CARDINAL PLANNING & BUDGET (CPB) System
VPDoR Kick Off

June 4th, 2024
Agenda

- Welcome
- The vision of CPB
- Useful functionalities of CPB
- CPB implementation plan with quick Q&A
- CPB Preview
- Training/support strategy
- Breakout session
  1. Concerns
  2. Strategies for change management
  3. How can the dean’s finance team support
- Breakout session recap
- Next steps and Q&A
- FY25 Booked Budget Process
- DoR Team
- UBO Guest
- Unit Teams
Vision for Stanford Budget Management

**Budget tool that meets Stanford needs**
Tidemark has lagging functionality, limited user adoption, difficult maintenance/development, and high vendor risk.

**Streamlined budget and planning practices**
Eliminate manual processes, shadow systems, and time-wasting processes.

**Seamless integration with key systems**
Support flexible reporting, importing, and exporting of the data you need.

**Overall user-friendly interface and experience**
Enhanced visualizations that are updated in real time based on live changes from data inputs.

**Support long-term planning capabilities**
New feature supports strategic decision-making to forecast scenarios at a high degree of granularity.
Multi-Year Vision - CARDINAL PLANNING & BUDGET (CPB)

**Discovery & PoC**
Understanding what we need and finding the right tool

- **FY23**
- **FY24**
- **FY25**
- Implement existing and additional functionality
- **FY26**
- **FY27**
  - Implement and expand system enhancement

**Foundational Capabilities & Base Functionality (Phase 1)**

- **FY23**
- **FY24**
- **FY25**
- **FY26**
- **FY27**

**Expand Functionality**
Implementing existing and additional functionality

- **FY23**
- **FY24**
- **FY25**
- **FY26**
- **FY27**

**Additional details**:

- **Access & Roles**
- **Admin & Infrastructure**
- **Version Management**
- **UI / UX**
- **Workflow Capabilities**
- **Integrations**

**Key areas of focus**:

- **Budget Proposals**
- **Endowment Planning**
- **Fund Transfers (replace/enhance TAS)**
- **FY26 Budget Plan**
- **FY26 Booked Budget**
- **Replace CMS?**
- **FY24 YE Variance**
- **Workforce Planning**
- **Continual Forecasting**
- **Replace iBudgets?**
- **Long Range Planning**

**Key milestones**:

- FY23: Discovery & PoC - Understanding what we need and finding the right tool
- FY24: Foundational Capabilities & Base Functionality (Phase 1)
- FY25: Implement existing and additional functionality
- FY26: Expand Functionality (Phase 2)
- FY27: Implement and expand system enhancement
Useful functionalities of CPB

<table>
<thead>
<tr>
<th>Reporting</th>
<th>Smart View</th>
</tr>
</thead>
<tbody>
<tr>
<td>Daily actuals feed automatically</td>
<td>Flexibility to use native web interface or excel interface for entry/reporting</td>
</tr>
<tr>
<td>OBI drill-through capabilities</td>
<td>Capability to share connected excel workbooks with other CPB users</td>
</tr>
</tbody>
</table>
CPB Implementation Plan
Role of CPB Change Leaders

Budget officers and their VP/Dean’s Office teams are the change leaders and main points of contact for the CPB project team.

The CPB project team relies on change leaders to:

- Identify your school/unit’s critical budgeting needs and pain points.
- Provide input to shape the CPB system based on your unit’s budgeting needs.
- Prepare and guide your school/unit during the transition from Tidemark to CPB by communicating both down and up to your unit’s stakeholders throughout the project.
### Budget Management Timeline (Phase 1A FY24)

<table>
<thead>
<tr>
<th>Month</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feb</td>
<td>Budget Plan</td>
</tr>
<tr>
<td>Mar</td>
<td>Pooled PTA mapping</td>
</tr>
<tr>
<td>Apr</td>
<td>Transfer Part 1</td>
</tr>
<tr>
<td>May</td>
<td>CPB/OBI Reporting</td>
</tr>
<tr>
<td>Jun</td>
<td>CPB Kickoff</td>
</tr>
<tr>
<td>Jul</td>
<td>Endowment Planning</td>
</tr>
<tr>
<td>Aug</td>
<td>FY25 Booked Budget (due late July)</td>
</tr>
</tbody>
</table>

- **Pooled PTA Mapping**: A reporting capability to pool multiple PTAs to roll up to a summary level pta. (DoR lead: Xing)
- **Transfer Part 1**: Replacement of the Transfer Administration System (TAS) (DoR lead: Linda)
- **CPB/OBI Reporting**: Review Tidemark reports that will be available in CPB, reports used to research variances in the YE variance process, and drill-through functionality for transaction-level detail to OBI. (DoR lead: Xing)
- **Functionality Testing Phase 1A**: Jul 15-26: select DoR units are encouraged to participate in certain tests.
Budget Management Timeline (Phase 1B FY25)

- **Workforce Planning**: Budget salaries by person and by PTA, or at a higher level. *(2 DoR units)*
- **Transfer Part 2**: Funding allocations, Dean’s commitments *(Linda)*
- **Reporting Part 2**: Additional reporting functionalities to support variance narratives write up and review
- **Functionality Testing Phase 1B Feb**: select DoR units are encouraged to participate in certain tests
Quick Q&A (5 min)
CPB Preview
CPB Homepage
Sub menu items will appear when clicking on each item
SNEAK PEEK - VISUALIZATION

YTD Actuals vs Budget

-20M

Budget
Actual

Actualls Month-to-Month

14M
10M
6M

Stanford RESEARCH
Vice Provost and Dean of Research
### SNEAK PEEK – ENDOWMENT PLANNING

#### PM - New Gift Entry - Prototype 1

<table>
<thead>
<tr>
<th>Pure_A</th>
<th>No Line</th>
<th>New_gift</th>
<th>Total Lines</th>
<th>No Line</th>
<th>Pledge_payment</th>
<th>Total Lines</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1000000</td>
<td>1000000</td>
<td>1000</td>
<td>1000</td>
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<td>1000</td>
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</table>

<table>
<thead>
<tr>
<th>FY23</th>
</tr>
</thead>
<tbody>
<tr>
<td>Apr</td>
</tr>
<tr>
<td>1000000</td>
</tr>
</tbody>
</table>
### CPB Reports (from Tidemark)

<table>
<thead>
<tr>
<th>Report Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>201 - Con Bud by Award Type</td>
</tr>
<tr>
<td>205 - Variance by Award Type and Object Code</td>
</tr>
<tr>
<td>213 - Variance for Booked Budget vs. Same Year Scenario</td>
</tr>
<tr>
<td>231 - Five Year History with Variances</td>
</tr>
<tr>
<td>251 - Con. Budget by Month</td>
</tr>
<tr>
<td>301 - Org Tree by Award Type</td>
</tr>
<tr>
<td>305 - Variance by Award Type and Org Tree</td>
</tr>
<tr>
<td>351 - Org Tree by Month</td>
</tr>
<tr>
<td>401 - Con Budget by Org with Children Award Hierarchy</td>
</tr>
<tr>
<td>531 - All PTA Detail and Object Code</td>
</tr>
<tr>
<td>551 - PTAs by High Level Object Codes</td>
</tr>
<tr>
<td>603 - Compensation Detail by Object Code</td>
</tr>
</tbody>
</table>
# SNEAK PEEK – SMARTVIEW EXCEL

<table>
<thead>
<tr>
<th>Object</th>
<th>Forecast</th>
<th>Prior Forecast</th>
<th>Variance in Dollars ($)</th>
<th>Variance in Percent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>BDGT SLRY WGS CONT GNT STAFF - 51578</td>
<td>509,790</td>
<td>506,072</td>
<td>3,718</td>
<td>0.73%</td>
</tr>
<tr>
<td>BDGT SLRY WGS OTHER STUDENT - 51588</td>
<td>825</td>
<td>825</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>BDGT OTHER STAFF - 51508</td>
<td>59,483</td>
<td>59,483</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>RBE NON EXEMPT - 51525</td>
<td>706,605</td>
<td>706,605</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>RBE BARGAINING UNIT - 51530</td>
<td>30,653</td>
<td>30,653</td>
<td>0</td>
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<tr>
<td>RBE EXEMPT - 51515</td>
<td>8,212,667</td>
<td>8,212,667</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>-Staff Salary</td>
<td>9,520,023</td>
<td>9,516,304</td>
<td>3,718</td>
<td>0.04%</td>
</tr>
<tr>
<td>-BDGT SALARY AND WAGES - 51100</td>
<td>9,520,023</td>
<td>9,516,304</td>
<td>3,718</td>
<td>0.04%</td>
</tr>
<tr>
<td>BDGT SLRY WGS NET VAC STAFF - 51558</td>
<td>673,713</td>
<td>673,713</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>BDGT SLRY WGS NET VAC STAFF - 51552</td>
<td>673,713</td>
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<td>0</td>
<td>0.00%</td>
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<tr>
<td>FRINGE BENEFITS RBE - 51750</td>
<td>2,690,280</td>
<td>2,690,280</td>
<td>0</td>
<td>0.00%</td>
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<tr>
<td>FRINGE BENEFITS CONT GNT - 51760</td>
<td>39,600</td>
<td>39,600</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>FRINGE BENEFITS TGP - 51770</td>
<td>303,257</td>
<td>303,257</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>-FRINGE BENEFITS - 51701</td>
<td>3,033,227</td>
<td>3,033,227</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>BDGT FRINGE BENEFITS - 51700</td>
<td>3,033,227</td>
<td>3,033,227</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>BDGT BONUS - 51918</td>
<td>824,495</td>
<td>824,495</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>-BONUS EXPENSE - 5180</td>
<td>824,495</td>
<td>824,495</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>BDGT OTHER COMPENSATION - 51908</td>
<td>21,199</td>
<td>21,199</td>
<td>0</td>
<td>0.00%</td>
</tr>
</tbody>
</table>
CPB SMARTVIEW Demo
Training & Support Strategy
Training/support strategy

A. Leverage training provided by the University Budget office:

- **Jun 26/27**: Launch readiness kickoff event (2 hours of overview)
- **Jul 15-26**: Functionalities testing (5-20 hours) - *recommended for complex units*
- **Sep**: Variance reporting training
- **Nov-Feb**: Just-in-time training for various functionalities

Note: Instructor-led training will be provided during Release (Sep-Dec)
Training/support strategy

B. VPDoR Support:

- **May**: Survey to receive your input on what you want to know, concerns, etc. (One per unit)
- **June 4th**: DoR Kickoff session (in person)
- **June/July**: One-on-one discussion with units on transition strategy
- **July ~ Feb**: monthly brown bag sessions (as needed)
- **Sep**: Variance reporting open lab (supplement the open labs hosted by the budget office as needed)
- **Anytime**: Slack channel and your friendly dean’s finance liaison. Submit issues via an issue log process.
Breakout Session
(15 minutes)

Discuss these topics
1. Concerns about the transition
2. Strategies for change management
3. How can the dean’s finance team support you

Choose a spokesperson – 2-3 minute report out from each group
Next Steps & Q&A
Next Steps

June - Meet with Dean’s office finance liaison to discuss the unit specific transition strategy (30-45 minutes)
   Attend the CPB launch session hosted by the Budget office (June 26/27 ~2 hours)

July - Consider participation in Functionality Testing and get a preview (recommended for complex units)
   1. **Access**: Obtain access to the CPB testing environment
   2. **Learning**: Receive ~3 hours of initial training on navigating the tool effectively
   3. **Time Commitment**: Tailor your involvement level by allocating between 3 to 20 hours for testing
Questions?
FY25 Booked Budget Process
FY25 Booked Budget Process and Timeline

**Unit**

**VPDoR/UBO**

Now: UBO Web-based training available
Now: UBO Open Lab schedule available
5/20: Labor schedule loaded. Based on 4/30 payroll data

**Get Ready**

5/9: Review and update Pooling Rules as needed
Attend UBO-1000-WEB, web-based training to refresh your knowledge. Keep an eye on communications from the dean’s office

**Data Input**

**Early June:** Attend kick off meeting (6/6)
Follow the budgeting process
- Salary panels
- YER - FY24 Expenses and Revenue
- BB - FY25 Expenses and Revenue
6/26: Complete Endowment principal changes

**Input and Review**

7/2: FY25 salary plan loaded in Tidemark
7/9: Complete FY24 YER
7/15: Complete Tidemark submission:
- Allocate FY24 Base GF Fund
- Transfer entries
- Funding the budget
- Review Booked Budget with 215/221/241 reports
7/22-28: Review meeting with Dean’s office

**FINISH LINE**

Week of 7/22: variance discussion with dean’s finance
8/2: Variance report due

**Support**

UBO: Open Lab available
Tidemark Training | University Budget Office (stanford.edu)
VPDoR: Designated finance liaison, DoR finance website or via Slack Channel
6/4: Booked Budget Process Kick off meeting
6/26: COMPLETE Endowment principal update
7/2: Endowment payout updated in Booked Budget module
7/8: Base GF input (unit level)
7/19: Dean’s office to confirm variance items required for write up

**Submission**

8/15: Final submission due to UBO
8/22: Variance analysis due to UBO

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Stanford Annual Budget Cycle

<table>
<thead>
<tr>
<th>Level for Data Entry</th>
<th>Budget Plan</th>
<th>Booked Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Org</td>
<td>✔️</td>
<td>✗</td>
</tr>
<tr>
<td>Award Type</td>
<td>✔️</td>
<td>✗</td>
</tr>
<tr>
<td>PA/PTA</td>
<td>✗</td>
<td>✔️</td>
</tr>
<tr>
<td>Salary by Position</td>
<td>✗</td>
<td>✔️</td>
</tr>
</tbody>
</table>
Types of reports:
2 series: Consolidated with Object Code
3 series: Org Tree level Reports
4 series: Award Based Reports
5 series: Detailed level; PTA; Object Code
6 series: Compensation related
8 series: Less commonly used report

* Report definitions from University Budget Office website: Tidemark-report-finder (link)

Reports Frequently Used For Booked Budget Process:
221: Progression for Booked Budget (to review the P&L for multi-years)
215: Variance for Booked Budget (for variance analysis)
241: Final Review for Booked Budget
315: Org Tree Variance. Booked Budget vs. Budget Plan (variance analysis drill down to PTA level)
Thank you for coming!

"It is not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change."

— Charles Darwin
<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>How many years of actuals can be pulled from CPB?</td>
<td>Starting from FY19</td>
</tr>
<tr>
<td>With Tidemark sunsetting on 9/29, any possibility to extend this date as a backup plan?</td>
<td>We do not have plans for an extension because we plan to have what we need on 9/30/24. HOWEVER, we will make a final assessment on 6/30/24.</td>
</tr>
</tbody>
</table>
| Who will be invited to the Phase 1A core functionality testing and what is the time commitment? | **Who**: All workstream participants in Phase 1A, and others who you want to invite (within reason).  
**Time commitment**: Starting 7/15 for 2 weeks, ~ 3 hours of initial training (RECORDED) and open labs for users to walk through test cases, 5-20 hours depending on the user. |
| What is the training model? Train the trainer or user community?       | Train the user community, but also train our change leaders in the system to empower you to train end users                                                                                           |
| Can budget units obtain a copy of the training roster?                 | Yes, training records will be on STARS                                                                                                                                                               |
Questions/Comments from May 6th Survey

● What is the possibility to make Tidemark available for 3 more months, until the 12-31-2024?

● After the transition, how will we access financial data more than 5 years old?

● Very ambitious timeline! I am concerned about all of us, including DoR Finance, having to learn the system in such a short period of time. Will the test environment remain accessible we can access to get familiar with the tool?

● Why do we start with YE variance reporting as the first learning/deliverable?

● Transitioning and training issues while the finance leadership is still learning the whole process. What is the model to support a larger unit (25+ programs) with integral training and support during the initial budget cycle.
Reference Slides for Booked Budget Process
FY25 Booked Budget Cycle – Salary Planning

- **Position Planning**
  - Set Salary by Position
  - Plan Vacant Positions (X)
  - Seasonal Adjustment...

- **Salary Reserve**
  - Compensation Year End...
  - Compensation Annual...
  - Compensation Monthly...

- **Other**
  - Non-Salary Year End...
  - Non-Salary Annual Adj...
  - Non-Salary Monthly Adj...
  - Revenue Year End Ref...
  - Revenue Annual Adj...
  - Revenue Monthly Adj...

- **Approvals**
  - Labor Distribution
  - Approve Labor Distrib...
  - Audit by Position

- **Notes**
  - **Annual Salary * Labor Distribution = salary expense per PTA**
  - **Do Not Use [Plan Vacant Positions] panel.**
  - **Use [Compensation Annual Reserve Adjustment Panel] to project expenses for Casual, Temporary, and Contingent Workers**
FY25 Booked Budget Cycle - Non-Salary Activities

- Utilize Seeding as an option for data input if needed (not required)
- In Revenue section, pledge is added as a reference. User can determine to add to the forecast
FY25 Booked Budget Cycle- Fund Management Process

- ✔ Set Beginning Balance- Bring YER (ideally via Seeding option) to Booked Budget Baseline
- ✔ External Funding Transfer- Transfers between home departments to other. Exp: Funding provided by Provost.
- ✔ Funding the Budget Matrix- Transfer Funding with department. Exp: Gift income to cover OB
- ✔ Transfer Out and Transfer In- Reports of all Transfers from different perspectives