Introduction

The objective of the forecast is to determine the department's expected revenue and expenses for the fiscal year, and to be able to identify and plan for any financial issues regarding funding and/or posting errors. In addition, forecasts are very helpful in determining available resources for the department, and are used to consolidate UTM's periodic divisional reports to Budget, Planning and Finance.

An Excel template has been provided and is required to be used to complete the forecast. As the forecast template is periodically updated it is always best to download the most recent template from the Budget, Planning and Finance website for each forecast.

The most current Forecast Template workbook is available at: http://www.utm.utoronto.ca/business-services/financial-resources

NOTE: It is discouraged to use a previously completed forecast workbook because any errors that might have been included previously could be unintentionally carried over to the current forecast workbook.

Overview

There are six distinct sections in the forecasting exercise:

1.	BUDGET	Includes Original Plan, Transfers Processed, and Revised Plan columns, as well as Approved Transfers Expected worksheet
2.	<u>ACTUALS</u>	Includes Actuals May – xxx 20xx, Commitments and Total to Date columns
3.	FORECAST	Includes Forecast xxx – April 20xx and Total Fiscal Year columns
4.	APPROVED TRANSFERS EXPECTED	Includes Approved Transfers Expected column and worksheet
5.	VARIANCE	
6.	NOTES	Includes Notes worksheet

The table below lists all five FIS reports used to complete the forecast package. If you need further information on how to run these reports, please refer to the provided links to the Budget, Planning and Finance documentation.

	FIS Report Name	Transaction Code	Purpose
1	CC with IOs	ZSO1	To obtain original plan and actuals for operating CCs and IOs
	CC without IOs	ZSO3	To obtain original plan and actuals for operating CCs (no IOs)
2	CC Plans with Long Text	ZFIR071	To confirm which GL and CC transfers have been processed to
3	IO Planning Cost and Activity	KPF7	To confirm which GL and IO transfers have been processed to
4	Payroll Distribution Report	ZHJR_ZHJR004	To confirm if payroll reserves are sufficient
5	Statement of Accounts	ZFTR106	To view Actuals and Commitments for operating FC as at the end of specified month

Please contact your Financial Officer if you have any questions about these reports.

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Dates

Figures used should be as at your forecast date (July 31, October 31 or January 31).

Monthly Reconciliations

It is strongly recommended that all monthly reconciliations are completed prior to the forecast date. This will reduce discrepancies between Cost Centers/Internal Orders and Funds Center and make the forecast a lot easier.

A Monthly Reconciliations reference document is available at: http://www.utm.utoronto.ca/business-services/financial-resources

Deadline for Submission

- Departments are strongly encouraged to submit their forecasts by the 7th working day from month-end
- The deadline to submit all forecasts is 10 working days following the month-end
- Business Officers with more than one department or other budgets to oversee are strongly
 encouraged to submit each forecast as they are completed instead of saving them all up to
 submit together on the last day.

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Completion of the Forecast Workbook:

1. BUDGET

Budget columns on Forecast worksheet:

GL Number & Name (column A)	Original Plan (column B)	Transfers Processed (column C)	Revised Plan (column D)

(a) Original Plan

i. Run the FIS report:

"ZSO1: CC with IO: Plan & Actual" (for departments that have IOs) OR

"ZSO3: CC w/o IO: Plan & Actual" (for departments that DO NOT have IOs)

For detailed instructions on how to run these reports, refer to Appendix A.

- ii. Copy the relevant cells from the "Cost elements/cost center" and "Plan Costs" (ZSO1) or "Planned Costs" (ZSO3) columns on the report and paste onto the "GL Number & Name" (column A) and "Original Plan" (column B) on the Forecast worksheet. More specifically:
 - For each CC/IO:
 - Copy and paste the cell with the CC/IO (identified with starting '*' character) in the "Cost element/cost center" column of FIS report onto the "GL Number & Name" (column A) of the Forecast worksheet.
 - Copy and paste all of the cells containing cost elements associated with the CC/IO as well as their original planned amounts (in the "Cost element/cost center" column and "Plan costs" column (ZSO1) or "Planned costs" (ZSO3) of FIS report respectively) onto the "GL Number & Name" (column A) and "Original Plan" (column B) of the Forecast worksheet respectively.
 - 3. Repeat steps 1-2 above until all CCs/IOs and their associated cost elements and original plans has been copied over. Do not copy over any total amounts or total line items.
- iii. Restore the default formatting that is used in the forecast template by either:
 - Copying a blank line item row from below and using <u>Paste Formatting</u> on all rows with copied data from step ii. above, OR
 - b. Selecting a blank line item row from below, then selecting the <u>Format Painter</u> tool, then selecting all rows with copied data from step ii. above.

NOTE: All CCs and IOs (identified with starting '*' character) will now automatically appear in bold font in the template to better distinguish from GLs.

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EXAMPLE (using ZSO3: CC w/o IO: Plan & Actual):

Output from FIS report:

	АВ	С	
1			
2	Cost element/cost center	Planned costs	
3	** UTM: Office of Important Stuff	7,002	
4	* xxxxx UTM: Office of Important Stuff	7,002	
5	798350 Int.Rec.Services Gen	20,000-	
6	835000 Services:general	23,002	
7	835230 Training/Development	4,000	
8	Total Cost Centres	7,002	

Forecast worksheet after initial copy and paste of relevant cells per step ii. above:

	A	В	С	D	
1	Department Name: Office of Important Stuff				
2	as at/FIS Download: Jan 31, 20xx				
3					
4		Budget			
5		Original	<u>Transfers</u>	Revised	
				I I	
6	GL Number & Name	Plan	Processed	Plan	
7	GL Number & Name	Plan	Processed	Plan -	
6 7 8	* xxxxx UTM: Office of Important Stuff	Plan	Processed	Plan - -	
7		Plan 20,000-	Processed	Plan - - (20,000.00)	
7	* xxxxx UTM: Office of Important Stuff		Processed	-	
7 8 9	* xxxxx UTM: Office of Important Stuff 798350 Int.Rec.Services Gen	20,000-	Processed	- (20,000.00)	

Forecast worksheet after copying and pasting the formatting from a blank line item row over all previously pasted cells below per step iii. above:

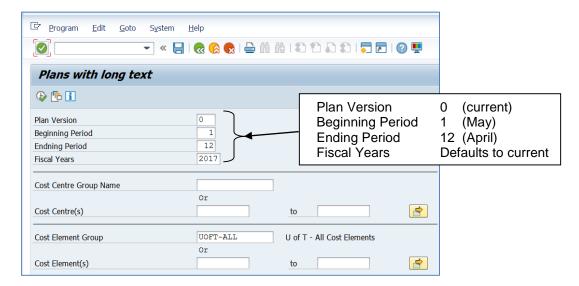
	Α	В	С	D
1	Department Name: Office of Important Stuff			
2	as at/FIS Download: Jan 31, 20xx			
3				
4			Budget	
5		Original	<u>Transfers</u>	Revised
6	GL Number & Name	Plan	Processed	Plan
7				-
8	* xxxxx UTM: Office of Important Stuff			_
9	798350 Int.Rec.Services Gen	(20,000.00)		(20,000.00)
10	835000 Services:general	23,002.00		23,002.00
11	835230 Training/Development	4,000.00		4,000.00
12	·			-

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(b) Transfers Processed

i. Run the CC Plans with Long Text report (transaction code ZFIR071) per below to display all budget transfers processed to department CCs (i.e. who processed the transfer, in what amount, the date it was processed, and the description).



- ii. Export the report into Excel as a Table. This will export the data from the FIS report into a temporary Excel workbook. Copy and paste the exported data from the workbook starting from the "Cost element" column (column K) into the Transfers Processed worksheet.
- iii. Link the amounts in the "Plan Amount" column of the Transfers Processed worksheet to the Forecast worksheet. Note that the "Plan Amount" column in the Transfers Processed worksheet represents the total planned amounts, so you will need to subtract from the Original Plan amounts in the Forecast worksheet when linking.
- iv. If your department has IOs, you should also run the FIS report: "KPF7 IO Planning Cost and Activity Inputs <u>Display</u>". For detailed instructions, please refer to <u>Appendix B</u>
- v. The total Transfers Processed should match the total Current Budget from the <u>Statement of Accounts</u> report. If there are any discrepancies unable to be resolved, please contact your Financial Officer for assistance.

TIP: Additional GL Numbers & Names that are required must be manually added to the Forecast worksheet. It is recommended that a blank line item row from the template is copied and "<u>insert copied cells</u>" is used where new row(s) are needed, rather than inserting new blank row(s). That way all template formulas will be preserved in the new line item.

NOTE: GL 899041 in the CC plan is used to reflect any available funds that were carried forward from the previous fiscal year. Transfers to this GL should be reported in the "Carryforward" line item located just above the Total Funds Center Budget line, instead of in GL 899041.

Example of Transfers Processed worksheet after copying exported data from ZFIR071:

	Α	В	С	D
1	Cost Element	Cost Element Description	Plan Amount	Plan Long Text
2				
3	825800	Office Supplies	5,000.00	Sept 25/xx - Received \$5,600
4				Funds for office supplies and training
5				825800 \$5000
6				835230 \$600
7				Doc xxxxxxxxxx
8				
9	835230	Training/Development	4,600.00	Sept 25/xx - Received \$5,600
10				Funds for office supplies and training
11				825800 \$5000
12				835230 \$600
13				Doc xxxxxxxxxx
14				
15	899041	Departmental administrative services	451.79	May 1/xx - carryforward free balance \$451.79
16				

Example of Forecast worksheet after linking to relevant amounts in the Transfers Processed worksheet (and adding additional GLs as required) per steps above:

	А	В	С	D
1	Department Name: Office of Important Stu	ıff		
2	as at/FIS Download: Jan 31, 20xx			
3				
4			Budget	
5		Original	<u>Transfers</u>	Revised
6	GL Number & Name	Plan	<u>Processed</u>	Plan
7				-
8	* xxxxx UTM: Office of Important Stuff			-
9	798350 Int.Rec.Services Gen	(20,000.00)		(20,000.00)
10	825800 Office Supplies	-	5,000.00	5,000.00
11	835000 Services:general	23,002.00		23,002.00
12	835200 Consulting	-		-
13	835230 Training/Development	4,000.00	> 600.00	4,600.00
14				-
15	Carryforward	-	451.79	451.79
16	Total Funds Center Budget	7,002.00	6,051.79	13,053.79

In this example, cell formula would be: ='Transfers Processed'C9-B13

(c) Revised Plan

Revised Plan = Original Plan + Transfers Processed. The total Revised Plan should match the total Current Budget from the <u>Statement of Accounts</u> report. If there are any discrepancies unable to be resolved, please contact your Financial Officer for assistance.

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2. ACTUALS

Actuals columns on Forecast worksheet:

GL Number & Name	May – End of Forecast month	Commitments	Total to Date
(column A)	(column E)	(column F)	(column G)

(a) May - End of Forecast month Actuals

- i. Update the End of Forecast month in column header (column E)
- ii. Run the FIS report:

"ZSO1: CC with IO: Plan & Actual" (for departments that have IOs) OR

"ZSO3: CC w/o IO: Plan & Actual" (for departments that do NOT have IOs)

For detailed instructions on how to run these reports, refer to Appendix A.

- iii. Copy the Actuals amounts from CC with IO (ZSO1) or CC without IO (ZSO3) report and paste into the proper GL row within the Actual May End of Forecast month column (column E) of the worksheet. When including IOs please separate costs using a header for each IO.
- iv. Restore the original template formatting for amounts copied over (see step 1 (a) iii above)
- v. Run the FIS report: "ZFTR106: Statement of Accounts" with the required Funds Center. For detailed instructions on how to run this report, refer to Appendix C.
- vi. Compare the YTD Actuals on the first page of the "Statement of Accounts" to the "CC with (or w/o) IO:Plan & Actual". Any discrepancies should be noted in the "Actuals CC/IO vs. FC Reconciling Items" section located at the end of the "Forecast" worksheet, including how and when the differences are planned to be corrected.

(b) Commitments (column F)

i. Generate the Outstanding Commitment report by clicking on the "Outstanding Commit-s" button at top of the Month-end Statement of Account screen:



ii. The report can be sorted and totaled by CC/IO & GL. Enter the committed amounts by GL number into the Commitments column (column F).

TIP: To save time and ensure accuracy, it is recommended that this report is exported to Excel and added as a separate worksheet to the forecast workbook. That way each of the amounts in the Commitments column of the Forecast worksheet can be directly linked to this worksheet.

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iii. Compare the Salary & Benefit Commitment amounts to the Payroll Distribution Report "Funds Center/Fund Total by G/L" section. If the amounts by GL and CC do not agree, you need to investigate and confirm the reason for the difference.

TIP: A difference in the actual commitment amount in Statement of Account report and the commitment amount on Payroll Distribution report can occur because there were insufficient funds in the Funds Center for a complete commitment at the time payroll was run. When HRIS commitments have not been created in the full amount, a warning message will appear in the "text" column: "WARNING – NSF FUNDS – Partial payroll reserve only". If this is the case, you will need to include the balance of funds that were not included in the commitment in your forecast.

iv. Compare your total to the Outstanding Commitments on the first page of the Statement of Accounts. If they do not balance out, the difference should be explained.

(c) Total to Date (column H)

Total to Date = Actuals (May to Forecasting month) plus Commitments. Compare the Total Funds Center Budget row with the Statement of Accounts – there should not be a difference other than reconciling items identified below.

Example:

	Α	В	С	D	E	F	G
1	Department Name: Office of Important Stu	ıff					
2	as at/FIS Download: Jan 31, 20xx						
3							
4			Budget			Actuals	
5		Original	<u>Transfers</u>	Revised	May -		Total
6	GL Number & Name	Plan	<u>Processed</u>	Plan	Jan 20xx	Commitments	to Date
7				-			-
8	* xxxxx UTM: Office of Important Stuff			-			-
9	798350 Int.Rec.Services Gen	(20,000.00)		(20,000.00)	(5,200.00)		(5,200.00)
10	825800 Office Supplies	-	5,000.00	5,000.00			-
11	835000 Services:general	23,002.00		23,002.00	8,453.36	1,500.00	9,953.36
12	835200 Consulting	-		-			-
13	835230 Training/Development	4,000.00	600.00	4,600.00			-
14	840010 Employee Field Trip:Airfare	-		-	1,558.74		1,558.74
15				-			-
16	Carryforward		451.79	451.79			-
17	Total Funds Center Budget	7,002.00	6,051.79	13,053.79	4,812.10	1,500.00	6,312.10
18							
19	Statement of Accounts	7,002.00	6,051.79	13,053.79	5,812.10	1,500.00	7,312.10
20	Difference	-	-	-	1,000.00	-	1,000.00
21							
22	Statement of Accounts - Carryforward		451.79				
23	Statement of Accounts - Transfers		5,600.00				
24							
25	Actuals CC/IO vs. FC Reconciling Items:						
26	Doc xxxxxxxxxx, g/l 835000 posted to wrong CC				(1,000.00)		
27							
28					-		

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3. FORECAST

Forecast columns on Forecast worksheet:

GL Number & Name	Forecast period	Total Fiscal Year
(column A)	(column H)	(column I)

a. Forecast period (column H)

- i. Update the Forecast period in column header (column H)
- ii. Enter all amounts in column H that you plan or expect to spend (or receive credit for via journal entry) for all GL accounts. This includes:
 - if telephone charges have been posted for any given month, you need to enter an amount expected for the remaining months
 - credit for any employees who will be on leave
 - under-reserved amounts due to lack of funds (see 2(b) Commitments above)
 - other purchases anticipated
 - receipt of budgeted salary recoveries
 - future revenue receipts

DO NOT: Add amounts anticipated for any academic ATB or academic PTR – These amounts will be funded as the salary increases occur.

<u>DO</u>: Include amounts expected for any USW step increases (and any ATB increases for unionized staff if included in the base budget) not yet realized. These amounts can be found in the original budget package sent to your department in May.

Please contact your Financial Officer if you need any assistance.

TIP: Additional GL Numbers & Names that are required must be manually added to the Forecast worksheet. It is recommended that a blank line item row from the template is copied and "insert copied cells" is used where new row(s) are needed, rather than inserting new blank row(s). That way all template formulas will be preserved in the new line item.

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4. APPROVED TRANSFERS EXPECTED (column J and Approved Transfers Expected worksheet)

In the Approved Transfers Expected worksheet -

- i. Check that the Department name and as at date has been changed (they are linked to the Forecast worksheet)
- ii. List the **approved** transfers that you are expecting to receive and include the GL that the amount should be transferred to as well as the amount (rounded to nearest whole dollars) in column I.

Note: If funds are expected to be sent to your department via journal entry this should be recorded in the Forecast worksheet in column H instead.

Approved Transfers Expected may include:

- Salary funding for a new approved position (if the position is filled and new position salary is included in forecast)
- Approved OTO expense to be funded by the Dean of CAO (if expense has incurred or PO has committed the funds or expense is forecasted)
- Salary funding due to a reevaluation of position (if position's new salary is included in forecast)

Example worksheet:

	Α	В	С	D	Е	F	G	Н	ı
1	Department	Name: Office	e of Acader	mia					
2	as at/FIS Download: Oct 31, 20xx								
3									
4	Approved	l Transfer	s Expecte	d					
5									
6	Descriptio	n					GL		Amount
7									
8	- '	eceived PTR					801010		3,000
9	Employee re	eceived PTR	- benefits @	24.75%			801910		743
10									
11		osition #911					801050		32,083
12	New USW p	osition #911	L00, Smith s	tarted Oct 1	/xx benefits		801910		7,941
13									
14	OTO Equipn	nent Purchas	sed - approv	red by CAO			821010		5,000
15									
16									48,767

iii. Link the amounts in the Approved Transfers Expected worksheet to the Forecast worksheet in column J

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1 2		+	+				
	Α	D	1	J	K		
1 2 3							
4		Budget	Forecast	<u>Approved</u>			
5		Revised	Total	<u>Transfers</u>			
6	GL Number & Name	Plan	Fiscal Year	<u>Expected</u>	Variance		
7		-	-		-		
8	* xxxxx UTM: Office of Academia	-	-		-		
9	801010 Pay:Academic	544,799.00	547,798.52	3,000.00	0.48		
10	801140 Pay:Casual Admin	-	-		-		
11	801050 Pay:Union Compensation	624,569.00	656,653.21	32,083.00	(1.21)		
12	801910 Pay:Benefits Appointed	289,419.00	298,101.80	8,684.00	1.20		
13	820010 Furniture:Purchase	-	103.40		(103.40)		
14	821010 Equipment: Purchase	-	5,036.06	5,000.00	(36.06)		
15	821110 Equip:Comp:Purch	1,016.00	3,516.19		(2,500.19)		
16	821420 Equip:Copiers:Leased	2,000.00	-		2,000.00		
17		-	-		-		
18	Carryforward	-	-		-		
19	Total Funds Center Budget	1,461,803.00	1,511,209.18	48,767.00	(639.18)		

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5. VARIANCE (column K)

- i. Confirm that all cells with a GL number have the formula D + J I for each row in column K
- ii. Check your work

Total Variance = Total Revised Plan (column D) less Total Fiscal Year Forecast (column I) plus Approved Transfers Expected (column J)

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6. NOTES

Notes worksheet

Any calculations for forecasts should be included in the Notes worksheet and linked back to the Forecast worksheet. These may include:

- Monthly charges not already included in commitments (i.e. phone)
- Expected search expenses
- Salary changes due to leave/new hire
- Step increases

Example:

	Α	В	С	D	Е	F	G		
1	Department Name: Office of Academia								
2	as at/FIS Download: Oct 31, 20xx								
3									
4	Notes								
5	(can also be placed directly on the worksheet that they pertain to and linked into the forecast formula)								
6	. , , , , , , , , , , , , , , , , , , ,								
7									
8	USW Steps	Step	<u>Date</u>	GL	Amount				
9	Vanna Great	1-Fe	b-20xx	801050	383.00				
10	Maggie Kite	26-A	pr-20xx	801050	29.00				
11	Ziggy Kick	21-M	lar-20xx	801050	304.00				
12									
13	Total USW Steps to be forecasted - salary 801050 716.00								
14				801910	177.21				
15									
16									
17	Maternity Leave:								
18	Zeuss Empire start	ing 1-Apr	-20xx - salary	801050	3,076.00				
19	Zeuss Empire start	ing 1-Apr	-20xx - benefits	801910	761.31				
20									
21	Monthly Expenses:								
22	Izzy Busy		hly Cell bill @ \$35	835080	105.00				
23		(3 m	onths remaining)						
24									

Notes (column M in Forecast worksheet)

Any GL line item with a variance that exceeds either \$10,000 or 10% of revised department budget are to be explained in the Notes column on the Forecast worksheet.

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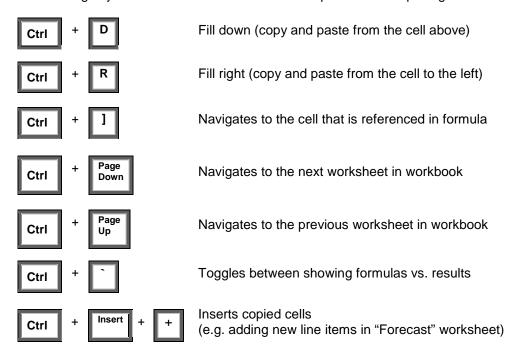
SELF-REVIEW CHECKLIST

The forecast self-review checklist is now conveniently included as a separate worksheet in the forecast template to help make sure you have captured all of the required information and completed the forecast properly.

If you have any questions about any of the items included in the checklist, please contact your Financial Officer.

EXCEL TIPS

1. The following keyboard shortcuts in Excel can be helpful when completing the forecast:



For additional Excel keyboard shortcuts, an example reference is available <u>here</u>.

2. If you are using Excel 2013 or newer and your computer has dual monitors, you can open a New Window in Excel and place the new window on another monitor. You can then work with two different worksheets of the workbook at the same time on different monitors (e.g. the "Forecast" and "Notes" worksheets), which conveniently avoids having to frequently switch between them.

NOTE: New windows that are opened will not have frozen panes in any of their worksheets. To keep frozen panes intact when multiple windows are no longer needed, make sure to close the new (second) window (identified with ":2" appended to the file name) instead of closing the original window (identified with ":1" appended to the file name). More information is available here. If you need help restoring frozen panes, see here.

3. The Watch Window tool can be used to conveniently monitor a particular value (e.g. Total Variance) as the workbook is modified.

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Things to Remember:

- Use the Payroll Distribution report to compare to the salaries in the Base Budget File (it will
 indicate if there is a variance or change in FTE and identify any new hires)
- Find and report any discrepancies between CC/IO actuals and FC actuals
- Forecast all monthly expenses, such as monthly telephone expenses, and other items that reoccur from month to month.
- All salary savings should be noted.

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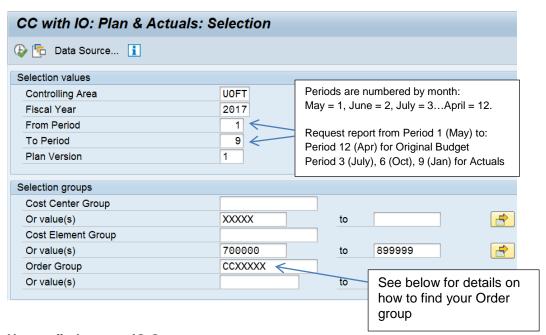
APPENDICES

Appendix A - Original Budget Plan & Actuals FIS reports

Cases	FIS report Name	FIS Transaction Code
I DO have IO(s)	CC with IO: Plan & Actual	ZSO1
I do NOT have IO(s)	CC without IO: Plan & Actual	ZSO3

Field Name	Comments		
Controlling Area	UOFT		
Fiscal Year Forecasting fiscal year			
From Period	1		
To period	12 (For Original budget column)		
	3 (For May – July Actuals, forecast as at July 31)		
	6 (For May – Oct Actuals, forecast as at Oct 31)		
	9 (For May – Jan Actuals, forecast as at Jan 31)		
Plan Version	1: Original (For Original budget and Actuals)		

ZSO1 - CC with IO: Plan & Actuals



How to find correct IO Group:

Accounting>>Controlling>>Internal Orders>>Master Data>>Order Group>>Display

- 1) Under "Order Group", put CC+ your Cost Center* (e.g. CC10228*) and enter
- 2) Out of all the IO groups displayed, choose the IO Group that doesn't include conference IOs (4xxxxx).

If you are unsure which IO Group to use, please contact your Financial Officer for assistance.

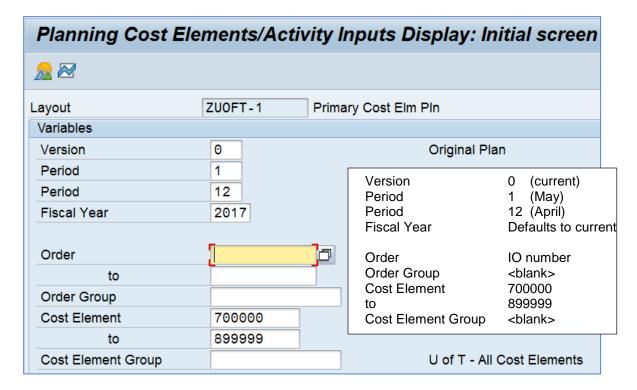
Run the report by clicking (execute icon) on your FIS screen.

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Appendix B - IO Planning Cost and Activity Inputs

KPF7 - Planning Cost Elements/Activity Inputs Display: Initial screen



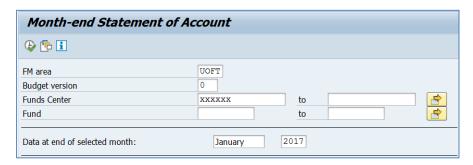
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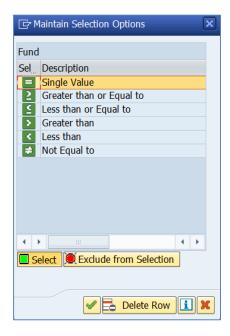
Appendix C – Statement of Account

ZFTR106 - Month-End Statement of Account

Enter the Funds Center required:



Double click the "Fund" field to open a new options window:



Double click "= Single Value" and leave blank to exclude all Funds. This will ignore any Fund Account postings from the report that are connected to the selected Funds Center (e.g. Conference Accounts)

Select items/sections to include on report per below:

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Month-end Statement of Account									
♣									
FM area		UOFT							
Budget version		0							
Funds Center		XXXXX	X	t	0				
Fund	E			t	0				
Data at end of selected	month:	Jar	nuary	2017	7				
Items/sections to includ	e on report, in addition	n to summ	nary page:						
(Select one or more, or	leave as is for summa	ry only)							
✓ Budget details									
✓ Revenue & Expense	details								
Display by:	Display by: • Line items without payroll details by G/L within CC/IO								
	 Line Items with payroll details by G/L within CC/IO 								
	Line Items by da	te within	Budget CI, n	o CC/IC)				
✓ Outstanding commitr	nents								
Display by:	Display by: G/L summary totals within commitment type, within CC/IO								
	 Commitment typ 	e summa	ry, no CC/IO						
✓ Payroll distribution		✓	Include G/	L summ	nary to	tals			
☐ Include Funds Cente	r Hierarchy								
Hierarchy variant	Theractry	0000							
-	with no activity	0000							
Include FM accounts with no activity Include FM accounts with no activity & non-zero balance									
Display Fund activity only, no Funds Center									
Display I und activity	only, no runus Cent								

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