANUAL](#), available on the **PURCHASING CARD PROGRAM WEBSITE**
- University [‘How To’ GUIDES](#), available on the **FINANCIAL SERVICES WEBSITE**
- Any documents governing grant and contract terms

Expenditures also cannot exceed budgeted amounts. See [Section VIII](#) for guidance on managing budgets.

3. Safeguarding University Assets

University assets are integral to the University’s financial position and operations and must be safeguarded from loss or unauthorized use. Department’s responsibilities regarding proper asset safeguards include:

Cash Handling

- a. All currency, coins, and check receipts are to be deposited by noon of the next day in accordance with the North Carolina Daily Deposit Act ([NC G.S. 147-77](#)). Exceptions to this requirement are rare, as the State Treasurer must authorize them. If an exception is granted, you must still deposit and report funds at least once per week.
- b. If a department receives cash and/or equivalents that cannot be readily identified for a purpose, the department needs to contact the University Cashier’s Office for direction immediately. Note that these funds are still subject to the Daily Deposit Act. See [UNIVERSITY POLICY 602.4, UNIVERSITY RECEIPTS AND DEPOSITS](#) for additional guidance.
- c. Financial Services must authorize all petty cash and change funds. [SEE UNIVERSITY POLICY 602.3, PETTY CASH AND CHANGE FUND POLICY](#). Promptly report all cash shortages and excesses to a supervisor, who must investigate them immediately. See the [PETTY CASH AND CHANGE FUND PROCEDURES](#) on the **GENERAL ACCOUNTING WEBSITE** for detailed guidance.

Physical Assets

- a. Conduct a physical inventory of all equipment annually. Promptly report and investigate all discrepancies. See the [FIXED ASSET GUIDEBOOK](#) on the **REPORTING & FIXED ASSETS WEBSITE** for detailed guidance.
- b. Report all thefts of University assets, including cash, to the University Police and Public Safety department.

Financial Records

- a. Document and approve adjustments to asset records.
- b. Access to any forms or online resources that can be used to alter financial balances must be restricted to only those employees requiring such access to perform their University duties.

4. Safeguarding Sensitive Information

When dealing with the University's financial information, the proper safeguards must be in place to ensure the security of confidential and sensitive data, as defined in [UNIVERSITY POLICY 311, INFORMATION SECURITY](#). Department heads should assess and address the risks to confidential and sensitive information in all areas of their operation. Simple steps include:

- a. Determine what information is being collected and stored and whether there is a business need to do so.
- b. Limit access to confidential and sensitive information to employees who have a business reason to handle it.
- c. Ensure proper training of employees regarding information security awareness. All employees are encouraged to complete the official OneIT online [SECURITY AWARENESS TRAINING](#) upon hire and at least annually.
- d. Regularly remind employees that it is University policy to keep confidential and sensitive information secure.
- e. Know where sensitive information is stored and storing it securely. Make sure only authorized employees have access to sensitive information.
- f. Taking steps to preserve the security, confidentiality, and integrity of sensitive information in the event of a breach. See [GUIDELINE FOR REPORTING INFORMATION SECURITY INCIDENTS](#).
- g. Ensure the security of applications and the security of systems on the University network. See [GUIDELINE FOR SECURITY OF SYSTEMS](#) and [GUIDELINE FOR SECURITY OF APPLICATIONS](#).

Also, see other supplemental regulations to [UNIVERSITY POLICY 311, INFORMATION SECURITY](#) for guidance, including those regarding Payment (Credit/Debit) Card Processing, GLBA Information Security, HIPAA Security, Passwords, and Social Security Number Use.

5. Managing University Finances and Recording of Transactions

Financial management consists of taking the necessary actions to maintain adequate levels of cash to meet operational and capital requirements and to obtain the maximum yield on cash on hand. Most responsibilities in these regards remain with Financial Services.

Department management and support staff are responsible for ***ensuring that transactions are recorded as accurately as possible on a timely basis, i.e., as soon as the transaction occurs, and with the proper authorization(s)***. Accuracy, timeliness, and obtaining proper approvals will minimize the need for correcting entries.

Financial Transaction Request (FTR) eForms

- The [FINANCIAL TRANSACTION REQUEST eFORM](#) is the University's online form used to initiate various types of financial transactions, including budget revisions, journal entries, book receipts, book disbursements, payment book receipts, and interdepartmental invoices.
- This online form is routed for approvals electronically and then directly updates Banner for posting.
- [Visit the University FAQ site](#) for additional information.

Retain supporting documentation and records in accordance with [UNIVERSITY POLICY 605.3. RETENTION, DISPOSITION, AND SECURITY OF UNIVERSITY RECORDS](#) and the UNC General Records Retention and Disposition Schedule. Generally, do not maintain documentation over and above the official policy. The [JOURNAL ENTRY GUIDELINES](#) on the **GENERAL ACCOUNTING WEBSITE** contains detailed guidance, and the Document Type Matrix in [Section X](#) lists where to maintain supporting documentation.

6. Avoiding Financial Penalties and Fraud

Department management and support staff are responsible for having sufficient knowledge of applicable financial and internal control policies, standards, and regulations, and for compliance with these to foster an environment where financial penalties are avoided and fraud is prevented.

VII. FUND CHANGES, CLOSEOUTS, AND INACTIVATIONS

This section explains how to change or inactivate a University fund when it is determined that the fund's attributes have changed or that the fund is no longer needed. Use the Departmental Financial/HR Reporting dashboard in [Report Central](#) to pull a list of funds within your Organization Code.

When a unit determines that a fund should be closed or inactivated, contact the department indicated below via email. For grant and contract funds, Grants and Contracts Administration (GCA) will initiate inactivation when a project has been closed. For all other funds, Financial Services will initiate inactivation for any fund carrying a zero fund balance with no activity for three consecutive years; fund managers will be contacted before any inactivations. Contact the Budget Office or Treasury Services to re-activate an inactive fund.

To request a fund name change, complete a [BANNER FUND NAME CHANGE FORM](#) (found on the **FINANCIAL SERVICES FORMS WEBSITE**) and submit it to the department indicated below. Before considering an organization code change to a fund, please contact the department indicated below.

The department will use the information included via email or Banner Fund Name Change Form to complete and submit a Banner Fund Maintenance Form to the OneIT Financial Systems Support department, which will inactivate or change the fund in Banner.

| Fund Category | Fund Number Range | Send form to |
|--|---|-----------------------------------|
| General Funds | 100000-119999 | Budget Office |
| Auxiliary & Student Fee Funds | 3xxxxx, 134xxx, 135xxx, certain 139xxx funds (see Appendix 1) | Budget Office |
| Grants and Contracts Funds | 5xxxxx | Grants & Contracts Administration |
| All others (incl. Trust Funds) | | Treasury Services |

VIII. BUDGET MANAGEMENT

The following budget management guidelines apply to **all spendable** funds budgets.

Available Budget Balances should not be less than \$0 at any point. Each department must review their funds and make the necessary entries to ensure that available budget balances are zero or positive by the end of the month.

For Institutional Trust Funds (ITFs): In the event a deficit fund balance occurs and the related foundation fund does not carry enough fund balance to cover the deficit, the department should send an email to Treasury Services with instructions to transfer from other available and appropriate fund sources within the department to ensure that available fund balances are zero or positive by the end of the year. All deficits must be eliminated before June 30 each year.

Monthly Review

By reviewing certain available pages in Banner and reports on ePrint or Report Central, each department must ascertain whether the transactions posted to its funds are correct. If a negative Total Available Budget Balance, deficit fund balance, or an incorrect posting is found, the Fund Manager must do one of the following, depending on the situation:

- 1) If the budgeted amount for an account or budget pool is inadequate, realign the budget by moving budget from another fund and/or account pool that has available budget (See '[Budget Revisions](#),' below),
- 2) If a transaction was entered incorrectly or can be better classified in a different account code, submit a Journal Entry using the [FINANCIAL TRANSACTION REQUEST eFORM](#) located on the **FINANCIAL SERVICES FORMS WEBSITE** to correct the expense account that was used (See [JOURNAL ENTRY GUIDELINES](#) on the **GENERAL ACCOUNTING WEBSITE**).

Budget Pools

See [Appendix 2](#) for a list of Budget Pool accounts.

Banner Pages

To identify negative budget balances in their funds, the Budget Office recommends that departments make use of these common Banner forms:

- FGIBAVL - to see Operating Ledger [OL] Balances at the budget pool account level
- FGIBDST - to see OL Balances at the expenditure account level
- FGITRND - to see OL Detail
- NBAPBUD - to see Salary Budget on a position number, Encumbered and Expended Amounts, as well as the Labor Distribution

See [Section X](#), Banner Pages and Reports, for detailed guidance on the use of these Banner pages.

Budget Revisions

Budget revisions are a net zero process, meaning that any change to a budget must not change the Requirements portion of the Authorized Budget. To maintain this net zero requirement, offset an increase in the budget of one account by the decrease in the budget of another account. To change the existing budget of a General Fund (GF) account or a Non-General Fund (NGF) account, the departmental

representative must submit the change on the appropriate [FINANCIAL TRANSACTION REQUEST \(FTR\) eFORM](#) (e.g., Departmental Budget Revision).

Access these forms, the [BUDGET REVISION DEADLINES DOCUMENT](#), and the [BUDGET FTR RULES FOR POSITION BUDGET TRANSFERS](#), from the **BUDGET OFFICE WEBSITE**.

eBudget Revision Rule Codes

When verifying that the information on a submitted eBudget Revision was keyed correctly into Banner, the Document Type used on Banner page FGITRND will be BD01 (permanent personnel), B14P (GF permanent other than personnel - OTP), B14T (GF temporary), B15T (GF temporary revision), BN4P (NGF permanent), or BN4T (NGF temporary).

IX. REVIEWING FOR OPEN ENCUMBRANCES

This section explains how to check for open purchase orders (POs), requisitions, and general encumbrances (e.g., interdepartmental invoices) in Banner where invoices have not yet been posted to actual year-to-date (YTD) activity. Being able to check and account for open encumbrances on at least a monthly basis will assist departments when reconciling internal balances to those posted in Banner. See [Section X](#), Banner Pages and Reports, for reports that list all open encumbrances.

Open Purchase Orders in 49er Mart

Establishing a PO creates an encumbrance, the encumbrance is liquidated when an invoice related to the PO is completed and feeds from 49er Mart to Banner. Close out any open encumbrances once it's determined they are no longer needed. For any encumbrance balances of one dollar or less, a job in Banner Finance runs every Friday night to eliminate the remaining encumbrance. For encumbrance balances greater than one dollar, departments must review their funds to determine necessary actions to close out the encumbrance. Complete receipts as needed and follow up with your Purchasing Agent or Invoice Payment Specialist for assistance with reconciling any items.

If you are unsure who your purchasing agent is:

- Click "**What's Next?**" under the **completed** tab of the PO; if the order required Purchasing Agent Approval, the "What's Next" tab will reference their name, or
- Refer to the [PURCHASING AGENT DEPARTMENTAL LISTING](#) on the **PURCHASING WEBSITE**.

If you are unsure who your Invoice Payment Specialist is:

- Find them on the [DISBURSEMENTS WEBSITE](#).

Do not request invoices directly from suppliers. Invoices received from a vendor should be emailed to Disbursements at ImageNowAP@charlotte.edu. To close the PO, email your Purchasing Agent or purchasing@charlotte.edu and include the PO#, vendor name, and remaining balance in the request.

Reference the "[Open Purchase Orders in 49er Mart](#)" section in Canvas for detailed guidance on researching open purchase orders in 49er Mart.

X. BANNER PAGES AND REPORTS

The following explains how to use Banner pages and reports to check and monitor budgetary and financial activity and includes references to further guidance. The [BANNER FINANCE/49ER MART ACCESS REQUEST FORM](#) and [BANNER POSITION CONTROL ACCESS REQUEST FORM](#) on the [FINANCIAL SERVICES WEBSITE](#) should be used to request access to these Banner pages. Many reports are limited by the type and organization level of Banner access requested. *Banner access requires the completion of two courses: [BANNER FINANCE TRAINING](#) and [SECURITY AWARENESS TRAINING](#).*

FGIBAVL – Budget Availability Status

This Banner page allows the user to tell, at a glance, if there are any negative Available Budget Balances at the budget pool level. It also shows the positive balances within that same fund from which you can transfer budgets to eliminate the negative balances.

Example: In Figure 1 below, a negative available budget balance of \$1,031.96 exists in the Fixed Charges Pool (952000), and a negative available budget balance of \$4,965.07 exists in the Office Equipment Pool (940000).

Figure 1:

| Account | Title | Adjusted Budget | YTD Activity | Commitments | Available Balance | Pending |
|--------------|-------------------------------------|-----------------|--------------|-------------|-------------------|---------|
| 921120 | Contract Svcs-Financial Costs | 0.00 | 105.62 | 0.00 | -105.62 | |
| 922000 | Corporate Service Contracts Pool | 0.00 | 182.85 | 0.00 | -182.85 | |
| 925000 | Domestic Travel Pool | 27,000.00 | 250.00 | 0.00 | 26,750.00 | |
| 942000 | EDP Equipment Pool | 3,500.00 | 2,598.64 | 93.86 | 807.50 | |
| 919800 | Empl Educ Assistance Prog Taxble | 0.00 | 270.55 | 0.00 | -270.55 | |
| 952000 | Fixed Charges Pool | 500.00 | 1,531.96 | 0.00 | -1,031.96 | |
| 927000 | Fixed Purchased Services Pool | 12,500.00 | 3,352.00 | 0.00 | 9,148.00 | |
| 957699 | Non-Student Write-Off | 0.00 | 2.17 | 0.00 | -2.17 | |
| 940000 | Office Equipment Pool | 1,000.00 | 5,965.07 | 0.00 | -4,965.07 | |
| 951000 | Other Admin Expenses Pool | 10,000.00 | 4,850.52 | 2,027.32 | 3,122.16 | |
| 947000 | Other Equipment Pool | 9,254.00 | 0.00 | 0.00 | 9,254.00 | |
| 928000 | Other Purchased Services Pool | 110,000.00 | 61,763.52 | 4,766.32 | 43,470.16 | |
| 920000 | Personal Service Contracts Pool | 3,813.00 | 5,650.76 | 24,624.04 | -26,461.80 | |
| 915900 | SHRA Non-student Temp Regular Wages | 0.00 | 0.00 | 0.00 | 0.00 | |
| 919150 | Social Security | 0.00 | 0.00 | 0.00 | 0.00 | |
| 915000 | Student Temporary Wages Pool | 5,000.00 | 344.25 | 0.00 | 4,655.75 | |
| 930000 | Supplies Pool | 29,713.00 | 9,158.66 | 1,005.48 | 19,548.86 | |
| Total | | 212,280.00 | 96,026.57 | 32,517.02 | 83,736.41 | |

To use this page:

- a. Fill out fields as follows:

| Field | Default Value | Enter |
|-------------|----------------------------------|--|
| Chart | 1 | N/A |
| Fiscal Year | Current fiscal year (e.g., '17') | N/A if looking at current year data |
| Index | | Your Index/Fund # (this will automatically populate Fund, Organization, and Program fields) |
| Account | | 911100 – This account will bring back a list of all labor and expense accounts within that fund in numerical order |

- b. Navigate to Next Section (Alt + Page Down or select the Go or down arrow buttons



The amounts in the **Available Balance** column should all be positive. Effective 7/1/2019, except fringe benefit related funds (916xxx-919505), General Fund fringe benefit budgets (accounts 916xxx-919505) are posted to Banner on a monthly basis by the Budget Office.

If a negative balance is identified, the user should determine if the current budget amount is too low or if a transaction was posted in error to the account and either 1) choose one of the actions listed in the 'MONTHLY REVIEW' of [Section VIII](#) above, or 2) complete further analysis to determine the cause of the negative balance and which account it relates to.

FGIBDST – Organization Budget Status

This Banner page allows users to see activity for all individual expense accounts used within a fund. Identifying negative Available Budget Balances using FGIBAVL can help identify the specific expenditure account to which a transaction has posted and is causing the negative budget balance.

Figure 2:

| Account | Type | Title | Adjusted Budget | YTD Activity | Commitments | Available Balance |
|-----------|------|------------------------------------|-----------------|--------------|-------------|-------------------|
| 940000 | E | Office Equipment Pool | 1,000.00 | 0.00 | 0.00 | 1,000.00 |
| 940001 | E | Office/Reception Furniture Non-Cap | 0.00 | 2,240.00 | 0.00 | -2,240.00 |
| 940010 | E | Office Equipment Non-Cap | 0.00 | 3,725.07 | 0.00 | -3,725.07 |
| 942000 | E | EDP Equipment Pool | 3,500.00 | 0.00 | 0.00 | 3,500.00 |
| 942020 | E | Software-Other DP Equip Non-Cap | 0.00 | 1,848.00 | 0.00 | -1,848.00 |
| 942220 | E | PC/Workstation/Printer Non-Cap | 0.00 | 750.64 | 93.86 | -844.50 |
| 947000 | E | Other Equipment Pool | 9,254.00 | 0.00 | 0.00 | 9,254.00 |
| 951000 | E | Other Admin Expenses Pool | 10,000.00 | 0.00 | 0.00 | 10,000.00 |
| 951250 | E | Locksmith Services | 0.00 | 269.80 | 0.00 | -269.80 |
| 951680 | E | Armored Car Services | 0.00 | 4,546.28 | 2,027.32 | -6,573.60 |
| 951760 | E | Other Current Services | 0.00 | 34.44 | 0.00 | -34.44 |
| 952000 | E | Fixed Charges Pool | 500.00 | 0.00 | 0.00 | 500.00 |
| 952100 | E | Subscriptions | 0.00 | 1,426.96 | 0.00 | -1,426.96 |
| 952200 | E | Other Fixed Charges | 0.00 | 105.00 | 0.00 | -105.00 |
| 957699 | E | Non-Student Write-Off | 0.00 | 2.17 | 0.00 | -2.17 |
| Net Total | | | -24,254.00 | -14,948.36 | 2,121.18 | |

To use this page:

- a. Fill out fields as follows:

| Field | Default Value | Enter |
|--------------------------|-------------------------------------|---|
| Chart | 1 | N/A |
| Fiscal Year | Current fiscal year (e.g., '17') | N/A if looking at current year data |
| Index | | Your Index/Fund # (this will automatically populate Fund, Organization, and Program fields) |
| Include Revenue Accounts | <input checked="" type="checkbox"/> | <input type="checkbox"/> (Can uncheck this box if only want to see expense accounts) |
| Account | | If the user knows the specific pool account (e.g., from FGIBAVL), that account can be entered. Otherwise, can leave this field blank. |

- b. Navigate to Next Section (Alt + Page Down or select the Go or down arrow buttons



The amounts in the **Available Balance** column for expenditure accounts that **do not** have budget pools should have a positive or zero balance. If the expenditure account **does** have a budget pool, then the positive balance in its associated pool account will offset the negative account balance.

- As an example, in Figure 2 above, account 942020 *Software-Other DP Equip Non-Cap* and 942220 *PC/Workstation/Printer Non-Cap* have a budget pool account of 942000 *EDP Equipment Pool*. Thus, the negative Available Balance of -1,848 in 942020 and -844.50 in 942220 is offset by the positive balance in 942000 of 3,500. In this example, no other expense accounts roll up to the EDP Equipment Pool account. Thus, the sum of accounts 942000, 942020, and 942220 equal the net Available Balance for that budget pool of 807.50, as identified above with Banner page FGIBAVL, and we now know that there are no expenses recorded that are causing a negative balance in the budgeted EDP Equipment Pool.

Once a specific account is identified that is causing the negative Available Budget Balance, the user should either 1) choose one of the actions listed in the 'MONTHLY REVIEW' section above, or 2) further determine the cause by drilling down within that account using FGITRND to identify underlying transactions.

FGITRND – Detail Transaction Activity

This Banner page allows users to see all transaction details associated with a certain fund and account. FGITRND can be used to supplement analysis in FGIBDST to examine all related fund and account transactions and verify their accuracy.

Figure 3:

| Account | Organization | Program | Field | Amount | Increase (+) or Decrease (-) | Type | Document # | Description | Commit Type | Fund # | Activity | Location | Transaction Date |
|---------|--------------|---------|-------|---------|------------------------------|------|------------|----------------------------|-------------|--------|----------|----------|------------------|
| 942220 | 11600 | 17000 | ENC | 284.54 | + | PORD | P1707278 | GovConnection Inc | U | 117526 | | | 09/15/2016 |
| 942220 | 11600 | 17000 | ENC | 0.00 | - | POBC | *0018922 | Batch Close PO P1720818 | U | 117526 | | | 03/16/2017 |
| 942220 | 11600 | 17000 | ENC | -559.96 | - | INEI | 20256493 | Staples Inc & Subsidiaries | U | 117526 | | | 03/01/2017 |
| 942220 | 11600 | 17000 | ENC | 559.96 | + | PORD | P1720818 | Staples Inc & Subsidiaries | U | 117526 | | | 02/22/2017 |
| 942220 | 11600 | 17000 | ENC | -190.68 | - | INEI | 20235264 | Connection | U | 117526 | | | 10/01/2016 |
| 942220 | 11600 | 17000 | YTD | 190.68 | + | INEI | 20235264 | Connection | U | 117526 | | | 10/01/2016 |
| 942220 | 11600 | 17000 | YTD | 559.96 | + | INEI | 20256493 | Staples Inc & Subsidiaries | U | 117526 | | | 03/01/2017 |
| | | | Total | 844.50 | + | | | | | | | | |

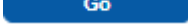
To use this Banner page:

To drill down from FGIBDST, place your cursor on the account you wish to drill down to, and press F3. Alternatively, go directly to FGITRND.


- Fill out fields as follows:

| Field | Default Value | Enter |
|-------------|----------------------------------|--|
| Chart | 1 | N/A |
| Fiscal Year | Current fiscal year (e.g., '17') | N/A if looking at current year data |
| Index | | Your Index/Fund # (this will automatically populate Fund, Organization, and Program fields) |

| | | |
|---------|--|---|
| Account | | If the user knows the specific pool account (e.g., from FGIBAVL), that account can be entered. Otherwise, can leave this field blank. |
|---------|--|---|

- b. Navigate to Next Section (Alt + Page Down )
- c. Press F8 to execute the query.
- d. This will show all transactions, whether they are related to budget, actual activity, or encumbrances. Users can identify the type of activity as follows:

| Field | Type of Activity |
|----------|--------------------------|
| ABD, OBD | Budget |
| YTD | YTD Activity |
| ENC | Encumbrances/Commitments |

- e. Users can also filter by specific Fields as follows:
 - While in FGITRND, click Start Over  (to do a new query).
 - Navigate to the 'Field' column and enter the type of activity you want to see (e.g., enter "YTD" to see only Year-To-Date activity. To see all budget activity in a pool account, enter "OBD" or "ABD" to see only Original Budget or Adjusted Budget).
 - Press F8 (this executes the query).

In Figure 3 above, by drilling down into Account 942220 of the 117xxx fund, we can see that the total YTD Activity consists of two YTD expenses of \$190.68 and \$559.96 (the other line items are marked with a Field of "ENC," which indicates that they relate to encumbrance activity).

Once users analyze the transactions, they must choose one of the actions listed in 'MONTHLY REVIEW' of [Section VIII](#) above.

If another department keyed a transaction and help and/or supporting documentation is needed regarding the transaction, the user can determine the appropriate person to speak with via the [Document Type Matrix](#) below.

Other Banner Pages and Reports

In addition to the three Banner pages described above, other tools that departments may find helpful to review monthly activity include:

Banner

Ledger queries:

- **FGIBDSR – Executive Summary:** Similar to FGIBDST except can query by Organization, Program, Account, and/or Account Type without populating a specific Fund. If the query is entered by Fund, this page essentially functions the same as FGIBDST.

Document queries:

- **FGIDOCR – Document Retrieval Inquiry:** Displays posting details for a specific document number.
- **FOIDoch – Document History:** Identifies and provides the status of all documents in the processing path of a specified document. Note: Documents will include Purchase Order, Invoice, and Check. You can view this requisition and receipt through 49er Mart.

To review Encumbrance activity:

- **FGIENCD – Detail Encumbrance Activity:** Displays encumbrance details. See Section IX, Reviewing for Encumbrances, for further details.

To review Grant Funds:

- **FRIGITD – Grant Inception to Date:** Can query activity by Grant number, Fund, Organization, Program, Account, and/or Account Type within a specified time period.
- **FRIGTRD – Grant Transaction Detail Page:** Shows transactional history for a specific Grant. Accessible via drill down from FRIGITD.

To review Balance sheet accounts (Gxxxxx and Control accounts) and Fund balance:

- **FGITBSR – Trial Balance Summary:** Shows Current Fund Balance, as well as beginning and current balances for balance sheet accounts within a Fund or Fund Type and/or an Account and/or Account Type.
- **FGITBAL – General Ledger Trial Balance:** Shows beginning and current balances for balance sheet accounts within a Fund and/or an Account or Account Type. Similar to FGITBSR except it does not show the Current Fund Balance at the bottom of the page.
- **FGIGLAC – General Ledger Activity:** Shows transactional history for a specific Fund and Account combination for balance sheet accounts. Accessible via drill down from FGITBSR and FGITBAL.

ePrint

ePrint is a Banner report repository.

Budget and Ledger Activity:

- **FGRBDSC – Budget Status (Current Period):** Displays adjusted budget, current period and year-to-date activity, budget reservations, and the available balance for each account sorted by the fund for each organization.
- **FGRFAAC – Fund/Account Activity Report:** Displays a summary of the total year-to-date amount of activity for all accounts within specific funds for a fiscal year.
- **FGRODTA – Organization Detail Activity:** Displays expense budget, transactional, and encumbrance activity for the specified period. Data is sorted by account within the organization and fund.

Encumbrances:

- **FGROPNE – Open Encumbrances Report:** Displays header information and remaining encumbered or reserved balance amounts for open purchase orders, requisitions, and general encumbrances.

Grants:

- **FRRGITD – Grant Inception to Date:** Displays grant account activity information for each account by Grant number.
- **FRRGRNT – Deferred Grant Process:** The Deferred Grant Process performs indirect cost (F & A) and revenue recognition calculations. The report displays the transactions that were posted to the ledgers each day.

Purchasing Card transactions:

- **YFPPCIN – PCARD Detail Transaction Report:** Displays (by organization, fund, and account), P-card transactions in detail, including Item Amount, Purchase Date, PCARD Doc No., Merchant Name, and Card Holder.

Report Central - Departmental Financial/HR Reporting Portal

Report Central is UNC Charlotte's WebFOCUS web browser application used to access administrative and academic reports through dedicated portals (i.e., dashboards) designed for departments based on their respective reporting needs.

Budget and Ledger Activity

- **Budget Availability (Operating Ledger) Report:** Displays up to five years of adjusted budget, current period and year-to-date activity, encumbrances, and the available balance for the fund, account, and organization combinations indicated within the parameters.
- **Trial Balance Report (General Ledger) Report:** Shows up to five years of beginning and current balances for balance sheet accounts for the fund, account, and organization combinations indicated within the parameters.
- **All Funds Budget:** Displays operating ledger activity PLUS the net position general ledger account (G33010). This report helps show a complete picture of how much is available to spend.

Funds

- **Fund List:** Provides a list of active and inactive Funds and their Financial Manager within an Organization Code (e.g., Levels 2 - 5). [Section I](#) provides details on financial roles and responsibilities.

Encumbrances

- **Open Encumbrances Report:** Can query all open encumbrances by Fund or Organization Code. Displays header information and remaining encumbered or reserved balance amounts for open purchase orders and general encumbrances. [Section IX](#), Reviewing for Open Encumbrances, for further details.

Position Control

- **Payroll Distribution Report:** Displays summary and detail position control data (by employee, position, organization, fund, and account) from Banner pages NHIDIST (Labor Distribution Data Inquiry) and NHIEDST (Employee Distribution Inquiry) for information related to payroll expenses. Encumbrances are not captured by this report.
- **Lapse Report:** Displays the current and projected budget available and related transaction activity on salary pool accounts by Organization Code and Position Type (e.g., SHRA, EHRA Staff, EHRA Faculty). This data is used to determine lapse in position funding.
- **Positions and Funding Report:** Displays position control data (by employee, position, organization, fund, and account) from Banner pages NBAPBUD (Position Budget) and NBAJOBS (Employee Jobs) for information related to positions. The column titled "Reserve" shows the difference between the position budget and the salary. Use this column to determine where to add the budget (if the budget is less than the salary) or to realign the budget to a salary reserve position if the budget is more than the salary.

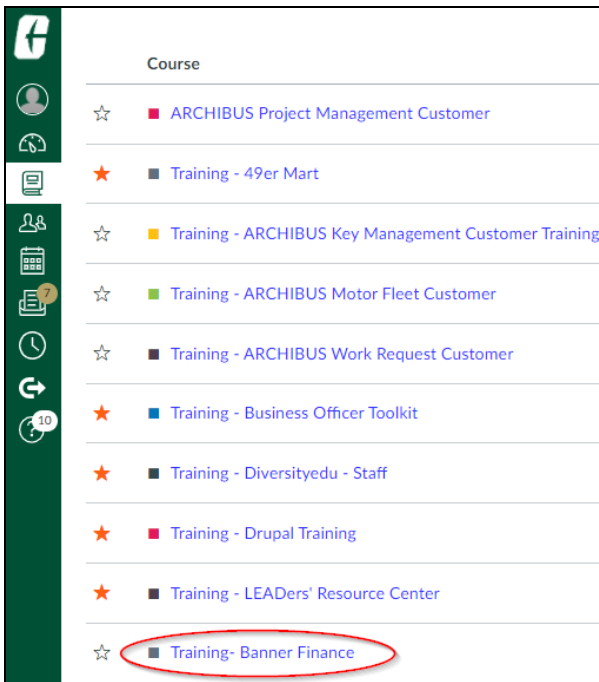
For custom financial data and reporting needs, please complete the [WebFocus Report Request form](#).

For more hands-on training, attend a quarterly Departmental Financial Reporting workshop available through the Human Resources [Learning and Development Portal](#).

Banner Finance Training

An overview of Banner pages and reports is provided in Banner Finance Training, a self-paced class available on demand in Canvas. Banner access requires the completion of [BANNER FINANCE TRAINING](#) and [SECURITY AWARENESS TRAINING](#), which is available in the Learning and Development Portal.

[Log into Canvas](#) using your NinerNET username and password, click the **Course** icon from the left side-bar menu, and select **Training–Banner Finance** (the course list will vary by user).



From this screen, you can scroll down through about 13 different modules related to using Banner Finance. A few modules with specific relevance to monthly financial monitoring include:

Chart of Accounts – FOAPAL

- Learn the four main elements used to classify financial transactions:

Fund code Organization Code Account code Program code

Banner Finance Documents

- Learn how to identify different types of documents within Banner by the first character of the document number (see the [full list of Banner document prefixes](#)). Examples:

E: General Encumbrances

I: Invoices created in Banner

Z: Invoices created in 49er Mart

J, X, M: Journal Entries (including Mass Journal Entries)

B: Budget Entries

P: Purchase Orders

Filtering (Querying) in Banner

- Learn how to filter for funds on FTVFUND (Fund Code Validation); how to apply the examples to filter on other pages in Banner; how to use the filter related icons on the Banner pages.

Finance On-line Pages

- Learn what pages are available within Banner to find budget and financial information.

- Chart of Account Pages: FTVFUND, FTVORGN, FTVACCT, FTVPROG
- Budget Pages (to query revenue and expense balances, transaction activity, and budget availability): FGIBDST, FGITRND, FGIBAVL, FGITBSR, FGIGLAC, FGIBDSR
- Encumbrance Pages: FGIENCD
- Vendor Relations, Disbursements, & Purchasing Pages (to find information on vendors, invoices, and purchase orders): FOIDOCH, FPIPURR, FAAINVE, FAICHKH, FAIINVL, FTIIDEN, FAIVNDH

Banner ePrint

- Learn more about Banner's web-based reporting system and view the list of available reports within ePrint.

Rule Codes

- A list of all Banner rule codes, or system codes that determine how transactions are handled is located here.

Field Codes

- A list of Banner field codes, or system codes that distinguish between YTD (actual), budget, and encumbrance transactions, is located here.

Data Extract

- Learn how to extract data from Banner into an Excel spreadsheet.

For more information or questions, email OneIT Financial Systems Support at finsystems@charlotte.edu.

Document Type Matrix

To investigate whether the coding on a questionable transaction is properly coded, a department may need to contact the Financial Services Department that keyed the entry. Below is a matrix that contains frequently used document types and the associated department to contact.

| If the Doc Type is | Doc Type category | Contact |
|-------------------------------------|--|---|
| AFC, AFR (Chart F ONLY) | Cash & Credit Card Gift Feeds | Treasury Services - Assistant Director-Foundation Accounting |
| BDxx | Personnel Budget entries | Budget Office – Sr. Budget Analyst or Budget Analyst for Personnel Budget Management |
| BNB, BN4T, BN4P | Non-General Fund Budget Entries | Budget Office – Sr. Budget Analyst or Budget Analyst for Non-General Fund |
| B01, B02 | Non-General Fund Budget Entries | Budget Office – Sr. Budget Analyst or Budget Analyst for Non-General Fund |
| B11, B12, B14, B15, BCB, BAB | General Fund Operating Budget Entries | Budget Office – Sr. Budget Analyst or Budget Analyst for General Fund |
| CS1, CH1 | Cash payments, Student feeds | Bursar : Cashier Supervisor and Assistant Bursar |
| Gxx | Cost sharing, Grant billing | Sr. Research Administrator for cost sharing & Grant Cash Management team for grant billing |
| Hxx | Payroll | Budget Office – Sr. Budget Analyst or Budget Analyst for Personnel Budget Management |
| INEI, INNC, INNI, CNNI | Invoice, Accounts Payable related | Disbursements – Disbursements Manager |
| JNA, JEF, JEP | Internal charges | Disbursements – Disbursements Supervisor |
| JN6, JT6, JCR, JR1, JCD, JD1 | Journal entries, book receipts, book disbursements | Should be maintained by each department; General Accounting - General Ledger Accountant (Chart 1) |
| JFL, JFI, JFF | Mass Journal Entries <i>JFI is only used for internal billing</i> | Should be maintained by each department; General Accounting - General Ledger Accountant (Chart 1) |
| JTV | Travel documents | Disbursements – Disbursements Supervisor |
| POxx | Purchase Order related | Purchasing : Dept. Purchasing Agent |

XI. CONTACTS, WEBSITES, AND FURTHER RESOURCES

Go to finance.charlotte.edu to view contacts by department.

External guidance referenced throughout the body of these guidelines has been marked in [ALL CAPS](#) and can be found at the following WEBSITES:

Financial Services sites

Financial Services Forms: <https://finance.charlotte.edu/resources/forms>

Budget Office: <https://budget.charlotte.edu/>

Includes links to eBudget Revision Forms, Budget Revision Deadlines, Budget FTRs and Rules for Position Budget Transfers, State Budget Manual, General Fund presentation

Disbursements - Accounts Payable and Travel:

<https://finance.charlotte.edu/about-us/offices/controllers-office/disbursements/accounts-payable/>

Includes link to the Disbursement Cutoff Dates for fiscal year end

Disbursements - Purchasing Card Program:

<https://finance.charlotte.edu/about-us/offices/controllers-office/purchasing-card-program/>

Includes links to the Purchasing Card Manual and the Purchase to Reconciliation Packet

Disbursements - Travel:

Includes links to the Travel Manual, Reimbursement for Purchases Procedure, and other travel and Employee & Student Direct Pay Request resources

Disbursements - Vendor Relations:

<https://finance.charlotte.edu/about-us/offices/controllers-office/vendor-relations>

Includes links to how to pay vendors with outgoing wire transfers, direct deposit authorization form for vendors and supplier instructions to search for a supplier, request a new supplier, and update an existing supplier in 49er Mart

General Accounting: <https://finance.charlotte.edu/about-us/offices/controllers-office/general-accounting>

Includes links to Journal Entry Guidelines and Matrix, Petty Cash/Change Fund Procedures and training

Materials Management, Purchasing:

<https://finance.charlotte.edu/about-us/offices/materials-management/purchasing>

Includes links to Purchasing Manual and other purchasing resources

OneIT Financial Systems Support:

<https://finance.charlotte.edu/about-us/offices/oneit-financial-systems-support>

Includes information on Banner Finance training via Canvas

Reporting & Fixed Assets:

<https://finance.charlotte.edu/about-us/offices/controllers-office/reporting-fixed-assets>

Includes links to Fixed Assets Guidebook and Account Code resources

Treasury Services: <https://finance.charlotte.edu/about-us/offices/treasury-services>

Includes links to New Banner Fund Request Form, Fund Usage Standards

Other University sites

Banner: <https://banner.uncc.edu/>

Banner ePrint: <https://eprint.charlotte.edu/cgi-bin/eprint.cgi>

Report Central: <http://reportcentral.charlotte.edu/> (Report Central can also be accessed through my.charlotte.edu)

Banner Finance Module Tips & Techniques FAQs:
<https://spaces.charlotte.edu/display/FAQ/Banner+Finance+Module+Tips+and+Techniques>

Banner (Admin Pages) FAQs: <https://spaces.charlotte.edu/pages/viewpage.action?pageId=15180302>

Canvas: <https://canvas.charlotte.edu/>

Donor Relations: <https://advancement.charlotte.edu/operations>

DUO Two-Factor Authentication:
<https://spaces.charlotte.edu/display/FAQ/Duo+2-Factor+Authentication>

Financial Management Guidelines Snapshot:
<https://finance.charlotte.edu/resources/controllers-office/fmg-snapshot/>

Grants & Contracts Administration (GCA):
<https://research.charlotte.edu/departments/grants-contracts-administration-gca>

GCA Costing Procedures for Research Cost transactions:
<https://research.charlotte.edu/departments/grants-contracts-administration-gca>

Internal Audit: <https://internalaudit.charlotte.edu/>
Includes links to 'The Basics of Internal Controls' training, Internal Audit Standards.

Learning & Development Portal: <https://learningportal.charlotte.edu/>
Browse the catalog and register for leadership, professional, and skill development sessions

Office of OneIT: <https://oneit.charlotte.edu/>
Includes links to OneIT Policies and Standards, Guideline for Data Handling, Guideline for Reporting Information Security Incidents, Security Awareness Training (also see [this FAQ](#)), Best Practice

Office of Research Services: <https://research.charlotte.edu/departments/office-research-services-ors>

Police and Public Safety: <https://police.charlotte.edu/>

University FAQ page: <https://spaces.charlotte.edu/display/FAQ/Financial+Services>

University Policies, Standards, & Notices: <https://legal.charlotte.edu/policies>

The following sources were used in creating this document. Their contribution is gratefully acknowledged.

Purdue University, *Account Management Guidelines*.

University of California Santa Barbara, Office of the Controller, *Guidelines for Financial Management*.

Version History

| Version | Approval Date | Published by | Purpose |
|--------------------|---------------|--------------|---|
| Original | Jan. 2012 | Idemski | Publish formal guidelines |
| Revision 1 | 5/11/12 | Idemski | Update for encumbrance section |
| Revision 2 | 8/24/12 | Idemski | Update for new University policy #s; new format (including outline-driven TOC and formatting of FS forms and website references); changed RCM references to GCA; updated Section V for new Banner Fund Request form; added Banner Finance training info; moved Banner Pages & Reports to new Section X. |
| Revision 3 | 10/5/12 | Idemski | Clerical updates |
| Revision 4 | 7/10/13 | Idemski | Change references from FDA to FSS |
| Revision 5 | 5/30/14 | Idemski | Annual update: clarified Section VII and Appendix 1 for student fee funds; eliminated Banner PO references and updated 49er Mart navigation references in Section IX; updated to Moodle2 URL in Section X |
| Revision 6 | 3/12/15 | Idooley | Revise web links |
| Revision 7 | 2/02/16 | Idooley | Updated Other Department references in Section I; updated open PO references in Section IX; added the new Report Central dashboard information to Section X; verified and updated broken links in Section XI; removed outdated acknowledgments section; updated Appendix I contacts for fund use guidance and trust, auxiliary, and agency funds updated; |
| Revision 8 | 8/25/16 | Idooley | Update department contacts, web links, report central and Moodle screenshots; add FTR eform information; verified descriptions and other content still accurate |
| Revision 9 | 5/31/17 | Idooley | Annual update; Banner 9 screenshots and references added; updates to UP 601.8 added; |
| Revision 10 | 3/28/18 | Idooley | Annual update; eBudget FTR info. added; minor updates to Banner language (now “pages” instead of “forms” in Banner 9 although forms and pages can be used interchangeably; reviewed/updated links and screenshots as needed |
| Revision 11 | 8/6/19 | Idooley | Annual update |
| Revision 12 | 11/5/19 | Idooley | Remove typo in Sect. VIII; update budget personnel contact in document matrix |
| Revision 13 | 7/01/20 | Idooley | Annual update; reviewed/updated links, contact information, form and policy references/names, etc. as needed; clarified language in several areas; moved content from the campus financial roles and responsibilities website into this document; |
| Revision 14 | 6/21/21 | Idooley | Annual update; reviewed/updated links, contact info., form and policy references/names, etc. as needed. Revised org. hierarchy, roles, & responsibilities section to align with the PATH system. |
| Revision 15 | 4/1/22 | Idooley | Annual update: reviewed/updated links, contact info., form and policy references/name as needed. |
| Revision 16 | 7/01/22 | Idooley | Annual update pt. II: content review |
| Revision 17 | 9/7/23 | Idooley | Annual update: reviewed/updated links, contact info, form and policy references/name as needed |

APPENDIX 1: CONTACTS FOR FUND USE GUIDANCE

| Level | Fund Type | Description | Fund Range <i>Chart 1 only</i> | Department to Contact |
|-----------|-----------|---------------------------------------|---|--------------------------|
| L1 | 10 | Unrestricted Funds | | |
| L2 | 11 | General Fund (Budget Code 16050) | 100000-119999 | Budget Office |
| L2 | 12 | Overhead Receipts | 120001-120999 | Treasury Services |
| L2 | 12 | PIFA Overhead Receipts | 124000-124999 | Treasury Services |
| L2 | 13 | Budgeted Institutional Trusts | 131001-132999 & 137000-139999 | Treasury Services |
| L2 | 13 | Budgeted Institutional Trusts | 134001-135999 & 337xxx | Budget Office |
| L2 | 14 | Unbudgeted Institutional Trusts | 141001-149999 | General Accounting |
| L2 | 15 | Reclassified Recharge Units | 150001-150020 | Treasury Services |
| L2 | 15 | Unrestricted Contracts | N/A | |
| L1 | 20 | Restricted Funds | | |
| L2 | 21 | Budgeted Contracts & Grants | 5xxxxx | Grants & Contracts Admin |
| L2 | 22 | Unbudgeted Contracts & Grants | N/A | |
| L2 | 23 | Restricted Scholarships & Fellowships | 60xxxx, 620xxx, 670xxx, 680xxx | Treasury Services |
| L2 | 24 | Restricted Professorships | 625xxx, 628xxx, 675xxx Overlap with FT 25, 26 & 27 | |
| L2 | 25 | Restricted Department Use | 625xxx, 66xxxx, 675xxx, 678xxx Overlap with FT 24, 26 & 27 | |
| L2 | 26 | Restricted Research (Non C&G) | 625xxx, 66xxxx, 675xxx, 678xxx Overlap with FT 24, 25 & 27 | |
| L2 | 27 | Restricted Other | 625xxx, 66xxxx, 675xxx, 669001-669499, 678xxx Overlap with FT 24, 25 & 26 | |
| L2 | 27 | Restricted Other -Athletics only | 6695xx-669999 | |
| L1 | 30 | Auxiliary Funds | | |
| L2 | 31 | Budgeted Auxiliaries | 330xxx to 336xxx | Budget Office |
| L1 | 40 | Loan Funds | | |
| L2 | 41 | Loan Funds | 77xxxx | General Accounting |
| L1 | 60 | Endowments Funds | | |
| L2 | 61 | True Endowments | H2xxxx Original Gift R2xxxx Income/Gains/Losses | Treasury Services |
| L2 | 62 | Term Endowments | | |
| L2 | 63 | Quasi Endowments | | |
| L1 | 80 | Fiduciary (Agency) Funds | | |
| L2 | 83 | Unbudgeted University Agencies | 83xxxx | Treasury Services |
| L2 | 84 | Unbudgeted Foundation | 84xxxx | Treasury Services |
| L1 | 90 | Elimination Funds | | |
| L2 | 97 | Eliminations | 3399xx | General Accounting |
| L1 | 96 | Plant Funds | | |
| L2 | 91 | Plant CI | 885xxx | Controller's Office |
| L2 | 92 | Plant Other Construction | 887xxx | |
| L2 | 94 | Debt Service | 94xxxx | General Accounting |
| L2 | 95 | Investment in Plant | 951100 | Reporting & Fixed Assets |
| L1 | BK | Banks | | |
| L2 | | Bank Fund | B10000 | General Accounting |

APPENDIX 1 (cont.) FUND CONTACTS FOR CERTAIN TRUST, AUXILIARY, AND FIDUCIARY (AGENCY) FUNDS

| Fund Number | Fund Title | Contact | Ext. |
|-------------|-----------------------------------|---|-------|
| 139009 | SOAR | Budget Analyst for Non-General Fund , Kara Killough | 75673 |
| 139012 | Graduation Fee | “ | 75673 |
| 139013 | Nursing Course Fee | “ | 75673 |
| 139015 | International Student Fee | “ | 75673 |
| 139099 | Experiential Learning Fee (CO-OP) | “ | 75673 |
| 139147 | Teacher's Certification Fee | “ | 75673 |
| 139445 | Administrative Computing Debt Fee | “ | 75673 |

Please refer to the Chart of Accounts [Fund Hierarchy Report](#) maintained by OneIT Financial Systems Support.

APPENDIX 2: BUDGET POOL ACCOUNTS

| Range of Expenditure account numbers (9xxxx) | Budget pool account |
|---|--------------------------|
| 91xxxx - PERSONAL SERVICES (SALARIES AND BENEFITS) | |
| 911xxx - EPA Non Teaching Salaries | Budget at detail account |
| 912xxx - SPA Salaries | Budget at detail account |
| 913xxx - EPA Teaching Salaries | Budget at detail account |
| 914xxx - Overtime & Premium Pay: | |
| 9140xx - Overtime | 914000 |
| 9145xx - Premium Pay | 914500 |
| 915xxx - Temporary Wages: | |
| 9150xx - Student Wages | 915000 |
| 915900 - Non Student Wages | Budget at detail account |
| 916xxx - Workers Compensation | 916000 |
| 917xxx - Medical Insurance | 917000 |
| 918xxx - Optional Retirement | 918000 |
| 919xxx - Other Non Pooled Items (State Retirement, LEO, Social Security) | Budget at detail account |
| 920xxx - 922xxx - PURCHASED CONTRACTUAL SERVICES | |
| 920xxx - Personal Services Contract | 920000 |
| 921xxx - Personal Services (Non Pooled) | Budget at detail account |
| 922xxx - Corporate Services Contract | 922000 |
| 923xxx - UTILITIES | 923000 |
| 924xxx - 929xxx - PURCHASED SERVICES | |
| 924xxx - Miscellaneous Employee Benefits | 924000 |
| 925xxx - Domestic Travel | 925000 |
| 926xxx - Foreign Travel | 926000 |
| 927xxx - Fixed Purchased Services | 927000 |
| 928xxx - Other Purchased Services | 928000 |
| 93xxxx - SUPPLIES | 930000 |
| 940xxx - 948xxx - PROPERTY, PLANT & EQUIPMENT | |
| 940xxx - Office Equipment | 940000 |
| 942xxx - EDP Equipment | 942000 |
| 944xxx - Educational Equipment | 944000 |
| 946xxx - Vehicles | 946000 |
| 947xxx - Other Equipment | 947000 |
| 948xxx - Land, Buildings, & Other Capital Outlay (Non Pooled) | Budget at detail account |
| 949xxx - ART, LIBRARY & LEARNING RESOURCES | 949000 |
| 95xxxx - OTHER EXPENSES & ADJUSTMENTS | |
| 950xxx - Miscellaneous Employee Payments | 950000 |
| 951xxx - Other Administrative Expense | 951000 |
| 952xxx - Fixed Charges | 952000 |
| 953xxx - Indirect Cost, Admin Fee (Non Pooled) | Budget at detail account |
| 954xxx - Debt Service (Non Pooled) | Budget at detail account |
| 955xxx - Write Offs (Non Pooled) | Budget at detail account |
| 956xxx - Non Operating Expense (Non Pooled) | Budget at detail account |
| 957xxx - Other Expense (Formerly A FRS GL Obj Code) | Budget at detail account |
| 96xxxx - GRANTS, STATE AID & PUBLIC ASSISTANCE | Budget at detail account |
| 97xxxx - RESERVES | Budget at detail account |
| 98xxxx - INTRAGOVERNMENTAL TRANSACTIONS | Budget at detail account |
| <i>All budget pools are numbered 9xx000 except premium pay pool (914500).</i> | |

APPENDIX 3: COMPONENTS OF INTERNAL CONTROL

Understanding the five components of the process is vital to properly structuring, implementing, and maintaining cost-effective internal controls.

1. *Control environment* provides the cultural atmosphere for human behavior within an organization. Several key factors expected of management include:
 - a. *Integrity and ethical values* of managers and staff. Management plays a key role in providing standards of behavior, removing temptations for unethical behavior, and providing discipline when required.
 - b. *Commitment to competence* so that all personnel receive the training, counseling, and performance evaluations required to perform their duties and understand the importance of maintaining good internal controls.
 - c. *Management's philosophy and operating style* will impact the amount of risk tolerated and what behavior is rewarded or disciplined.
 - d. *Organizational structure* affects how internal control functions are communicated, respected, and reported.
 - e. *Assignment of authority and responsibilities* for operations and control functions establishes accountability for results
 - f. *Human resource policies and practices* impact the control environment by establishing proper hiring, orienting, training, evaluating, counseling, promoting, compensating, and disciplinary guidelines.
2. *Risk Assessment* is necessary after management establishes certain objectives to anticipate and compensate for factors, which may prevent management from fulfilling their responsibilities and goals.
3. *Control activities* are those procedures, actions, or activities that help ensure management's directives are carried out. They may consist of policies, physical actions, software processes, or procedures such as segregation of duties.
4. *Information and communication* internal control features focus on the entity's human and technological systems to ensure that the right information is presented to the right individuals at the right time and in the right format.
5. *Monitoring* internal controls on an ongoing basis is essential to make sure they are functioning as intended and if not, for effective corrective action to be taken.

Limitations of Internal Controls

Several factors can reduce the effectiveness of internal controls.

1. *Cost-effectiveness*. The cost of a control in dollars or staff time should not outweigh the potential benefit.
2. *Management override* can easily circumvent control procedures, whether for expediency or personal benefit.
3. *Unintended snafus* such as employee errors, mistakes in judgment, carelessness, or misunderstanding of instructions can be impediments
4. *Collusion* is the intentional act of two or more employees to circumvent existing controls. This is usually hard to detect, and the difficulty increases with the authority level of the employee.