

# Budget manual template

Household Monthly Budget			
<Date>			
	Budget	Actual	Variance
<b>Income</b>			
Salary 1 (Take Home Pay)	\$ 3,750.00	\$ 3,750.00	\$ -
Salary 2 (Take Home Pay)	2,750.00	2,750.00	-
<Other Income>	-	-	-
<Other Income>	-	-	-
<b>Total Income</b>	<b>\$ 6,500.00</b>	<b>\$ 6,500.00</b>	<b>\$ -</b>
<b>Expenses</b>			
<b>Fixed Costs</b>			
Mortgage / Rent Expense	\$ 1,000.00	\$ 1,000.00	\$ -
Car / Lease Payment(s)	850.00	850.00	-
Loan Payment(s)	250.00	250.00	-
Insurance - Car	100.00	100.00	-
Insurance - Homeowner's	75.00	75.00	-
Insurance - Life	75.00	75.00	-
Charitable Contributions	200.00	200.00	-
<Other Fixed Cost>	-	-	-
<Other Fixed Cost>	-	-	-
<b>Total Fixed Costs</b>	<b>\$ 3,550.00</b>	<b>\$ 3,550.00</b>	<b>\$ -</b>
<b>Semi Variable Costs</b>			
Electric / Gas Expense	\$ 400.00	\$ 378.00	\$ 22.00
Telephone Expense	75.00	73.55	1.45
Cable / Satellite Television Expense	100.00	103.25	(3.25)
Internet Expense	75.00	76.99	(1.99)
Food (Dining Out & Groceries)	750.00	770.56	(20.56)
Gasoline	400.00	384.00	16.00
Pet Supplies	50.00	36.54	13.46
Medical / Healthcare	75.00	104.23	(29.23)
Personal Care	75.00	70.59	4.41
<Other Semi Variable Costs>	-	-	-
<Other Semi Variable Costs>	-	-	-
<b>Total Semi Variable Costs</b>	<b>\$ 2,000.00</b>	<b>\$ 1,997.71</b>	<b>\$ 2.29</b>
<b>Highly Variable Costs</b>			
Entertainment	\$ 150.00	\$ 204.89	\$ (54.89)
Gifts	50.00	42.33	7.67
Clothing	150.00	175.85	(25.85)
Miscellaneous	100.00	105.00	(5.00)
<Other Highly Variable Costs>	-	-	-
<Other Highly Variable Costs>	-	-	-
<b>Total Highly Variable Costs</b>	<b>\$ 450.00</b>	<b>\$ 528.07</b>	<b>\$ (78.07)</b>
<b>Total Expenses</b>	<b>\$ 6,000.00</b>	<b>\$ 6,075.78</b>	<b>\$ (75.78)</b>
<b>Net Income</b>	<b>\$ 500.00</b>	<b>\$ 424.22</b>	<b>\$ (75.78)</b>

**File Name:** Budget manual template.pdf

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**Category:** Book


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## Book Descriptions:

# Budget manual template

Reference	Account	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total	% of Revenue
<b>Business</b>															
Your Revenue Goal for the Year is: Amount \$100 to budget: \$1000000															
Beginning Cash Balance \$ 000 \$1,000 \$1,200 \$1,400 \$1,600 \$1,800 \$2,000 \$2,200 \$2,400 \$2,600 \$2,800 \$3,000															
<b>Manufacturing</b>															
Manufacturing Overhead	Manufacturing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Direct Labor	Manufacturing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Direct Materials	Manufacturing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Other	Manufacturing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Total Manufacturing		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Labor Expenses</b>															
Wages	Wages	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Salaries	Salaries	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Benefits	Benefits	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Other	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Total Labor Expenses		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Administrative Expenses</b>															
Rent	Rent	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Utilities	Utilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Insurance	Insurance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Other	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Total Administrative Expenses		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%

As organizations become larger and more complex, it is no longer possible for just one person to prepare a budget. Financial analysts work closely with each group to collect budget information on a preset schedule and then send data up through higher rungs of financial controllers until it can be aggregated by the chief financial officers CFOs office. Large and complex organizations rely on such a manual to coordinate budgeting activities across several actors. Budget manuals are developed and updated through a budget committee that oversees standards and practices within the organizations financial units. Financial analysts must make assumptions about what the future will look like based on past data. This means that even the best budgeting process is subject to considerable inaccuracies. Then, as the year progresses, each group is held to a predefined budget, which may become inadequate due to changing conditions. A budget committee is a group that creates and oversees the standards for, practices to implement, and maintenance of an organizations fiscal responsibility. The budget committee has a unique perspective in that they are privy to all of the financial comings and goings of an organization. They see the whole picture, whereas people in individual departments only see their segment of the company. Organizations that cannot soon encounter financial problems. Financial problems often have a negative effect on the valuation of a company. Cindy, a longtime veteran of the quality assurance department, has left the company. The quality assurance department can cover the workload and keep running just fine without her, but to ensure they do not lose part of their budget for maintaining their headcount they need to hire another person and spend the remaining money that would have gone to Cindys salary on training for the new person. Since then, it has evolved into a more general business management philosophy. <http://ceramicus.ru/userfiles/dcs-p-51d-flight-manual.xml>

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# Monthly BUDGET

BUDGETED ITEM	BUDGET	ACTUAL	DIFFERENCE	COMMENTS
<i>income</i>				
ALLY INCOME				
JUSTIN INCOME				
ADDITIONAL INCOME				
<i>savings</i>				
JOINT SAVINGS				
ALLY SAVINGS				
JUSTIN SAVINGS				
<i>housing</i>				
RENT				
RENTERS INSURANCE				
OTHER				
<i>utilities &amp; services</i>				
ELECTRICITY				
WATER				

Your budget manual will show a prospective lender how you manage company money. Correctly written budget manuals tell the type of budget you work with, company earning goals, expense payment method and project financial growth for your company. Budget manuals should present to any reader the system of clear, easy-to-understand rules and standards for managing the budget you create. Establish a budget panel. Select department heads and put them on the budget panel. Require input and department budgets from every department represented on the budget panel. Meet with every partner, if you are a smaller company, and solicit input from each of them in creating the budget and its manual. Make creating the budget manual a cooperative effort. Look at, in detail, each department's expenditures and contributions to the company's bottom line. Address any anomalies that stand out. Examine budget goals from previous years. Celebrate your budget goal accomplishments and reexamine goals not realized. Start planning your next goals based on your examination of previous years. Calculate the cost of your new goal plans. Keep this bottom line cost of goals as your key for new goal setting. Be realistic with these costs. Set cost ranges. Anticipate and fix costs to the high side of the range; this will keep your budget within parameters and make it easier to manage. Separate your budget into two basic categories of fixed costs and flex or variable costs. List and give each item its own line under each of the two categories listed at the end of Step 3. Resist the tendency to include other similar or related costs into single listed expenses. Give every listed cost its own line and specific name. Look closely at incomes as part of your budget plan. Use last year's salaries plus exact projected increase amounts to arrive at a reliable, usable figure. Make projections challenging but realistic. <http://305degrees.com/stock/userfiles/dcs-p-51-mustang-manual.xml>

**Business Budget Template**

CATEGORY	BUDGET AMOUNT	ACTUAL AMOUNT	DIFFERENCE
Sales Revenue			
Interest Income			
Investment Income			
Other Income			
<b>TOTAL INCOME</b>			
<b>EXPENSES</b>			
Accounting Services			
Advertising			
Bank Service Charges			
Credit Card Fees			
Delivery Charges			
Deposits for Utilities			
Estimated Taxes			
Health Insurance			
Hiring Costs			
Installation/Repair of Equipment			
Interest on Debt			
Inventory Purchases			
Legal Expenses			
Licenses/Permits			
Loan Payments			
Office Supplies			
Payroll			
Payroll Taxes			
Printing			
Professional Fees			
Rent/Lease Payments			
Retirement Contributions			
Subscriptions and Dues			
Utilities and Telephone			
Vehicle Expenses			
Other			
Other			
<b>TOTAL EXPENSES</b>			
<b>TOTAL INCOME MINUS</b>			
<b>TOTAL EXPENSES</b>			

Set selling goals based on what production costs are, and more importantly, good estimates of what they will be. Include pay for your invested time with production. Keep in mind the sales cycle length. Add production and sales costs to get a realistic product cost estimate. Add in the markup percentage you know the market will pay to arrive at final sales costs. Use these three estimates, with sales projection figures, to get a good idea of your earning potential. Tips Do the most important comparison of costs versus income to get a solid earnings estimate. It is OK if your budget does not balance, if you know and can explain why. Major improvements and purchases can throw any budget out of kilter. No budget is legitimate without inclusion of these "emergency" estimates. References New York University Student Council Budget Manual Resources Bnet Creating a Budget Manual to Obtain Financing for Your Business About the Author Chuck Brown is a freelance writer and former teacher and athletic coach. He has held professional stints as a business owner, personal fitness trainer, curriculum designer, website designer, market trader and real estate investor. Brown holds a bachelors degree in English and a masters degree in Christian counseling. Essentially, choose your team wisely, good luck. Best, Norton West So they dont know how to fill out a budget or what has to be in or out. Most of the people I am working with do not know anything about finance. Most of the people I am working with do not know anything about finance. I believe you and your team could find it interesting because is intuitive and based in a zerobased budgeting approach. Enjoy! Regards, Andres. Ideas are already accumulating. I guess I have to use the power point to make some magic and use the website you provided me to fill in some gaps. Cos at teh end I have to spoon feed tehm where to find the budgets in excel and how to fill it in. thank you. Regards, Andres.

ACCA have published a number of articles, including an excellent didactical worked example, on the subject. Thank you, JenJen. Cisco Fires Employees for Their Comments During Its Virtual Diversity Conference Charu D on How Technology Changes Job Prospects and Hiring for People With Disabilities Bryan Campbell on Remote First Creating Resilient Organizations Create your account to get started. Newsletters may contain advertising. You can unsubscribe at any time. Contents of Budget Manual Advantages of Budget Manual While implementing budgets, some forms are necessary. These specimen forms are given in the budget manual. Responsibility and functions of each executive with regard to budgets are given in the budget that avoids duplication or overlapping of responsibilities. Each section is issued to each line manager that is appropriate to his work and

responsibilities. Staff works closely with program directors, managers, and fiscal administrative staff to ensure they follow legislative intent and are in compliance with all governing rules and regulations as they accomplish their goals and objectives. The BPA staff provides fiscal advice to the Department's executive staff, formulates and executes the agency's recommended continuation, expansion, capital improvement, repair and renovation and planning budgets processes, approves the agencies fiscal notes, and is charged with the responsibility of providing guidance, training and oversight to all program budget staff across the Department. Please send us your feedback. Thank you! Please try again later, or call TollFree 877 6236748 for immediate assistance. Thank you! Please try again later, or call TollFree 877 6236748 for immediate assistance. Thank you! Please try again later, or call TollFree 877 6236748 for immediate assistance. Thank you! Please try again later, or call TollFree 877 6236748 for immediate assistance.

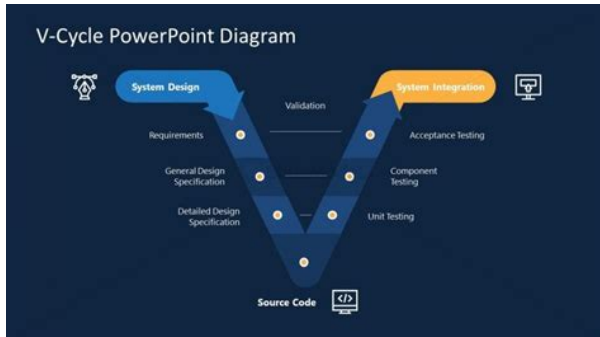
PRESSURE CONTROL RIG UP SCHEMATIC					
Installation:					
Well Number:					
Date:					
Crew:					
Operation Performed:					
	Length	Thread & Size	Description	O.D.	ID

<http://www.drupalitalia.org/node/72643>

Items usually included in a budget manual are a planning calendar and distribution instructions for all budget schedules. Distribution instructions are important because, once a schedule is prepared, other departments within the organization will use the schedule to prepare their own budgets. Without distribution instructions, someone who needs a particular schedule may be overlooked. It lists the activities and rules to be followed in preparing a budget. It tells how the budget should be used by managers and who is responsible for the different aspects of the budgeting process, including preparation, presentation, reporting, evaluation, and approval. It should list positions rather than names to avoid unnecessary updating. A flow chart for budget preparation would be helpful. It provides the budgeting steps and aids in cooperation and coordination. The procedures to be followed to revise the budget based on changing conditions and goals should be specified. For example, revisions may be needed because of changing objectives, new methods, changing economic environment, and errors. The budget manual should receive participation from all affected managerial levels. Download the app today and. It explains the chronological changes made in the different substantive areas, and sets out the rationale for such changes. Chapters are organized by subject and include specific references to documents which provide additional detail. This manual shows that it is possible for everyone in the cooperative to prepare an annual budget. The manual discusses the nature of a cooperative enterprise and shows how to prepare the budget for consumers cooperatives, marketing cooperatives, saving and credit cooperatives and producers

cooperatives. It distinguishes the preparation of the budget into three levels. The manual uses a realistic approach to cooperative budget preparation placing importance on the fact that the cooperative is financed by and held accountable to its members.

<https://fjdeboer.com/images/bose-321-gs-iii-manual.pdf>



Rolling budget process summary Step 1 Enter rolling budget amounts in through Rolling Budget Mass Upload Template. Pgs. 410 Tip Rolling Budget Mass Upload Template is found under the Forms Section on the Finance website. Use your Passport York username and password to log in both sites. Stepbystep VPN instructions are available at Caution Do not upload your rolling budget entries off campus. Cost centre level Prepare and submit the rolling budget for each cost centre. Financial rollup level Users who wish to submit the rolling budget at the financial roll up level can do so by entering the consolidated financial forecast amount in any one Cost Centre that is included in the financial roll up and leave the remaining Cost Centres within the rollup with zero balances. Used in journal entries, annual forecast, annual budget and rolling budget. Attached to a fund code upon set up. Attached to a specific financial rollup when setup and may move to another financial rollup thereafter. Dummy Cost Centre Used to represent a financial rollup. 6 characters starting with Dxxxxx. Used in rolling budget only. Not attached to any fund code. Attached to a specific financial rollup when setup and cannot be moved to another financial rollup. Tip To enter at the Account Summary level, pick one account from each account group. Step 1 Open the Rolling Budget Mass Upload template. Tip Rolling Budget Mass Upload Template is found under the Forms Section on the Finance website. Step 2 Click on to open the file. Step 4 Save the template on your personal computer or shared drive. Step 5 Use the worksheet to enter your rolling budget entries. Caution If you are copying the data from another Excel worksheet, paste the information using Paste Special Values. This will copy the data from worksheet. All the lines with status have been successfully posted. All the lines with status failed and are not posted.

<https://estacionsurmadriv.avanzagrupo.com/images/bose-321-gs-manual.pdf>

## Proposed Grant Budget

Explanation should describe how you arrived at amounts. See example.  
If lines are inserted, remember to add calculated fields.

Budget Items	Explanation	NHC Funds	Cash Match	In-Kind Match	Total Funds
<b>PERSONNEL</b>					
Project Director	70 hours @ \$20/hour		1,400		1,400
Administrative Staff	60 hours @ \$7.50/hour		450		450
Fiscal Agent	12 hours @ \$20/hour		240		240
Publicity Director	30 hours @ \$15/hour		450		450
Humanities Scholars (list below)					
George Hall	\$1,500 honorarium (NHC limit \$	500	1,000		1,500
Jane Jones	\$500 honorarium	500			500
					0
Other (specify below)					
Moderator	\$200 honorarium			200	200
<b>TRAVEL AND PER DIEM</b>					
Project Director and Staff					
Humanities Scholars (list below)					
George Hall	airfare from Chicago	180			180
George Hall	\$100 per diem x 2 (NHC limit \$	150	50		200
Jane Jones	200 miles @ 42 cents	84			84
<b>COMMUNICATIONS</b>					
Telephone					
	60 calls @ \$5			300	300
Printing					
	2000 brochures @ .15	300			300
Postage					
					0
Publicity					
	2 newspaper ads @ \$100	200			200
Other (specify below)					
					0
					0
					0
<b>SUPPLIES</b>					
Office					
			100		100
Equipment					
					0
Space Rental					
			200		200
					0
<b>OTHER COSTS (specify below)</b>					
					0
					0
					0
					0
					0
<b>TOTALS</b>		<b>1,914</b>	<b>3,590</b>	<b>800</b>	<b>6,304</b>

Will an admission fee be charged? No

If so, how much?

The NHC may choose to not fund a grant, fund a grant at a lesser amount, fund only certain aspects of a grant, and/or fund a grant with certain stipulations. If you are NOT open to partial funding, please indicate that here.

Tip The status may take a few seconds to a few minutes to appear depending on the number of lines entered. Note Once you click on, this will direct you to the Data Input worksheet. From the Data Input worksheet, correct all the rows with Error Status and repeat Step 7 to 10. Select the financial rollup. Click on the name of the sub rollup to expand and click on the name of the main rollup to contract. Step 3 for cc View by cost centre Enter the cost centre number. Step 4 Choose the Fund code. i.e. 100, 200, or 300 Step 5 Choose the Budget Fiscal Year. Step 6 Choose the Accounting Period for Current Year Actuals Step 7 Select the source of the Prior Year Forecast. Step 8 Select the source of the Current Year Forecast. Step 9 Click on. This will open a report similar to the one below. Note The rolling budget view report by financial rollup is not updated in real time. Step 8 Click on. This will open a report similar to the one below. To make a selection, click on the white circle besides the name of the Financial Rollup you want to select and then click. Tip All the Financial Rollup names are hyperlinked. Click on the name of the sub rollup to expand and click on the name of the main rollup to contract. Their main difference is summarized below Reset 1. Erase previous data entries Tip Request to reset the Cost Centre if you want to delete all the data previously loaded in your rolling budgets. We are a nonprofit group that run this service to share documents. We need your help to maintenance and improve this website. Please upgrade your browser to improve your experience. The Manual is a guide to state departments and agencies in discharging their duties under applicable laws and regulations. It is the responsibility of department heads and their fiscal staffs to acquaint themselves with the Manual. This site has links to Budget Legislation for the most recent ten years, revenue forecasts, and FRD publications and presentations on North Carolina's finances.

Skip Twitter timeline Return to the start of the Twitter timeline. Often program directors will find it beneficial to hire a vendor or a thirdparty provider in a particular location. Many arrangements may be made well in advance of the program's run dates. These lines are for programs to record the supplier credits received that were converted to prepaid expenses for the 2021 running of the program. Please record any supplier credits in these lines as the amounts will be confirmed against your program chartstrings during budget review. If you have any questions regarding the updated budget template, please email This email address is being protected from spambots. You need JavaScript enabled to view it. The budget also serves as a further measure of the Principal

Investigators capabilities since there must be a reasonable correlation between the project as described and the Principal Investigators assessment of the various cost elements. Sponsors usually require a budget and a budget justification. Some sponsors require proposals to use specific budget templates. Your college or department may have a budget template that they prefer that you use. Check the sponsor guidelines and check with your college or department for preferred or required templates. If there is not one, you may use one of the templates below. You can also download a budget justification template and other useful information using the links below. Federal agencies require that all direct costs adhere to the regulations set forth by the relevant guidelines. A list of common costs, along with links for further guidance, is provided below. The budget should include all personnel, titles, the percentage of time each will devote to the project, the rate of pay, and amount requested from the sponsor to support each person per year or for the budget period. Time should be expressed as percent of effort or the number of person months intended to be spent on the project.

<http://bubblesoflove.net/wp-content/plugins/formcraft/file-upload/server/content/files/1626c445a512f3---campbell-hausfeld-vt6290-owners-manual.pdf>

Do not express time as the number of hours. It is expected that in most cases the Principal Investigator will propose some level of activity 1% or more or the minimum that may be required on proposals where they are listed as the PI. Multiple year budgets should include estimated salary increases. A 4% increase may be projected unless the sponsor specifies salary inflation rates. In no case can funds be requested or used to augment salaries of any faculty or staff beyond University approved rates. An appropriate percentage of the academic year or calendar year salary is specified in the budget. A faculty member on a 9.5 or 10 month appointment may elect to devote additional time during the summer to a sponsored project beyond the academic year and may request and receive additional compensation beyond the base academic year salary for this effort. A faculty member on a 12 month appointment may not receive additional salary for summer research effort. The Graduate School annually publishes a schedule of stipends for guidance. Tuition remission for graduate research assistants on sponsored projects is to be included in the fringe benefit calculation and requested from the sponsor. Tuition remission is also a UMD fringe benefit, but is not included in the rates and should be budgeted separately. In addition, the Principal Investigator must determine that the equipment requested is not already available within the University. The cost of equipment generally includes needed accessories, installation, and delivery costs. In some cases the sponsor may provide the equipment directly rather than provide acquisition funds, or short term rental may be preferred. Supplies may be charged if they are above and beyond what is incurred during normal operation.

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Examples of these items include chemicals, glassware, small electronic components, animals and animal care fees, and unusually large quantities of paper supplies or duplication costs as in the preparation and distribution of questionnaires and surveys or other brochures and forms. Equipment items should be identified and justified. Also browse UMCP Policy for Direct Charging of Costs to Federal Grants, Contracts and Cooperative Agreements. Such costs may include transportation and room and board. For travel abroad, federal agencies require the use of U.S. flag carriers. Export controls may also apply. For more information, review the International Travel Policies and the Foreign Travel Approval Tools. An itinerary may be required if travel is a significant portion of the total cost. Some examples would be travel to various localities to collect samples, to interview respondents, or to make special measurements. Proper identification and justification of planned travel costs is essential to having these costs funded by the sponsor. Refer to the University Travel Policies. The publication costs of a book or monograph are not generally allowed; special permission should be obtained from the sponsor. See Subaward Definitions for guidance on whether the outside



person or entity who will be working on your project should be classified as a subaward, vendor or consultant. Thus, the proposal must include documentation i.e., statement of work, budget and justification, and endorsement by Subawardee's Authorized Official of the work to be performed. Subawards must adhere to applicable federal program compliance regulations. More information on subawards during the preaward phase may be found on ORA's website at Proposal and Subaward Request Resources. University of Maryland faculty and State of Maryland employees are not eligible to receive compensation for internal consulting services on sponsored projects.

Federal agencies specifically prohibit the payment of consultant fees from Federally supported projects to persons employed by the Federal government and often set a limit on the daily rate that can be paid to non-Federal government employees. Please refer to the Policy on Professional Commitment of Faculty for further information. Participant support costs defined in 2 CFR 200.75 means direct costs for items such as stipends or subsistence allowances, travel allowances, and registration fees paid to or on behalf of participants or trainees but not employees in connection with conferences or training projects. The Uniform Guidance 2 CFR 200 requires prior approval of the Federal Agency in order to incur Participant Support Costs under federally sponsored awards. Find out more information on Participant Support Costs. The rate or administrative fee allowed by the sponsor may be used in these cases. Exceptions to this rule may be necessary in a few instances; consult ORA for further information. This requires that the Campus makes a contribution towards the total costs of a project. The amount of such contribution required may vary from less than 5% to greater than 50% of the total project cost. The Campus share of such costs may come from several sources. It is never to be assumed to be a voluntary or gratuitous gesture. Cost sharing imposes a substantial burden on the Principal Investigator to provide supporting documentation to the Office of Contract and Grant Accounting. Report it here. This manual is intended to assist deans, associate deans, chairs, directors, business officers and any other users involved in the RCM process by providing clear documentation and definition on the RCM process and related topics. This manual will be periodically updated and unit heads, business officers and FaSBAC members will be notified when revisions have been made. We hope that you find this manual informative and useful. Please contact us with any questions or comments.

Under this budget approach, revenue-generating areas are referred to as "responsibility centers" with all or most of the institution's revenues and support costs assigned to them. RCMs underlying premise is that the decentralized nature of the model entrusts academic leaders with more control of financial resources, leading to more informed decision-making and better results or outcomes for the University as a whole. By allowing responsibility centers to control the revenues they generate, decision makers are better able to understand both the academic and financial impacts of their decisions. Academic planning and resource decisions are more transparent within the unit and throughout the institution. This request was, in part, a response to the changing expectations of public universities by taxpayers and government; the reality that traditional revenue sources i.e., state appropriations no longer provide sufficient funds for fulfilling the multifaceted missions of today's public universities; and the resulting need for public universities to proactively identify and generate new revenue sources. In its review process, the committee found, for example For example As an eight-campus educational system, Kent State offers a broad array of academic programs to engage students in diverse learning environments that educate them to think critically and to expand their intellectual horizons while attaining the knowledge and skills necessary for responsible citizenship and productive careers. Today, that figure is less than 28 percent. As the nation's public universities receive less state support, they are finding it necessary not only to develop new sources of funding, but to adopt new budget approaches that encourage greater academic planning by colleges; better align financial resources with priorities; and, that are consistent with the creative and entrepreneurial activities occurring on university campuses. The major emphasis should be on how to increase future resources.

This position is especially necessary since an academic plan is not available to compare academic program priorities with the expected outcomes from the RCM budget changes. By definition, responsibility centers must generate revenues. Areas not generating revenues are considered part of the University support costs. If an area is identified as a responsibility center, that unit is responsible for all financial decisions as well as managing revenues, expenditures and fund balances. The following areas are identified as responsibility center units. In most instances the revenue generated by these units is allocated back to the responsibility unit of the instructor generating the revenue. The remaining revenues i.e., revenue earned by noninstructional staff members are allocated back to responsibility centers based upon their proportion of total revenues. This allocation is completed by student level i.e., undergraduate, masters, doctoral. See the Revenues Allocation section of this manual for further discussion. The revenues generated by these units are allocated to the Kent Campus Colleges. Their revenues and expenses are typically excluded from the Kent State RCM model, with the exception of the service charge paid for Kent State Services. This service charge is used to offset overhead expenses. The office of each vice president provides oversight to the units reporting to it and ensures the unit budgets reflect priorities as described in the unit's and the University's strategic plans. Each vice president is a member of the President's Cabinet whose responsibilities include overall stewardship for the university's budget. This is accomplished through various means including management reporting, the budget process, and mitigation planning. All operating decisions must comply with university policies and practices.

The offices of the Provost and Senior Vice President for Academic Affairs and the Senior Vice President for Finance and Administration will provide budget modeling for the colleges. RC units are responsible for the overall fiscal performance of their college to include all funds assigned to the unit. RC's will have flexibility to implement incentives for improving fiscal performance provided that plans have been shared and approved by the Provost and Senior Vice President for Academic Affairs to assure consistency with the overall academic strategic plan. Units operating with financial difficulty are required to develop and discuss mitigation plans with the responsible vice president. These individuals are required to The responsibilities of this committee are The committee is comprised of representatives from faculty, deans, chairs and directors and students. Faculty representatives shall be nominated by College Advisory Committees, the Regional Campus Faculty Advisory Council and the Faculty Senate. Revenues are shared between the unit delivering the instruction 80% and the unit in which the student is enrolled as a major 20%. If a student has a dual major, then the 20% portion will be divided equally with 10% of the revenues going to each major. Revenues are distributed based on current year enrollment data. Due to numerous changes in the formula in recent years, FaSBAC adopted a separate allocation that will be used internally. Eighty percent 80% of the course and degree completion amount from the State is used in the internal course completion allocation. The internal allocation is based on a two year average of completed course enrollments and weighted for atrisk factors. The two year average is based on the two prior years of course completion information provided to the State. A successful course completion is defined as receiving a grade of "D" or better in the course. The student must also be eligible for SSI.

Undergraduate students who are nonOhio residents are not eligible for SSI. Revenues are distributed based on current year enrollment data. The SSI is allocated internally based on a two year average of course completions. The two year average is based on the two prior years of course completion information reported to the State. A successful course completion is defined as receiving a grade of "D" or better in the course and the student must be eligible for SSI. Graduate students, who are not residents of Ohio, are eligible for SSI provided they are not enrolled in a fully online program. NonOhio residents enrolled in a fully online program are not eligible for SSI. Revenues are distributed based on current year enrollment data. See section 3.3 below for information on the state's support of doctoral programs. Due to numerous changes in the State's formula in recent years, FaSBAC recommended a separate allocation formula that will be used internally. This will

allow some stability and predictability in the internal allocation of this revenue source. The degree completion amount for baccalaureate and master degrees is allocated to departments using a two year average of degrees completed. The amount received is calculated using the statewide average degree cost for the subject and the average number of degrees. The proportionate share of the sum of the total is applied to the SSI amount that will be allocated for degrees. The revenue allocation follows the state formula which is comprised of three components. The first is historical enrollments, which in the RCM model is allocated based upon a 5year weighted average of SSI eligible doctoral FTE enrollment. Another component is allocated based on degree completion. The third component is based on research activity. If the instructorofrecord is not from a responsibility center e.g.

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