New Controller Orientation
Resources & Transition

January 2023

“To worship the Lord is to walk in the Spirit... It is to pay our tithes and offerings, to act as wise stewards in caring for those things which have been entrusted to our care, and to use our talents and means for the spreading of truth and the building up of his kingdom.” Bruce R. McConkie (October 1971)

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Welcome
Welcome to controllership at BYU! We hope this handbook will assist you in learning your new responsibilities as controller. Please let us know if there is something we should add to help you and future controllers.

Controller Liaison
One of the Financial Services (central administration) directors serves as a liaison for each college and division controller. Your liaison will assist you in understanding policies, procedures, internal controls and systems implementation issues, etc. and can be a general financial councilor and “sounding board.” Click here to see the liaison chart.

In addition, an accountant within the General Accounting department is assigned to each college/division controller to assist with accounting and reporting questions. Click here to see the FS contact chart.

Controller Council & Group Meetings
Each month, liaisons and college/division controllers meet in a Controllers Council to counsel together on upcoming system and procedure changes. Additionally, Controllers Group meetings—which include financial assistants from each area—are held every other month to review items discussed in Controllers Council meetings. An Archive of past controller meeting minutes can be found on the Financial Services website, which can be a great resource due to the wide variety of topics discussed with controllers and the controllers group. The meeting schedule is as follows:

- **Controllers Council Meetings** are held on the 2nd Wednesday of the month from 10-11:30am, except in August, October and December.
- **Controllers Group Meetings** are held on the 3rd Thursday from 2-3:30pm in January, March, May, July, September and November.
- You will be sent calendar invitations for these meetings.

There is also a controllers’ collaboration meeting attended only by department/division controllers. Contact Sara Hubbs at sara_hubbs@byu.edu or 422-6824 to get invited to these meetings.

Financial Services Website
The Financial Services website is finserve.byu.edu. The most often used area is the Financial Management section. This section contains information about the items below plus much more. We recommend that you become familiar with the website, which will answer most questions, and also contains contact information.

Document Retention Requirements, Fund 20 Restriction Rules, Moving Procedures, Surplus Procedures, Unclaimed Property Procedures, etc.

Budget – Annual Resource Planning, Budget Adjustment Form, Benefit Rates, etc.


Endowments & Gifts – Endowment FAQ (including definitions), Minimum Funding Levels, Payout History, Policy and timeline, Setup Forms, Gifts FAQ, and claim on cash interest rates.


Payments – Campus payments options including Agency Accounts/Sunshine Funds, Department Campus Cards, Chrome Review Payments, Gift Cards, Student Payments Accounting Guide, and Travel Cash Advances.

Vendor payment including Fast Track Payments, Foreign Payments, Independent Contractors, Petty Cash, Research Cash, and ACH and Wire Transfers, and Campus Card Application.

Payroll – Payroll Calendar, Salary & Wage Corrections/Transfers, Supervisor Time Approval, Direct Deposit Setup, Sick/Vacation Information, W-2 viewing and printing, W-4 Withholding form and instructions, Y-Time Training.

Receivables – Student Information including Enrollment Services, My Financial Center, Credit Reporting, FACTA Compliance, Student Payments Accounting Guide.

Tax – Certain tax topics including Family Travel, Foreign Payments, Gift Cards, Income Tax (UBIT), Independent Contractors, Meals & Hosting Procedure, Moving Procedures, Sales Tax, Social Security Tax & Wage Limits, and Year End Tax Forms.

Several Federal & State Tax Forms are included along with the 501(c)(3) Tax Exempt Letter and UT sales tax exemption certificates, along with other states sales tax information.

Treasury – Deposit information including, Cash Controls, CASHNet, Online Payment Requests, and procedures for Unidentified Funds.

Also available is Treasury service information including Agency Accounts, Cash Funds, Cougar Cash, Department Deposit, Gift Cards, Investment Management, Merchant Services, PCI Compliance, and Wire Transfers.
Calendar – Financial calendar

Contact – Contact list by topics

Forms – Links to all financial forms

Procedures – Links to all financial procedures

Systems – Links to all financial systems on campus

**Purchasing & Travel Website**
Information on the items below and much more can be found on the Purchasing & Travel website at [purchasing.byu.edu](http://purchasing.byu.edu). You can contact Eric Smith (2-2925 edsmith@byu.edu) with questions.

**Purchasing** – List of [Approved Caterers](http://example.com), Commodity/Category Assignments, Compliance Report, Encumbrances, Fast Track, Independent Contractors, Purchase Orders, Purchasing Cards, Returns, Supplier/Vendor Info, Surplus Procedures, Y-Marketplace

**Travel** – Travel Info, Cash Advances, Expense Reports, Per Diem

**Finance** – Airfare Equivalency Worksheet, Fraud and Misuse of University Credit Cards, Lost or Missing Receipt Affidavit, Lost or Stolen Credit Cards, Receipts, Uniform Guidance, W-8/W-8BEN Forms, Y-Expense History

**Surplus** – IT Surplus, Surplus Procedures, Items for Sale & Auction, Vehicles for Auction & Sale

**Cell Phone** – Available Phones, Plan Information, FAQ, Contact Info

**Chrome River**

**Training** – Training links are available for Cardholders, ChromeRiver, Fast Track Associate Buyers, Simply Travel, Y-Marketplace

**Procedures** – Accountable Plan, Convenience Checks, Dress & Grooming for Independent Contractors, Meals & Hosting, Payment Options, Surplus, Travel, University Credit Cards

**Documents & Forms** – Links to forms used by Purchasing & Travel
Financial Desk Reference

The Financial Desk Reference is for all financial employees, but will be especially helpful to controllers to quickly gain an understanding of important policy and procedures.

Items covered in this document include:

Overview
- Financial Responsibilities of controller & financial assistants
- General questions controllers should be asking and using to train assistants
- Ethical Responsibility

Financial System
- General Ledger Transactions
- Monthly Budget/Expense Summaries and Balance Sheets
- Commitments
- Capital Equipment
- Products and Supplies Inventories
- Club and Association Accounts (Sunshine Funds)
- Externally Sponsored Research Agreements

Cash Receipts and Payments
- Departmental Receipts and Deposits
- Electronic Receipts and Payments
- Change Funds
- Petty Cash Funds
- Fast Track Payment Requests
- Travel Authorization and Reimbursements (Chrome River)
- Business Reimbursements (Chrome River)
- Purchasing Cards and Campus Cards (Chrome River)
- Convenience Checks (Chrome River)
- Accounts Payable Upload

Payroll and Human Resources
- Hourly Payroll
- Personnel Changes

Other
- Hazardous Chemicals or Hazardous Waste
- Long Distance Telephone Charges
**Peoplesoft Chartfields**
Account numbers at BYU have 17 numbers and look like xxxxxxxx-xxxx-xxxxx. The first section is the fund number, the second is the account and the third is the class. Additional Chartfield information is at [https://finserve.byu.edu/accounting/program](https://finserve.byu.edu/accounting/program) under Chart of Accounts – Chartfields.

- **Fund codes** segregate activity and balances in major groupings for external reporting (Unrestricted, Temporarily Restricted, Permanently Restricted). Individual funds beneath those categories define how funds are acquired and used (e.g. Budgeted, Auxiliary Business, Donor Restricted, Sponsored Research, etc.).
- **Department** codes group cost centers (operating units) into an organization hierarchy. Departments can be used in queries to return all data under that department’s stewardship; department is an automatic attribute of the operating unit when transactions are coded.
- To code transactions, campus uses: **Operating unit** (e.g. an 8 character cost center), a 4-digit **balance sheet account** or **income/expense account**, and a **class** (a 5 character department-controlled identifier).
  - *Note: frequently “Operating Unit” is referred to as Account (e.g. “What account shall I charge?”) IN that context is much like asking what is your bank account number (but then the bank assigns a true accounting account number to allow coding to a GL account as well. Every transaction needs at least an Operating Unit, an Account number (asset, liability, income or expense) and a Class. When Class is not defined, the default is always five zeros.*
  - Operating Unit set up forms can be found [here](#).
  - Fund 20 – Faculty Consolidation Accounts, allow faculty to manage funds that have been received from multiple sources in one operating unit ([rules](#)).
- Controllers are responsible to approve Chartfield changes to Department, Operating Unit, Class, Manager, and Contact persons assigned to Departments and Operating Units.
- Controllers authorize and oversee the creation of journal entries originating from their college/division. Helpful information is follows:
  - [Journal Entry Guidance](#)
  - [Approval & Documentation](#)
  - [Journal Entry Template](#)
  - [Journal Sources](#)
- The **Balance Sheet reconciliation template** is located in the Accounting section of the Forms menu on the FS website; also provided on the website is a [guide](#) to completing the template.
Peoplesoft Contact and Manager
The HR Peoplesoft system and other billing processes such as Print & Mail and OIT draw contact and manager information from Peoplesoft Financials to send monthly billing information. You will need to work with your University Accountant to change the contact or manager if different assignments have been made. Changes to department names and tree structure are also made by the University Accountant.

Reporting Calendar
A reporting calendar is located at https://finserve.byu.edu/month/* and an events page is located at Financial Services (byu.edu). These resources identify key deadlines. You should also keep in mind the recurring items listed below.

Controller Calendar Items

Monthly

- Review published financial reports.
  - Investigate deficit and unusual balances.
- Reconcile balance sheet account balances.
- Review operating units with negative balances.
- Review and approve journal entries.
  - Ensure that all journal entries have adequate supporting documentation (journal entry backup will occasionally be requested by Financial Services and auditors)
- Review, approve and communicate any chartfield setup or change requests to University Accountant as needed.
  - Operating Unit (new requests, name/description changes, manager contact name changes, freezes and inactivates)
  - Department (new requests, name/description changes, manager contact name changes, department tree structure/hierarchy changes, inactivates)
  - Class (new requests, name/description changes, inactivates)
- Ensure that cash and credit card deposits are journaled on a timely basis. (at least weekly)
- Ensure capital asset purchases are coded to the proper account codes.
- Notify General Accounting and Reporting (Ben Wake) of capital asset disposals or losses.
- Notify General Accounting and Reporting (Ben Wake) of requests to fabricate capital equipment.
- Submit requests to write-off assets to University Accountant.
- Review salary expense accounts.
- Attend Controller Council and Group meetings.

Quarterly (Semesterly)

- Review BOb Delegations.
- Send completed end of calendar quarter balance sheet account reconciliations with supporting schedules to the University Accountant by the end of the following month.

**Annually**

• Send completed 12-31-xx balance sheet account reconciliations with supporting schedules to the University Accountant by the end of the following month.
• Review December 2\textsuperscript{nd} Close financial statements for accuracy, submit any proposed journal entries greater than $10,000 to your University Accountant.
• Ensure sale of goods and services revenue is properly classified between campus unit sales and non-campus unit sales.
• Ensure that revenue and expenses are recorded based on the accrual method of accounting - prepaid expenses, deferred revenue, accrued liabilities (i.e., rent expense, software licenses/maintenance).
• Perform a product and supplies physically inventory count (account 1300) during the months of September, October, November, or December and adjust General Ledger balance to the count total. Send completed inventory observation questionnaire to University Accountant.
• Assist General Accounting and Reporting in bi-annual capital equipment inventory.
• Review Operating Units, if no longer needed, work with University Accountant to Freeze/Inactivate.
• Initiate strategic resource planning in March.
• Submit any strategic resource planning docs to your vice president by May 31.
• President’s Council Review (resource planning) takes place in early August.
• One-time budget worksheets are due in October.
• Capital equipment requests are due in November.
• Auxiliary budget are due in December.
• Review Financial Services Y-train modules as needed.

**CNA Calendar**

• Inspections for Budget Year +1 begin – Beginning of October
• Inspections Completed – End of February
• Deadline to Create Work Orders Requesting Cost Estimates for Budget Year – March 15\textsuperscript{th}
• Cost Estimates Returned and Needs for Budget Year entered – End of April
• Reviews with vice president’s begin – Beginning of May
• Reviews with Commissioner’s Office and the Church Budget Office – Third Week of June
• Needs Grouped into Projects and Cost Estimates Collected – July
• Budgets Finalized and submitted – First Week in August
• Final Review with Commissioner’s Office – First Week in October
• Final Approval by The Board – Second Tuesday in January
• Unless Otherwise Approved, 24 Months to complete Projects

(Budget year = calendar year + 1)
Financial Reporting System
New controllers should meet with their University Accountant to go over Business Objects (the reporting system).

Procurement Systems and Processes
You will need access to most of the following systems and processes. Click on the links below for training and to access applications.

- **Y-Marketplace** (purchase orders from catalogue vendors or custom orders)
- **Fast Track** (Smaller dollar payments to existing vendors in specified categories)
- **Purchasing Card** (vendor purchases under $3500, accounted for in Chrome River)
- **Campus Card** (Campus purchases, accounted for in Chrome River)
- **Petty Cash and Change funds** (requested from Treasury Services as needed)
- **Gift Cards** (requested from Treasury Services as needed)
- **Travel Authorization and Reimbursements** (Chrome River)
  - https://www.chromeriver.com/training/registration

Budgeting Processes
New controllers should meet with Joel Christensen of the Budget Office (422-3693 or joel_christensen@byu.edu). Budget adjustments and instructions are located here. Training is also available on the Training LMS. Other significant areas to review include the Auxiliary Funds Monthly Financial Commentary and the CNA sections below.

**Auxiliary Funds (12 &15) Monthly Financial Commentary**
Each month, controllers who manage auxiliary units are asked to review their monthly financial statements and prepare financial commentary to be entered into People Soft. The comments are entered by logging into My BYU/Work/Financial System. (Once in the financial system, from the main menu go to BYU Custom, then General Ledger, then to Create Variance Commentary.)

The comments are then entered by selecting the Department ID. Comments may also be entered at the Operating Unit level depending on how you chose to manage your business units.

There are 5 comment types in the drop-down window:
1. Year to date Revenue Variance
2. Year to date Expense Variance
3. Year to date Net from Operations compared with prior year
4. Other Issues/ Summary
5. Red Flags/ concerns

These comments are for BYU executive management and should be focused on the business reasons explaining the budget to actual variances for YTD revenues and expenses and also a
brief explanation for the variance between the YTD net from operations and the prior year same time period.

The first three comment types are required each month. If there is no significant variance to explain then just state “no significant variance” or “on target.” Be sure to click save after entering each comment type. You will need to determine what a significant variance is for your unit as each organization is unique. For example, a 5% reduction in total revenue plus a small increase in expenses could have a significant effect for large unit results. The main questions to address is the business reason for the variance and what is the outlook. For example, revenues may be below budget resulting from a timing issue, such as a delayed contract or anticipated work order, etc.

The last two comment categories are optional. One category is for Other Issues to highlight for management. A brief explanation should be included with the status. The other category is Red Flags and Concerns. The explanation should state the issue or concern and planned steps to address.

The budget, actual, and variance numbers shown in the grid do not need to be restated in the commentary. The comment size is limited. If you do need to highlight a dollar amount, express it in thousands, i.e., $15k. Other numerical data should be expressed normally such as “we are down 25 student employees.”

The BYU Financial Management Report is prepared monthly. The auxiliary section of the report includes the controller’s comments to provide operational insight to management.

If you have any questions or need help navigating the comments module in People Soft, contact Brian Andelin in the Budget Office at brian_andelin@byu.edu or 422-1710.

**Capital Needs Analysis (CNA)**

CNA is a longstanding framework for determining the facility needs and budgets for CES Higher Education institutions, both those areas funded by church appropriations and those for self-sustaining units. Inventories of all physical facility assets are recorded in a separate fixed asset system at a detail level, such as roof, HVAC system, carpet, furniture, etc.

Physical Facilities identifies specialists in each area who are assigned to maintain, manage, and oversee financial responsibility for the specific item. The responsibility includes determining the item’s life cycle, estimated replacement cost, etc. and maintenance from the time of acquisition to disposition.

Each year, inspections are done by the identified specialist and when needed, a recommendation to replace, renovate, expand, etc. is made first to the college or auxiliary leadership followed by the Commissioner of Education’s Office, the Church Budget Office, and ultimately presented to the Board of Trustees for final approval.

Approved projects are tracked and managed within agreed principles and are reviewed regularly.
Y-Matrix

Y-Matrix is the tool that allows controllers to designate approvers for Chrome River, Fast Track and other systems to perform the following activities:

- Authorization to Travel
- Expenses - Purchasing Card, Campus Card, Business/Travel Reimbursement

Compliance Reports

Compliance Reports are issued monthly and provide controllers a list of transactions that the central administration considers to have been done incorrectly. A financial penalty is assessed for serious errors that have regulatory exposure (Late I-9s, Late Contracts, Late Paychecks). All identified items are provided to help the controller train financial and other personnel. The reports are sent to the responsible controller, vice president, dean/director, and the Financial Services liaison.

Fraud Reporting

The Financial Services’ mission statement is “To support the university’s mission, we promote and protect the economic interests of all BYU stakeholders.”

One aspect of fulfilling this mission is to have effective internal controls and maintain an appropriate level of professional skepticism. BYU has a thorough Fraud Policy, with the key points outlined below.

- Fraud is the intentional use of deceit or dishonest means to deprive the university of its money, its property, or a legal right.
- All university personnel have a duty to report known or reasonable suspicions of fraud.
- The report should be made to the supervisor or to the director of the Integrity and Compliance Office.
- Investigating the potential issue will be coordinated between the BYU Office of the General Counsel, the Integrity and Compliance Office, and the Church Auditing Department.
- Controllers or others should not conduct their own investigation.
- Information regarding the potential issue will be maintained in confidence, unless 1) the person consents to disclosure, (2) maintaining confidentiality would interfere with the university’s ability to investigate specific allegations and take corrective action, or (3) a governmental authority compels disclosure.
- Retaliation against an individual who has made a good faith report is strictly prohibited.

The full policy should be reviewed, and the principles periodically covered with the organization you support. The campus controllers’ financial expertise, access to records, and an understanding of operations make you an important part of the university’s fraud prevention and detection efforts.
**Training**
New controllers should take the following training modules:

- Basic Financial Training
- BOb Basic (querying and obtaining reports)
- Chartfield Training

In addition, there are more modules available in the Financial Services Catalog in the “Training LMS” (listed in the box to the right). You can get to the Training LMS by clicking the link under Work on the Campus Links module on MyBYU.

**BYU Home Page Resources**
Other resources can be found on the BYU home page.

- After you log in look under the Work section on Campus Links.
  - University Policies/Procedures
  - University Org Chart
  - Imaging System
  - HR Payroll
  - View Paycheck (personal)
  - W-2 (personal)
  - Y-Marketplace system
  - Y-Travel system
  - Chrome River system
  - Training LMS system

*There are several widgets on MyBYU that can help you with your job. One of these is Y-Business Links. To add it to your MyBYU page, do the following. Click on Customize. Search for Y-Business Links. Scroll over the top right corner of the widget and click on add. Click on the add/remove links button and check the boxes next to the items you will need access to.*

**Policies**
Below is a list of policies regularly used by Financial Services. New controllers should be familiar with these policies and the implementing procedures listed in the blue box on the left side of each policy page. All university policies are found at [https://policy.byu.edu/](https://policy.byu.edu/). Click the “Sign In” button at the top of the page to see all of the policies.
Policies that have Financial Services as the “Responsible Office” include:

- Accounts Receivable Policy
- Asset Write-Off Policy
- Budget Policy
- Business Gifts and Entertainment Policy
- Cash and Cash Equivalents Policy
- Check Cashing Policy
- Disposition of University Collections Policy
- Financial Accounting Policy
- Independent Contractors Policy
- Inventory of Products and Supplies Policy
- Meals and Hosting Policy
- Memberships, Dues, and Subscriptions Policy
- Merchant Credit Card Policy
- Moving Policy
- Payroll Policy
- Sales Tax Policy
- Tuition and Fees Policy

HR and other policies to become familiar with follow:

- Administrative and Staff Employment Policy
- Administrative and Staff Employee Leaves Policy
- Administrative and Staff Employee Discipline Policy
- Administrative and Staff Employee Grievance Policy
- Advertising, Selling, Soliciting Policy
- Catering and Food Distribution Policy
- Compensation Policy
- Conflict of Interest and Conflict of Time Commitment Policy
- Employee Termination Policy
- Employee-Vendor Policy
- Fraud Policy
- Financial Conflict of Interest in Sponsored Research Policy
- Legal Documents Policy
- Out-of-State Work Policy
- Post-retirement Employment Policy
- Purchasing Policy
- Risk Management and Safety Policy
- Staff Overtime Policy
- Student Employment Policy
- Supplemental Compensation for Administrative Employees Policy
- Surplus Property Policy
- Travel Policy
- University Fund Raising Policy
- University Personnel Tuition Policy
- Workweek for Employees Policy
Acronym Dictionary
We hope this list will help you understand BYU lingo. :) If you come across any that should be added, please let us know.

1042S – Foreign Person Tax Form  
1098T – Tuition Tax Form  
AP – accounts payable  
AR – accounts receivable  
BAC – Budget and Appropriations Committee  
BISC – Bank Information Security Compliance  
BOb – Business Objects  
CBO – Church Budget Office  
CES – Church Educational System  
CNA – Capital Needs Analysis  
COL – Collections  
CUBS – Church Unit Banking System  
ECSI – Third party loan processor  
ERP – Enterprise resource planning  
F&A – Facilities & Administrative Costs: overhead costs charged to award sponsors to cover indirect costs (i.e. electricity, laboratory space, custodial, etc.)  
FACTA – Fair and Accurate Credit Transactions Act  
FAR - Federal Acquisition Regulation: rules regarding Federal government procurement  
FERPA – Family Educational Rights and Privacy Act  
Fin Aid – Financial Aid  
FRA – Financial Responsibility Agreement  
FS – Financial Services  
FT – full-time  
FTE – Full-time equivalent  
GCA – Grants & Contracts Accounting (Research Accounting)  
HIPA – Health Information Privacy  
IROP – Internal Record of Purchase (PDF receipt for CUBS/MME)  
ITD – Information Technology Development  
ITI – Information Technology Infrastructure  
ITS – Information Technology Software  
JE – Journal Entry  
LMS – Learning Management System  
LOC – Letter of Credit: given to BYU to obtain reimbursement of $ spent from various Federal Agencies  
MFC – My Financial Center  
MME – Money Movement Engine  
NACUBO – National Association of College and University Business Officers  
OCR – Off Campus Receivables  
OCS – Off Campus Scholarships  
OGC – Office of General Council  
OIT – Office of Information Technology  
OMB – US Office of Management and Budget  
PCI – Payment Card Industry  
PI – Principal Investigator: lead researcher on a sponsored research project  
PMS – Payment Management System: used by HHS, NASA, USDA and BYU to receive funds and report to Federal Agencies  
PS – Peoplesoft  
PT – part-time  
RAO – BYU’s Research Administration Office  
RPA – Robotic Process Automation  
SFS – Student Financial Services
Miscellaneous items
Other discussion topics to cover with your accounting contact and additional helpful links follow:

- **Physical Facilities** Work orders and service requests are submitted when facilities work is needed. Service requests are used for existing items such as chair repairs or service on a broken doorknob.

- **Physical count of capital equipment** happens every 2 years (contact: Ben Wake, Fin Services). See Physical Inventory section within Capital Equipment, Software, and Vehicle Procedures.

- **Audit comments** from the Church Auditing Department addressing financial or internal control items should be reviewed with your liaison or university accountant.

Human Resources
- Some controllers also serve as the college or department HR representative. They should contact their Human Resources area consultant with questions relating to HR issues, including HR security access.
Financial Services Required Actions
When the new controller is ready to transition assignments from the prior controller, Financial Services will update:

- Controllers Org Chart, email lists for council and group meetings
- Controller assignments within PeopleSoft-change to the new person in consultation with current college/division controller (to be sure it is not changed too early).
  - Y-Matrix (access will change the following day)
  - Access to controller-only webpage items (e.g. Controller Meeting Minutes)
  - Delegation tool-no impact, changes with PS change