FY 2021 Budget
Formulation Guidance
User Guide
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**Overview**

**Budget Formulation Process**

How budgets are established and managed are crucial to furthering any organization’s mission and strategy. Effective budget formulation leads to better administration of an organization’s resources and can also promote transparency, trust, and effective performance.

Historically, the University of Pittsburgh has taken a largely incremental approach to budgeting. With the exception of the Tuition Incentive Program (TIP), Responsibility Centers (RCs) have received a consistent amount of funding plus or minus incremental changes in compensation and certain key initiatives. Although this budgeting practice is common in higher education, it fails to accurately align budget with strategic priorities. Hence, RCs often lack the controls needed to fully own, operate, and transform their RC.

In an effort to better align budget decisions with strategic objectives, Pitt is undertaking a multi-year initiative to enhance the budget formulation process. The ultimate goal of the effort is to provide RCs with increased transparency, accountability, and control over their local budgets. To accomplish this, Pitt will incorporate the use of an all-funds budget, formalize a resource request process, utilize standard pillars to prioritize resource allocations, and introduce annual Strategic Resource Reviews.

The enhanced budget formulation process is intended to reinforce the principles outlined in the existing Planning and Budgeting System. While we are formalizing the budget formulation process starting this year, the governance structure for resource decision-making is the same as prior years.

This guidance document outlines the first steps in transforming Pitt’s Budget Formulation Process, beginning with FY 2021. The budget formulation process will continue to evolve over the next few years as the Plan for Pitt 2025 is developed and the Office of the CFO incorporates RC input and feedback.
Overview

The following is an overview of the budget formulation timeline for FY 2021:

<table>
<thead>
<tr>
<th>Model Development Component</th>
<th>Process Timing</th>
<th>Primary Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collect Data &amp; Develop Central Assumptions</td>
<td>September – November</td>
<td>Develop central budget guidance and historical information</td>
</tr>
<tr>
<td>Develop Non-Academic Unit Budget Requests</td>
<td>December – February</td>
<td>Collect funding requests and budget proposals from non-academic units</td>
</tr>
<tr>
<td>Develop Academic Unit Budget Requests</td>
<td>December – March</td>
<td>Collect funding requests and budget proposals from academic units</td>
</tr>
<tr>
<td>Finalize Funding Decisions</td>
<td>March - June</td>
<td>Review funding requests and set University budget – Shared governance engagement</td>
</tr>
<tr>
<td>Manage Budget Throughout Fiscal Year</td>
<td>July 1st – June 30th</td>
<td>Manage budget based on approved allocations</td>
</tr>
</tbody>
</table>

Oracle’s Planning & Budgeting Cloud Solution

Oracle’s Planning and Budgeting Cloud Solution (PBCS) module is a flexible planning application that supports enterprise-wide planning, budgeting, and forecasting in a cloud-based deployment model. PBCS provides responsibility centers a tool for budgeting and analysis on multiple data sets using near real-time data. Phase I of the implementation (June 2018) focused on standard reporting and manual encumbrance tracking forms. Then, enhanced reporting, automated encumbrances and budget spreads were introduced. Phase II (August 2019) provided the new on-line budget submission process for the FY20 budget.

Phase III (December 2019) introduces the Budget Formulation Process which is the focus of this guide. Multiple reports have been created for Responsibility Centers to view prior FY Actuals, Historical Guidance, Employee Full Time Equivalent information and Tuition Budget/Actuals. Various input forms have also been created for RCs to create Resource Proposals for the upcoming fiscal year.
Navigation

Initial Access

To gain access to PBCS, please complete the PRISM User Access Information Form found on the PRISM website at https://prism.pitt.edu/access/. Note that all RC Business Managers already have access to PBCS and can login as described below.

Oracle automatically sends an email from Oracle Cloud oraclecloudadmin_ww@oracle.com when your user account has been established in PBCS. However, security roles need to be assigned by Budget & Financial Reporting (BFR) before access is complete. Please wait until BFR sends a confirmation that your access is available before attempting login. When confirmation is received, use the Log into PBCS button found on the PBCS Information website at https://prism.pitt.edu/applications/planning-and-budgeting-cloud-service-pbcs/

Logging into PBCS

PBCS is single sign-on enabled with the Pitt Passport service. Select the Company Sign In button. If you are already logged into Pitt Passport, PBCS will automatically open or you will be directed to the Pitt Passport login.

NOTE: If using the link from the Oracle Cloud email, you will be directed to the My Cloud Home page. From there, click the planning service, and you will see the above screen.

BROWSER NOTE: Firefox and Chrome are the supported browsers, if issues occur, please try both browsers and clearing cache before submitting a help request.

Adding a Favorite or Bookmark

Once you have logged in to the Planning and Budgeting Cloud: PittPlan home page, you can create a favorite or bookmark within your browser to save the link. By adding the favorite at this point, you will be logged into the home page directly rather than going through the My Cloud Home page. The favorite will appear with “EPM Cloud,” however, you can edit the name.

The following link can also be used to create a bookmark that will redirect to the PBCS home page. https://planning-a536919.pbcs.us2.oraclecloud.com/HyperionPlanning
Navigation

PBCS Home Page

- **Navigator** - Use the Navigator menu to access functions, applications settings and preferences. Under the Preferences link, you can manage several personal preferences such as email options, display options and printing options. For example, in display options you can change the number formatting such as negative number display and thousand separator.
- **Home** - Use the Home button to quickly return to the home screen from any window.
- **Accessibility Settings** - Use the Accessibility Settings button to apply the screen reader mode or high contrast.
- **Settings/Actions** - Use the Settings and Actions drop down link to sign out, view the Oracle-provided help documentation and access the Oracle Cloud Customer community.
- **Function Icons** - Use the various function icons to access functions assigned to your role in PBCS.
- **Announcements** - Announcement regarding the overall system will be posted in the Activity/Recent/Favorites section.

Selecting Report Output Types

Reports can be available in three outputs: HTML, PDF and XLS.

- **HTML** – This will create an on-line HTML version of the report that supports the drilldown functionality
- **PDF** – This will create a PDF version of the report and is best for printing reports.
- **XLS** – This will create an Excel version of the report.
Navigation

Reporting Hierarchy

In PBCS, a reporting hierarchy has been established for department values, which is called *Total Department*. Total Department is the complete listing of all University departments with financial activity since FY16. Total Department has a hierarchy of Senior Officer (SO), Responsibility Center (RC), Reporting Group and department, with department being the lowest level. Reporting Groups have been created based on feedback from each RC but do not apply to all RCs.

When using the hierarchy to select values, you will see all levels regardless of your assigned security. If you select a value that you do not have security access to, no data will be returned, and you may receive an error message if all accounts selected are outside of your security access.

![Image showing hierarchy]

Entering Report and Form Parameters

Reports and forms can require selection of *Member* segment values. Many have default parameters based on the associated security groups assigned. For example, Entity may default to 02 – Operating and Department to 01 (typically the first numeric department available). In order to select new values, click on the desired segment to open the Select a Member window.

![Image showing Select a Member window]
Navigation

When selecting a member from the hierarchy list, verify the blue checkmark is displayed at the beginning of the desired value and then click OK. You may also search for the value in the Search Department field rather than using the hierarchy navigation.

When searching or entering the direct values in reports, the following prefixes must be used. The Resource Proposal Input for does not use the prefixes for the various segments.

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<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>E – Entity</td>
<td>D – Department</td>
<td>P – Purpose</td>
<td>G – Project</td>
<td>RC</td>
<td>FY – Fiscal Year</td>
</tr>
<tr>
<td>E02</td>
<td>D01010</td>
<td>P24987</td>
<td>G704857</td>
<td>RC23</td>
<td>FY20</td>
</tr>
</tbody>
</table>

Using Drilldown Feature

When running reports using the HTML option, drilldown functions are available. Drillable amounts will appear with an underline indicating a drilldown is available (for Entities 04, 05, and 06). Remember to work from left to right to expand subcode and department details.

Below is an example of a report showing the lowest level and the values that are drillable. The lowest level will not have the drilldown (triangle) symbol to the left of the value. Click on the underlined value to initiate the drilldown.
**Navigation**

**Logging out of PBCS**

Log out of PBCS by selecting the drop down arrow next to your name in the upper right corner of the window, then select Sign Out. A second Sign Out window will appear, click Cancel to remain logged in to PBCS. Click OK to continue logging out.

You will then be returned to a SIGN OUT ORACLE CLOUD window, click Ok. You must complete this to completely log out of PBCS.
RC Resource Proposal Process

The RC Resource Proposal (RCP) process is an opportunity for RCs to realign and request resources that further their strategic priorities (for academic units, these are the strategic priorities in the annual plan update) and advance the Plan for Pitt.


The FY19 Actuals Results includes a prior year actual summary of an RC’s total funds (entities 02 unrestricted educational and general, 03 auxiliary and cost centers, 04 discretionary, 05 sponsored projects, and 06 plant) including an entity 02 comparison to the prior year ending budget.

FY20 Tuition Reports provide actual tuition for the fall semester as of November 30th compared to budget and to prior year actuals increased by the FY20 tuition rate increase.

Employee FTE includes employee headcounts (separate tabs by entity) as of September 2019 and estimated compensation by subcode using FY20’s actuals through October 2019 and prior year actuals (increased by the FY20 compensation increase) for the remaining eight months.

The FY20 Budget/Historical Estimated Guidance report provides an estimate for the current year actuals using loaded budgets for entities 02 and 03 and Historical Estimated Guidance (HEG) for all other entities.

The FY21 Resource Proposal Input form is a pre-seeded all-funds budget based on FY20 loaded budgets or HEG. This form should be edited by the RC for any desired changes in order to complete the FY21 Resource Proposal. The input form requires an exercise to realign 2% of combined expenses and transfers from lower priorities to higher ones as per the December 2019 communications from the CFO and Controller’s Offices.

Operating and Capital Budget Requests will be used to submit new operating permanent and one-time requests, and capital requests exceeding $50,000.

Once all components are completed, the FY21 Resource Proposal Report will represent the RC’s all-funds budget proposal for FY 2021 and the Resource Proposal Printable Report Book will produce the final PDF report package for submission. This report will include the proposed FY 2021 budget before new requests, include the totals for new operating and capital requests, and include the 2% reallocation exercise. This report package will be used for Strategic Resource Review meetings occurring in February and March as described in the FY 2021 Budget Formulation Guidance Handbook located on the PBCS website.
RC Resource Proposal Steps

Supplemental Forms and Reports to Build the RCRP

To begin an RCRP, select the work area icon entitled Resource Proposal Steps on the PBCS homepage. This will display the tasks available in the work area, select Resource Proposal Steps.

Resource Proposal Steps will open to various forms and reports, listed sequentially in tabs running across the top of the page. When clicking on the icon, you will be prompted for the RC member parameter to begin the first process of viewing the FY19 actuals.
**RC Resource Proposal Steps**

**FY19 Actual Results**


2. This will load a report of FY19 Actual Results. Once the RC is selected the RC selection will carry through to the sequential tabs across the top of the page.

3. FY19 Results by RC for Entities 02-06 may load with the PDF File Format view. Please change to HTML to allow expansion and drilldown.
   a. Information on FY 2019 actual is shown in highly summarized subcodes running down the left-hand side, which are drillable to the department total for entities 02 and 03.
   b. For entities 04, 05, and 06, expenses are drillable to the purpose or project summary total and may be obtained by selecting the underlined link total. This will provide a sense of which purposes or projects are driving the main part of the expense.
   c. 02 unrestricted educational and general includes the ending budget for FY 2019 as well as a variance column. The budgets and variances are also drillable to department level.
RC Resource Proposal Steps

FY20 Tuition Budget vs Actual and FY20 Actual Tuition vs Prior Year

1. Select the tab for the Tuition report that is desired.

2. The first time these reports are submitted Period, Years and Term member criteria must be selected (Period = Nov, Years = FY20, Term = 1). Errors will display when specific members are not selected. (Fall term is = 1, Spring = 4, and Summer = 7)

3. PDF is the default, preferred version of both reports. The reports can be exported to Excel.

4. The FY20 Tuition Budget vs Actual report includes all schools and the results agree to the monthly reports the Tuition Accounting and Budgeting department distributes via email to Deans and Financial Administrators.

5. The FY20 Actual Tuition vs Prior Year report provides a comparison of current year actual tuition to the same point-in-time prior year. The prior year amount is adjusted, however, for the current year tuition rate increase to make the amounts comparable. This point-in-time comparison as of November coincides with the timeframe that will be used for the tuition incentive calculations for the fall term.
RC Resource Proposal Steps

Employee FTE / Input (Excluding Entity 05) and Employee FTE / Input (Entity 05)

1. These forms are both informational (reflect current level of staffing and projected compensation by entity) and required input forms to be used in connection with budget proposals. Select the tab for the Employee FTE Input form that is desired. The first form is for all entities excluding 05 and the other form is for entity 05 only.

   a. These forms provide a snapshot of employee FTE by subcode classification, and use the data (including labor distribution) from the September 2019 month-end for salaried employees and the second bi-weekly payroll in September for bi-weekly employees.

2. Select the Entity you want to view. The default value for the non-05 form will be 02, however it can be changed to 03, 04 or 06.

3. Click on the + icon by the job classification to expand to the subcode detail.

   a. Fringe benefits are calculated using FY 2020 rates. Entity 05 will use the separate Federal Fund Sponsored Research rates, if applicable.

   b. The compensation amounts are derived using actuals from July through October 2019 combined with actuals from November 2018 through June 2019, increased by 2.5% for the FY 2020 salary increase.

   c. Use the Pencil icon on the right hand side to easily toggle between entities.
**RC Resource Proposal Steps**

4. In this form, you will need to enter increases or decreases in FTE and salaries to correspond with your FY 2021 budget proposal and requests. If you are requesting new funds for compensation in FY 2021, please complete this form to calculate the increased compensation and include it in your budget request (PBCS will apply the correct fringe rate when you save the form). Please ensure that your FY 2021 Operating Requests total for new FTE and costs agrees to your completed Employee FTE forms.

   a. The amounts will not link automatically; the totals will need to be manually entered in the New Operating Request Input form, which is discussed in a later section.

5. Enter the number for the increase or decrease of FTEs in the *FTE Budget* column.

6. Enter the proposed total salary charged to the entity selected for the associated increase/decrease of FTEs in the *Salary Budget* column.

7. Click the Save button.

   d. This will automatically calculate the *Fringe Budget* and *Total Comp Budget* columns.

   e. Since the FY 2021 fringe rates are not finalized at the time of this roll-out, FY 2020 rates will be applied for FY 2021 proposed compensation.
RC Resource Proposal Steps

FY20 Budget/Historical Estimated Guidance

1. Select the FY20 Budget/Historical Estimated Guidance tab.

2. The report may load with the PDF view. Select the HTML format to allow limited drilldown on the subcode and department.

3. Information on FY 2020 is based on the loaded budgets for entities 02 and 03, and Historical Estimated Guidance (HEG) for entities 04, 05, and 06.
   
   a. HEG budgets are based on 4 months actual from July through October, 2019, plus 8 months prior year actual from November, 2018 through June, 2019.
   
   b. FY 2020 compensation budgets for HEG include a 2.5% increase on prior year 8 month actual and applies the FY 2020 fringe benefit rates. Non-compensation budgets do not have cost escalators built into HEG.

4. The report provides a sense of what the RCs all funds budget is comprised of for FY 2020. It is noted that although some entity 04 budgets were loaded in FY 2020, the report utilizes HEG across all RCs for entities 04, 05, and 06 to be consistent in this version of the module.

This report is the stepping stone for the FY21 Resource Proposal Input form discussed next.
**RC Resource Proposal Steps**

**FY21 Resource Proposal Report**

We recommend that RCs initially review the FY21 Resource Proposal Report tab with the pre-seeded budgets produced by PBCS. This will help you to establish a baseline for your FY 2021 Budget Resource Proposal. This report is fed by the information entered on the tab titled FY21 Resource Proposal Input.

As information is entered on the FY21 Resource Proposal Input form, this report will change when refreshed. There is a justification narrative box (limited to 2,000 characters) at the bottom of the report (requirement detailed in the input section below) that you can print once all input is complete.

This report should be the main summary in your RC Resource Proposal (RCRP) package, which will be discussed in the Strategic Resource Review meeting held in February or March. Non-academic RC Heads / Senior Officers and their Directors of Administration or Financial Administrators will meet with the SVC/CFO and SVC for Business & Operations (as relevant for capital project requests) in February. In March, the SVC/CFO and the SVC/Provost, SVC for Health Sciences, and/or SVC for Business & Operations (as relevant) will meet with academic Deans and their Directors of Administration or Financial Administrators.

RCs should plan to discuss their RCRP in tandem with their strategic objectives.


2. The output may default to PDF. Please select HTML to enable drilldown.
RC Resource Proposal Steps

FY21 Resource Proposal Input Form

   a. PBCS pre-seeds FY 2021 budgets by rolling forward the FY20 Budget/Historical Estimated Guidance budgets and applies a 2.25% increase in compensation along with the FY 2020 fringe benefit rates since the FY 2021 rates are not available.

2. The first two columns of the form (Reallocation From & To) involve a budget exercise which should be addressed after the all funds budget is complete.

3. RCs should first align their resources with their strategic plan.
   a. Similar to target budget submissions, entity 02 Total Exp/Transfers must equal the pre-seeded entity 02 totals unless you increase or decrease both revenues and expenses.
   b. Typically, entity 03 budgets need to balance to zero. The initial pre-seeded amounts are not balanced, because PBCS increased compensation by 2.25% for FY21 but made no assumptions about increased revenue or cost recovery. Please make necessary adjustments to entity 03 using the FY21 Input form to balance your entity 03 proposed budget in total (increase revenue or cost recovery or adjust transfers).

4. The pre-seeded budgets are summarized at the subcode level. Budgets for each entity or subcode category may be increased or decreased based on the RC’s expectation for FY21 results.
RC Resource Proposal Steps

5. To make adjustments to specific amounts, the new value can be typed directly. However you may also select the field and right click or select the Actions drop down menu to display other options.

6. The following Action items are available in the RCRP input forms.

<table>
<thead>
<tr>
<th>Action</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Edit</td>
<td>cut, copy, clear or paste values</td>
</tr>
<tr>
<td>Adjust</td>
<td>allows increases or decreases by a dollar or percentage amount; enter the increase or decrease value, then click Apply</td>
</tr>
<tr>
<td>Comments</td>
<td>enter comment and click Post; a log of comments is kept with user and time stamp; field will display a comment symbol in the upper right corner</td>
</tr>
<tr>
<td>Change History</td>
<td>shows the user and time the data was changed as well as the old and new values; change history is not stored until the form has been saved</td>
</tr>
<tr>
<td>Attachments</td>
<td>Upload attachments such as Excel spreadsheets, Word documents and PDFs, these will not print in the report package but will be available to any user with view access to the form; field will display an attachment symbol in the upper right corner</td>
</tr>
</tbody>
</table>

7. Remember to click the Save button to save changes on the form. Fields will appear in yellow until the form has been saved. Also the RCRP Proposal Report will not reflect changes until they are saved in the input form. You can also select Refresh to update totals prior to saving.

8. RCs should adjust their FY 2021 proposed budgets to the levels they expect for FY21, prior to any new funding. Increases proposed to entity 02 are not to be included in the top portion of the form. They should be reflected at the bottom of the input form in the new operating and capital requests lines, which must also agree to those operating and capital input forms described later.

9. Once the all funds budgets are complete, a budget exercise is required as described in the following section.
**RC Resource Proposal Steps**

**FY21 Budget Exercise**

RCs are required to complete a budget exercise to reallocate two percent of their combined entity 02 expenses and transfers from lower strategic priorities to higher ones. The input form automatically calculates the % Budget Reallocation (2%) and the dollar amount of that reallocation ($ Budget Reallocation).

1. Use the *Reallocation From* column to reduce the budget for the subcode levels you select. Please enter as negative numbers.
   a. Please ensure when reducing compensation, the correct FY 2020 fringe benefit rate is applied. Fringe benefits will not automatically populate in the budget exercise. Link to Fringe Rate: [https://www.cfo.pitt.edu/rca/ca_rateinfo.html](https://www.cfo.pitt.edu/rca/ca_rateinfo.html)

2. Use the *Reallocation To* column to increase the budget amount for the subcode levels you select.

3. The totals in the Reallocations From and the Reallocations To columns should agree and also tie to the PBCS-calculated 2% reallocation amount.
4. A required *Justification Narrative* (found at the bottom of the form in the yellow highlighted box) must be completed regarding the two percent reallocation.

   a. This narrative should include details of what areas would be reduced, what areas would be increased, and why. The typed narrative (2,000 character limit) will be part of the Resource Proposal Report that you will print for your Strategic Resource Review meeting with the SVC/CFO and other Senior Officers. Additional documentation can be attached using the Action items.

   b. If you attach a document, please note in the narrative as it will not automatically print in the report. Any user with access to the form can download attached documents.

   c. Please make sure to use the column labeled Comments for the Justification Narrative row, this will be the field that prints on the report.

5. Remember to save your work. Fields will appear in yellow if changes have not been saved.
Operating and Capital Requests

Budget Funding Pillars

The following budget funding pillars will be used to assist University leadership in evaluating operating and capital funding requests from each RC. Within the RCRP justification narratives, RCs should explain how their resource proposals align with these strategic pillars. In addition, RCs will need to order-rank all requests within PBCS to further illustrate relative alignment with the budget funding pillars.

Each pillar is further outlined below. Each RC should consider the following questions when formulating their operating and capital requests and when completing each request’s justification narrative:

University Strategic Alignment: Requests should benefit the holistic profile of the University.

- How does the proposal demonstrate positive, transformational impact toward the Plan for Pitt goals? (Advancing Educational Excellence; Engaging in Research of Impact; Strengthening Communities; Embracing the World; Promoting Diversity and Inclusion; and Building Foundational Strength)
- How does this proposal leverage collaborative partnerships internal to the University (i.e. across disciplines and RCs) and external to the University (e.g. corporate partnerships, philanthropy, community engagement)?
- How will the RC measure success and sustainability of this additional funding?
- How might the University be harmed if this request is not funded?

RC-priorities that further Quality: Requests should support an RC’s priorities as defined in their respective strategic plan.

- How will the University’s or RC’s reputation, competitive position, and brand be enhanced if this proposal is funded?
- How will the RC measure success and viability of this additional funding?
- How might the University be harmed if this request is not funded?
Operating and Capital Requests

Operational Excellence: Requests should directly benefit the operations of the University. Proposals should be focused with a clear outcome or benefit that will be achieved as a result of the increased funding.

- What new revenue will be generated, or cost efficiencies will be realized as a result of this additional funding? What will be the University’s return on investment if this request is funded?
- How might the University be harmed if this request is not funded?
- Does the proposal address a safety, compliance, or risk factor concern?

The introduction of this new one-time and permanent request process is intended to capture all needs simultaneously to reduce the need for ad-hoc funding requests (for both operating and capital). Consequently, RCs will need to internally fund any requests or needs that arise during the fiscal year.

Before submitting a request for new funding, RCs should ensure they have exhausted all internal sources of funding. If the request is for permanent funding, the RC should explain why internal RC budget reallocations are not feasible for the investment.

Operating Requests

Within the justification narrative for each request in this section, RCs should explain:

- The proposed activities;
- How the new budget requests were prioritized;
- What is the source of funding being requested for the proposed activity; and
- How, if approved, the new funding will advance the budget funding pillars.

Capital Requests

This request should be submitted for capital funding requests above $50,000 that advance RC and University priorities consistent with the Campus Master Plan. Requests below the specified threshold should be managed within each RC. Within the justification narrative for each request in this section, RCs should explain:

- The proposed capital project(s);
- How the project(s) were prioritized;
- How the estimated cost was determined;
- What is the requested source of funding for the proposed project; and
- How, if approved, the new capital project will advance the budget funding pillars.
**Operating Request**

**Creating an Operating Request**

1. Click the *Navigator* icon in the upper left of the window.

2. Under My Connections, open the *Project/Capital Intake* module by selecting the Open in New Window icon to the right of the link. This will open the requests module in a new window, allowing you to easily return to the RCPR forms for review and entry. *If you click on the hyperlink, the module will open over the existing RCPR module and you will need to log out to return to RCPR.*

3. In the new browser window, select the *Operating* function icon.

4. The *New Budget Request – Operating* form will open. The department field will default to your assigned RC security. If you have more than one, click the link to update and then click the process arrow to refresh the form with the new RC.
Operating Request

5. All existing Operating requests for the selected RC will be displayed, if any.

6. To add a new request, click the Actions drop down menu on the right hand side (or right-click on the form), and select Add Request Operating.

7. In the pop-up window, enter the Permanent Cost amount if a one-time request, enter $0). Here you can also review and modify the RC if needed. When ready, click the Launch button.

8. A message will be displayed noting that the new request creation was successful.
**Operating Request**

9. PBCS will provide a unique pre-number to your project which begins with “O” for Operating Request. Operating Requests are sequentially numbered across all RCs as they are entered into PBCS; therefore, they may not be consecutively numbered for your RC.

10. Complete each field on the *New Budget Request* tab. Click in each cell and enter the values. Notice, that some cells are already populated.

11. Save your work by clicking the Save button in the top right corner.

12. A pop-up message will appear confirming the save. Click *OK*.

13. Click on the *Funding Assumptions – Permanent* tab (for permanent funding requests only).
14. Fill out the *Funding Assumptions* options related to the project. Notice that each project has its own column.

15. Save your work by clicking the Save button in the top right corner, then click OK in the confirmation window.

16. Click on the *Funding Assumptions - One-Time* tab (for one-time funding requests only).

17. Enter all One-time Costs related to the project.

18. Save your work by clicking the Save button in the top right corner, then click OK in the confirmation window.
**Operating Request**

19. Click on the *Revenue/Cost Savings* tab.

20. Review the Revenue/Cost Savings for your project, and enter the estimated amounts for the future fiscal years. Note that savings for each fiscal year are cumulative.

![Revenue/Cost Savings Table]

21. Save your work by clicking the Save button in the top right corner, then click OK in the confirmation window.

22. Click on the *Forced Ranking* tab.

23. First, mark how your project lines up with each Budget Funding pillar. Click into the cell, then click on the arrow on the right side of the cell. A window will pop up. Select Yes where applicable (default is No). Repeat this step for each University strategic goal.

![Forced Ranking Table]
**Operating Request**

24. Next, order-rank your projects for each of the budget funding pillars, *University Strategic Alignment, Quality and Operational Excellence*. It is acceptable to have a zero in one or more pillars if they do not pertain to the request. Rank the remaining (non-zero) requests for each pillar. A rank of 1 means that project is most closely aligned with the pillar. Projects cannot have the same ranking for the same pillar, except for 0, which means not applicable to the pillar. So, if you have 4 projects, you need to rank them 1, 2, 3, and 4 (unless one is not applicable and you use a 0) for each pillar based on how closely they each relate to the pillar.

25. In the last column, describe how the project aligns with the pillars.

26. Save your work by clicking the Save in the top right corner, then click OK in the confirmation window.

27. Remember the total of new operating requests must be added to the *Total New Operating Requests* field on the FY21 Resource Proposal Input form.
**Capital Request**

**Creating a Capital Request**

1. Click the *Navigator* icon in the upper left of the window.

![Navigator Icon](image)

2. Under My Connections, open the *Project/Capital Intake* module by selecting the Open in New Window icon to the right of the link. This will open the requests module in a new window, allowing you to easily return to the RCPR forms for review and entry. If you click on the hyperlink, the module will open over the existing RCPR module and you will need to log out to return to RCPR.

![My Connections](image)

3. In the new browser window, select the *Capital* function icon.

![Capital Icon](image)

4. The *New Budget Request – Capital* form will open. The department field will default to your assigned RC security. If you have more than one, click the link to update and then click the process arrow to refresh the form with the new RC.

![New Budget Request - Capital](image)
**Capital Request**

5. All existing Capital Requests for the selected RC will be displayed, if any.

6. To add a new request, click *Actions* on the right hand side (or right-click on the form), and select *Add Request Capital*. Each capital request must meet the University capitalization threshold of being at least $50,000.

![Add Request Capital](image)

7. In the pop-up window, enter the *One-Time Cost amount*. Here you can also review and modify the RC if needed. When ready, click the Launch button.

![WF_Add_Request_Capital](image)

8. A message will be displayed inciting that the new request creation was successful.

![Information](image)
9. Your project will populate with a "Cx" default value which is sequentially numbered across all RCs as they are entered into PBCS; therefore, they may not be consecutively numbered for your RC.

10. Enter the details of your project:

   a. Required fields will appear in yellow.

   ![New Budget Request - Capital](image1)

   ![New Budget Request - Capital](image2)

   11. Save your work by clicking the Save button in the top right corner, then click OK in the confirmation window.

   12. Click on the Funding Assumptions tab.

   13. Complete the Funding Assumptions related to the project.

   14. The planning FY will automatically default in the Years field. If funding is spread over fiscal years, enter the funding assumption for each FY by changing the Years field to the next FY for funding. When updating the field, you must click the process arrow to
15. Be sure to scroll across the window and complete all relevant Funding Assumption fields.

16. Save your work by clicking the Save button in the top right corner, then click OK in the confirmation window.

17. Click on the Revenue/Cost Savings tab.

18. Review the Revenue/Cost Savings for your project, and enter the estimated amounts for the future fiscal years.

19. Save your work by clicking the Save button in the top right corner, then click OK in the confirmation window.

20. Click on the Forced Ranking tab.
**Capital Request**

21. First, mark how your project lines up with each University strategic goal by selecting Yes or No in each column.

22. Next, rank your project based on budget funding pillars, *University Strategic Alignment, Quality* and *Operational Excellence* as described in the Operating Request section above.

23. In the last column, describe how the project is lining up with the pillars.

24. Save your work, then click OK in the confirmation window. Remember any new requests must be added to the FY21 Resource Proposal Input form.
**Resource Proposal Printable Report Book**

Once all components of the RCPR process steps have been completed, the RCRP Reporting Book can be generated for submission to Senior Officers and will be used in the Strategic meetings.


2. Enter RC## (i.e. RC34) and click OK.

3. The RCRP Reporting Book will be generated in PDF format to print and save. The package includes the prior year actuals, current year budgets entries, the RCRP and any narratives entered in the designated areas.
Next Steps & Information

Strategic Resource Reviews

In an effort to gain a holistic understanding of each RC’s resource needs, each RC will be invited to a Strategic Resource Review meeting with the SVC/CFO in February or March. These meetings will inform University leadership resource decision making.

Non-academic RC Heads / Senior Officers and their Directors of Administration or Financial Administrators will meet with the SVC/CFO and SVC for Business & Operations (as relevant for capital project requests) in February. In March, the SVC/CFO and the SVC/Provost, SVC for Health Sciences, and/or SVC for Business & Operations (as relevant) will meet with academic Deans and their Directors of Administration or Financial Administrators.

RCs should plan to discuss their RCRP in tandem with their strategic objectives (for academic units, these are the strategic priorities in the annual plan update). More information regarding the timing and composition of these conversations will be released early in the Spring semester.

More Information

Training demonstrations will be recorded and available on demand for future viewing throughout the RCRP process and available on the PBCS website:

https://prism.pitt.edu/applications/planning-and-budgeting-cloud-service-pbcs/

Additional information on official communications, overviews and FAQs on the process can be found on the University Budget Formulation Process SharePoint website:
https://pitt.sharepoint.com/sites/cfo

For questions on the budget formulation process, please email our RCRP Support mailbox at rcrphelp@pitt.edu.