

FISCAL INSTITUTE FOR  
TRAINING (FIT)

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**OFFICE OF  
BUDGET, PLANNING  
AND INSTITUTIONAL  
RESEARCH**

Kelly Wihbey

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**AGENDA**

- Office of Budget, Planning and Institutional Research
- Part I: University Budget Overview
  - Major Revenue Challenges
  - Major Expenditure Challenges
  - Capital Budget
- Part II: University Budget – How you help us
  - Terminology and Fund Sources
  - Timeline
  - Objectives of Budgeting Activities
  - Rules of the Road
- Part III: University Budget – How we can help you
  - Reporting guided by FAQ

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**UCONN**  
Office of  
Budget, Planning and  
Institutional Research

Who we are:

- 17 Individuals
- 40+ Years of experience
- \$1.6B Total budget managed

**Mission:** Produce, maintain, analyze, and forecast accurate, impartial, and comprehensive information about the University's financial past, present, and future.

Responsibilities:

- Develop annual operating and capital budgets
- Maintain long-range financial planning models
- Respond to State and University leadership requests for institutional data
- Provide financial management and budget training
- Perform budget analyses with University financial officers
- Enforce policy decisions regarding use of funds

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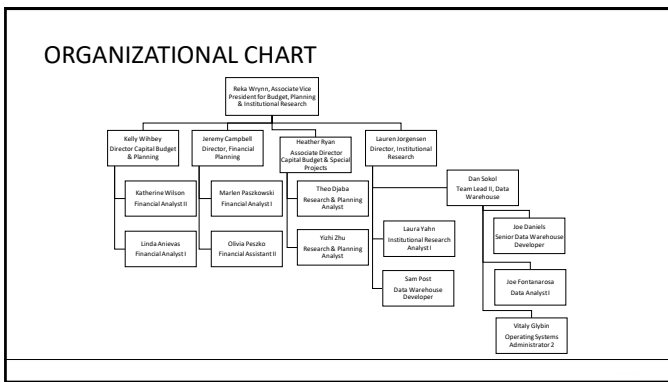
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**PART I**  
**UNIVERSITY BUDGET**

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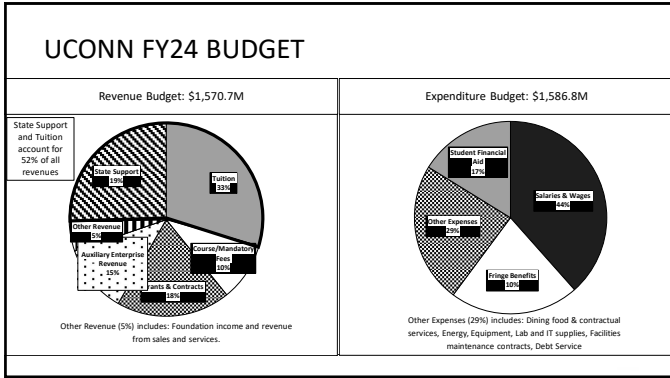
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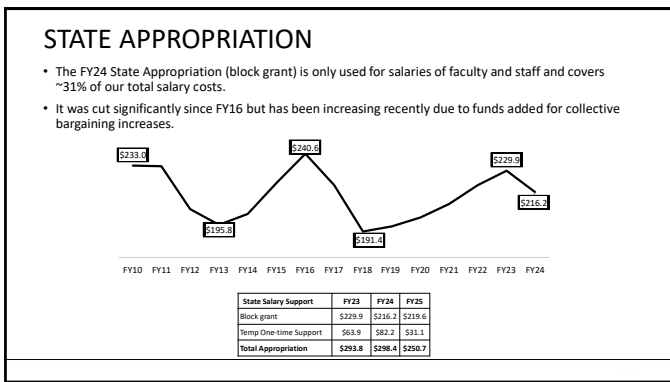
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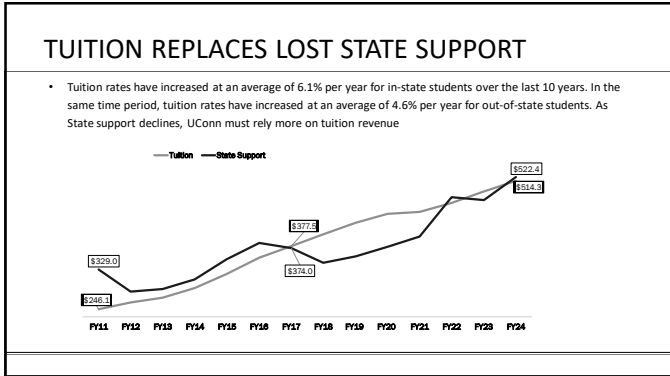
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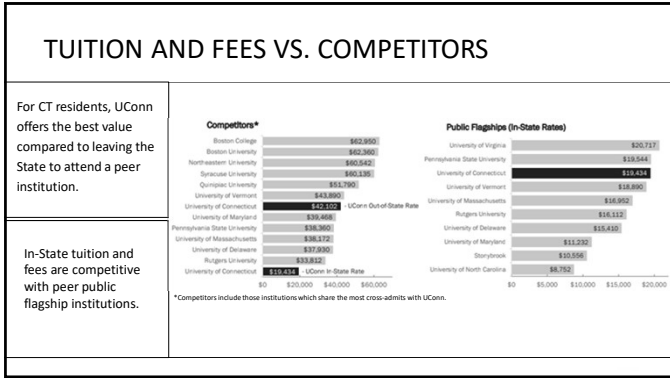
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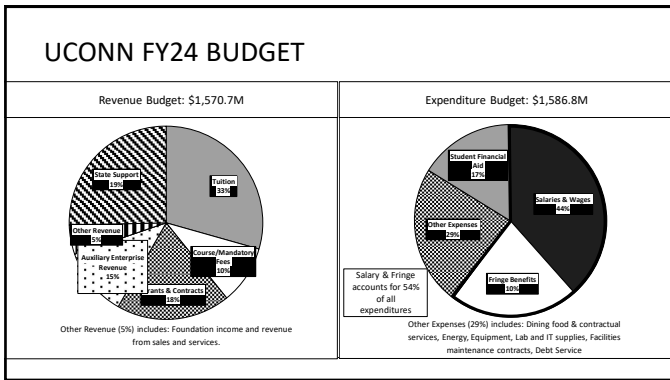
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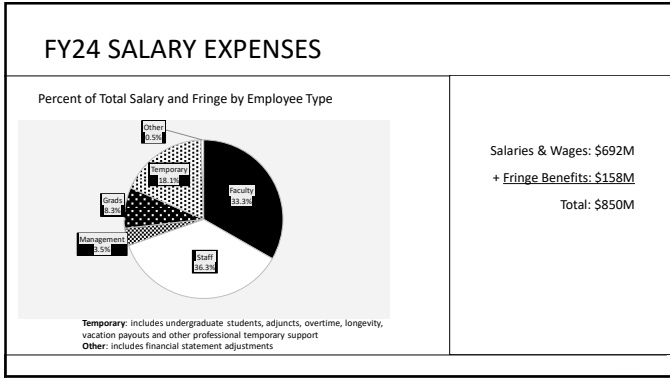
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FRINGE BENEFIT RATES			
<p><u>Fringe benefits</u> are employee associated costs such as health insurance expenses, retirement plan expenses, taxes, etc.</p>	<p>A <u>fringe benefit rate</u> is a percentage that results from dividing the cost of an employee's fringe benefits by the wages paid to the employee.</p>	<p>The State Comptroller develops most <u>fringe benefit component rates</u> and the University is charged those rates for each employee.</p>	<p><u>Blended fringe rates</u> are used for budget certainty and to prevent selection biases. Actual fringe rates vary depending on salaries and benefits selected.</p>

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FRINGE BENEFIT RATE EXAMPLE			
Example 1: The same employee with different benefits selected			
<u>Selection 1:</u>	State Retirement (SERS)		65.90%
SERS, Health Insurance for Family, Group Life Insurance	FICA SS		6.20%
	FICA Medicare		1.45%
	Unemployment Compensation		0.05%
	Group Life Insurance*		~0.00%
	Health Insurance*		~34.00%
		Actual Fringe Rate	
<u>Selection 2:</u>	Alternate Retirement (ARP)		14.96%
ARP, no Health Insurance, no Life Insurance	FICA SS		6.20%
	FICA Medicare		1.45%
	Unemployment Compensation		0.05%
	Group Life Insurance*		~0.00%
	Health Insurance*		~0.00%
		Actual Fringe Rate	

\*Rates vary according to coverage selected

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FRINGE BENEFIT RATE EXAMPLE			
Example 2: Two different employees with the same benefits selected			
Fringe Rate Component	Employee 1: \$40,000 Salary	Employee 2: \$120,000 Salary	
SERS Retirement (65.90%)	\$26,360	\$79,080	
Health Insurance (Based on election – <u>fixed cost</u> )	\$20,400	\$20,400	
FICA SS (6.20%)	\$2,480	\$7,440	
FICA Medicare (1.45%)	\$580	\$1,740	
Unemployment Compensation (0.05%)	\$20	\$60	
Group Life Insurance (Based on election – <u>fixed cost</u> )	\$150	\$150	
Total Fringe Cost	\$49,990	\$108,870	
Actual Fringe Rate	125%	91%	

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### FRINGE – UNIVERSITY VS. SPONSORED PROGRAMS

The University has two main sets of blended fringe rates. University program rates apply to all personnel except those on Sponsored Research accounts (RSTSP subfund).

	Sponsored Programs	University Programs
Approval	Federal Government (HHS)	University Administration
Approval/Publication timeline	March-June	April-June
Guidelines for development	Federal Government (HHS)	Budget, Planning & Institutional Research

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### FRINGE – STATE SUPPORT

The State pays for a portion of the fringe costs and in FY24 they changed the methodology in how they do it.

OLD Method	NEW Method
<u>State:</u> All fringe for some employees (paid for by state appropriation)	<u>State:</u> Retirement fringe for all employees
<u>University:</u> All fringe for some employees (paid for by other sources like tuition, fees, grants, etc)	<u>University:</u> Non-retirement fringe for all employees (health insurance, FICA taxes, etc)

The initial impact is budget neutral.  
 Rates were lowered for grants in FY24 to help make faculty more competitive. Rates for non-grants are being reviewed.

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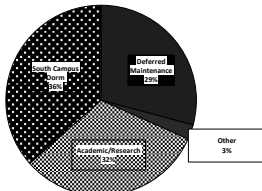
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### FY24 CAPITAL BUDGET

FY24 Total Capital Spend by Expense Type



Expense Type	Percentage
South Campus	30%
Academic Research	22%
Other	3%
Deferred Maintenance	22%

- The UCONN 2000 capital program will continue the transformation of modernizing, rehabilitating and expanding the physical plant of the University
- UCONN 2000 State bonds have funded over \$3.58 of the University's capital budget from FY96-FY22

Capital Budget	FY24
Total (in millions)	\$315.0
UCONN 2000 Bond Funded %	27%
University/SO-GO Bond/Gift Funded %	73%

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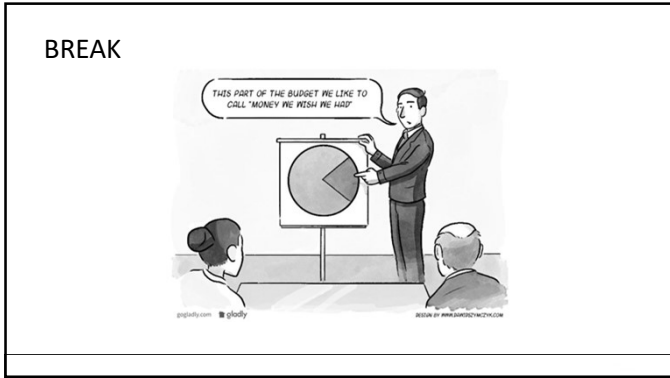
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**TERMINOLOGY CONT.**

2-Ledger Only:

University Supported Permanent Funds	Permanent Transfers	One-Time Transfers
--------------------------------------	---------------------	--------------------

University Supported Permanent Funds  
Loaded into 2-Ledger accounts on July 1st in object codes 4100 (FY Permanent Budget) and 4101 (FY Fringe Rate Adjusted Perm Budget).

University Supported Perm Funds
+
Net Perm Transfers
=
Following year University Supported Perm Funds

↑

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### TERMINOLOGY CONT.

2-Ledger Only:

University Supported Permanent Funds	Permanent Transfers	One-Time Transfers
--------------------------------------	---------------------	--------------------

Permanent Transfers

Transfers that will impact your current fiscal year available balances as well as your University Supported Permanent Funds for the following fiscal year.

University Supported Perm Funds

+

Net Perm Transfers

=

Following year University Supported Perm Funds

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### TERMINOLOGY CONT.

2-Ledger Only:

University Supported Permanent Funds	Permanent Transfers	One-Time Transfers
--------------------------------------	---------------------	--------------------

One-Time Transfers

Transfers that will impact your current fiscal year available balances only. These will not impact your University Supported Permanent Funds for the following fiscal year (*i.e. not in below equation*).

University Supported Perm Funds

+

Net Perm Transfers

=

Following year University Supported Perm Funds

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### TERMINOLOGY CONT.

All Ledgers:

Prior Year Fund Balance	Encumbrance	Object Code	Transfer	Budget Adjustment
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Prior Year Fund Balance

The remaining balance from the prior fiscal year that rolls into the current fiscal year, loaded into object code 3000.

*Note: For 2-Ledger accounts, a unit's total PY fund balance is typically capped at 2.5% of the annual funding amount. Any amount over this cap will be swept centrally. This cap was removed for the end of FY23.*

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**TERMINOLOGY CONT.**

All Ledgers:

<u>Prior Year Fund Balance</u>	<u>Encumbrance</u>	<u>Object Code</u>	<u>Transfer</u>	<u>Budget Adjustment</u>
<p><u>Encumbrance</u></p> <p>Funds that are reserved for a specific expense that has not yet occurred, but is very likely to occur, in order to help avoid overspending. For example: unpaid salary and fringe amounts, open purchase orders, etc.</p>				

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**TERMINOLOGY CONT.**

All Ledgers:

<u>Prior Year Fund Balance</u>	<u>Encumbrance</u>	<u>Object Code</u>	<u>Transfer</u>	<u>Budget Adjustment</u>
<p><u>Object Code</u></p> <p>Used by KFS to determine the type of accounting entry for each transaction. This is important for central office reporting. Object codes are used to categorize revenues, expenses, assets, liabilities, or fund balances.</p>				

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**TERMINOLOGY CONT.**

All Ledgers:

<u>Prior Year Fund Balance</u>	<u>Encumbrance</u>	<u>Object Code</u>	<u>Transfer</u>	<u>Budget Adjustment</u>
<p><u>Transfer</u></p> <p>A transaction within KFS to move actual funds between accounts. This does not adjust the budgeted amount.</p>				

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## TERMINOLOGY CONT.

All Ledgers:

Prior Year Fund Balance	Encumbrance	Object Code	Transfer	Budget Adjustment
<p><b>Budget Adjustment</b></p> <p>A transaction within KFS to adjust budgeted amounts. This does not move actual funds. A single-sided budget adjustment is an available option as well.</p>				

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## DEPARTMENTAL FUNDING SOURCES

**Departmental Funding Sources**

*Unrestricted Fund Groups*

Fund Source	Sub-Fund	Ledger*	Sub-Fund Description	Allowable Transfers To/From
Unrestricted 2-Ledger	OPTU	2	Operating Fund - State/Tuition Funded 2-Ledger Accounts	OPTU
Unrestricted Other Operating	OPAUX	3	Operating Fund - Auxiliary Enterprises	OPAUX, OPOTF, OPOTF
	OPOTF	4	Operating Fund - Non-State/Tuition Fiscal Accts	
Unrestricted Sponsored Programs	UNRSP	4,6	Unrestricted Sponsored Programs Fiscal Account	UNRSP, UNRSP
	UNRSP	4,6	Unrestricted Sponsored Programs Project Accounts	

*Restricted Fund Groups*

Fund Source	Sub-Fund	Ledger*	Sub-Fund Description	Allowable Transfers To/From
Restricted Non-Sponsored Programs	RNSP	5,6	Restricted Non-Sponsored Programs Fiscal Accounts	Refer to guidance issued by Accounting office
Restricted Sponsored Programs	RSP	5,6	Restricted Sponsored Programs Project Accounts	
Foundation	RNDA	6	Restricted Foundation Auxiliary Accounts	Refer to guidance issued by OSP
	RNDO	6	Restricted Foundation Operating Accounts	

\*Ledgers listed here are special. However there are some exceptions

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## BUDGETING TIMELINE

Fiscal Year Timeline Summary

JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
<ul style="list-style-type: none"> <li>July 1: New FY begins; perm funding and budgets are loaded into KFS</li> </ul>	<ul style="list-style-type: none"> <li>Mid-month: PF fund balances are loaded into accounts</li> </ul>	<ul style="list-style-type: none"> <li>By Mid-month: Central completes TF and BA for CBI/GA salary increases*</li> </ul>			
JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
	<ul style="list-style-type: none"> <li>All month: Provost and Admin Budget Hearings begin</li> <li>Governor proposes State budget</li> </ul>	<ul style="list-style-type: none"> <li>Early March: Provost and Admin Budget Hearings continue</li> <li>State legislature deliberates the Governor's budget proposal Mar-May</li> </ul>	<ul style="list-style-type: none"> <li>All Month: Year-end Accounting deadlines begin for various document types</li> <li>April/May - Perm transfer deadline</li> </ul>	<ul style="list-style-type: none"> <li>All month: Year-end Accounting deadlines continue</li> <li>All month: Begin funding all account deficits</li> <li>Governor signs final State budget May - June</li> </ul>	<ul style="list-style-type: none"> <li>Mid-month: Year-end Accounting deadline for BA and TF eDocs (along with other Accounting eDocs)</li> <li>University's budget is presented to the Board of Trustees for approval</li> </ul>

\*Other Collective Bargaining Increases (CBI) TF and BA eDocs will be completed by central offices per negotiated contract increase dates.

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INITIAL BUDGET LOAD IN KFS	
<p>New for FY24 users had the option of creating and submitting a budget to load into the system by account.</p>	
<p><b>PURPOSE</b></p> <ul style="list-style-type: none"> <li>Budgets by accounts will allow departments to manage and track spending throughout the year.</li> <li>We require areas to provide Unit level budget forecasts for the current year and future years during the annual budget hearing process,</li> <li>Those unit level forecasts help inform the overall University Budget.</li> </ul>	<p><b>TECHNICAL PROCESS</b></p> <ul style="list-style-type: none"> <li>An excel template is available on our website with some basic instructions.</li> <li>The completed template can be submitted to BPIR in late June.</li> <li>Units may also upload budget info into the SSBA edoc at any point during the year.</li> </ul>

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BUDGET HEARINGS		
Completed by most Provost and CFO units:		
Preparation	Analysis	Presentation
<p>Units:</p> <ol style="list-style-type: none"> <li>Complete financial forecast for the remainder of the current FY and the following FY</li> <li>Submit Required materials:                             <ul style="list-style-type: none"> <li>Identify strategic investment needed or savings opportunities.</li> <li>Describe area strengths and weaknesses.</li> </ul> </li> </ol>	<p>BPIR and the Office of the Provost:</p> <ol style="list-style-type: none"> <li>Review financial forecasts, comparing submissions to historical trends and known changes</li> <li>Summarize requests</li> <li>Ensure submissions are complete</li> </ol>	<p>Units:</p> <ol style="list-style-type: none"> <li>Present all material at Budget Hearings</li> <li>Speak to and provide updates on major current events</li> </ol> <p>University Leadership:</p> <ol style="list-style-type: none"> <li>Looks for updates on outstanding issues/ programmatic changes/staffing plans</li> <li>Reviews mitigation plans</li> </ol>

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BUDGET TRANSACTIONS		
Transfers, Account Creation/Edits	Budget Adjustments	Capital Projects
<p>BPIR approves:</p> <ul style="list-style-type: none"> <li><u>Transfers</u>: Ensure funds are moving between like fund sources, proper object codes are used and accounts are not in a deficit position</li> <li><u>Account Creation/Edits</u>: Confirm accuracy of account attributes related to budgeting activities, such as GUF naming.</li> </ul>	<p>BPIR no longer approves <u>Budget Adjustments</u> and <u>Single Sided Budget Adjustments</u></p> <ul style="list-style-type: none"> <li>Accounts of all ledgers now have balances based on actual cash, not budget, and therefore adjusting the budget does not impact cash balances</li> <li>It is recommended to update an account's budget throughout the year to be used for accurate forecasting, but departmental guidelines should be followed</li> </ul>	<p>To start a new capital project: After getting approval from your Dean or Director, contact BPIR to discuss budget and funding source, and initiate the request at <a href="mailto:updc.uconn.edu">updc.uconn.edu</a></p>

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### TRANSFERS: RULES OF THE ROAD

#### TRANSFERS

- ✓ Funds may only be transferred between accounts that have the same fund source. This allows for appropriate fund accounting at the University and State level.
  - To cross different fund sources, try charging for the expense via an IB, or moving the expense via a GLT.
- ✓ The correct transfer object code should be used.
- ✓ Foundation reimbursements may only be deposited into 6-Ledger accounts with subfund RFNDO or RFNDA. No transfer can occur in or out of these accounts.
- ✓ To close an account, remember to transfer any remaining fund balance to a different account. *There can be no available balance and no amount in object code 3000 for the current FY.*

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### TRANSFER OBJECT CODES

	Transfer In	Transfer Out
<b>2-Ledger Permanent</b>		
Within the same school/college/unit	3206	3306
Outside the school/college/unit	3207	3307
<b>2-Ledger One-Time</b>		
Within the same school/college/unit	3208	3308
Outside the school/college/unit	3209	3309
<b>Non 2-Ledger Accounts</b>		
Within the same school/college/unit	3200	3300
Outside the school/college/unit	3201	3301

*The correct transfer object code should also be used in Budget Construction submissions.*

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### BREAK



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**PART III**  
University Budget: How we can help you

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### GUIDED FAQ

Top questions received by BPIR, including those related to:

- Determining available balances
- Comparing budget to actuals
- Understanding salary and fringe reporting
- Troubleshooting payroll encumbrances

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### ACCOUNT BALANCE

*"What is the current available balance in my account?"*

*KFS Path: KFS -> Main Menu -> Balance Inquiries -> General Ledger -> Available Balances*

Fund Balance = Total Income - Total Expense + Object code 3000 (+/- additional assets/liabilities)  
Available Balance = Fund Balance - Encumbrance Amount

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### ORGANIZATIONAL BALANCE

*"What is the current balance in my entire org?"*

WebFocus Path: **KFDM -> Standard Reports -> General Ledger -> Fund Balances**

**Current Organizational Fund Balances**  
 Run On: 07/20/24, fiscal Financial Data Mart - University of Connecticut  
 Data Source: CL\_CURRENT v3.1 - DWPR  
 Parent Organization: 9999  
 Fiscal Year: 2020  
 Includes Bond Funds (PLSSB)  
 Equipment Swap: Exclude

Current Fund Balance = Beginning Fund Balance + Fund Addition + Actual Revenue - Fund Deduction - Actual Expense  
 Funds Available = Current Fund Balance - Encumbrances

Org Code	Organization	Sub Fund	Fund SID	Account	Account Name	Posted Beginning Fund Balance	Posted Fund Addition	Posted Actual Revenue	Posted Fund Deduction	Posted Actual Expense	Posted Current Fund Balance	Posted Encumbrance	Posted Funds Available
9999	Org Name 1	RFHDO	5000330	Acct 1	Acct Name 1	0.00	0.00	65,425.00	0.00	4,917.25	60,507.75	90,780.00	(30,272.25)
9999	Org Name 1	RFHDF	5000330	Acct 2	Acct Name 2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
9999	Org Name 1	RFHDF	5000330	Acct 3	Acct Name 3	0.00	0.00	0.00	0.00	0.00	0.00	8,022.64	(8,022.64)
9999	Org Name 1	RFHDF	5000330	Acct 4	Acct Name 4	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
9999	Org Name 1	OPALX	5004000	Acct 5	Acct Name 5	0.00	56,238.00	650.00	9,862.00	75.00	46,951.00	0.00	46,951.00
9999	Org Name 1	OPALX	5004000	Acct 6	Acct Name 6	9,300,000.00	0.00	8,100.00	0.00	0.00	8,098,100.00	0.00	8,098,100.00
9999	Org Name 1	OPOTF	5004000	Acct 7	Acct Name 7	0.00	256,321.00	0.00	0.00	0.00	256,321.00	1,064.87	255,256.13
9999	Org Name 1	OPOTF	5004000	Acct 8	Acct Name 8	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
9999	Org Name 1	OPOTF	5004000	Acct 9	Acct Name 9	0.00	0.00	0.00	0.00	0.00	0.00	6,155.00	(6,155.00)
9999	Org Name 1	OPOTF	5004000	Acct 10	Acct Name 10	84,000.00	0.00	0.00	0.00	0.00	84,000.00	0.00	84,000.00
9999	Org Name 2	OPTUL	1161000	Acct 11	Acct Name 11	5,550.00	0.00	2,722.00	0.00	0.00	2,828.00	0.00	2,828.00
9999	Org Name 2	OPTUL	1161000	Acct 12	Acct Name 12	0.00	0.00	32,830.00	21,321.00	6,499.00	4,010.00	2,272.00	2,267.00
9999	Org Name 3	OPTUL	1161000	Acct 13	Acct Name 13	0.00	0.00	34,887.00	0.00	0.00	34,887.00	20,267.16	14,579.84


Object Code 3000      Transfers In      Transfers Out

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### BUDGET VS. ACTUALS

*"How do my actual expenses compare to what I budgeted?"*

WebFocus Path: **KFDM -> Standard Reports -> General Ledger -> Budget to Actuals -> View fund group detail**



**Budget to Actuals**

Parent Organization: 9999  
 Details include all Per Encumbrance only. Exclude PLSSB  
 Detail Option: View fund group detail  
 The Budget History Summary has:  
 \*Balance = Current Budget, Actuals, Encumbrances

	Approved Total Actuals	Original Budget	Current Budget	Actuals	Encumbrances	Variance*
<b>Revenue</b>						
University Supported Permanent Funds	3,374,793	4,374,175	4,374,175	4,374,175	0	0
Other Revenue	0	0	0	0	0	0
<b>Sub Total Revenue</b>	<b>3,374,793</b>	<b>4,374,175</b>	<b>4,374,175</b>	<b>4,374,175</b>	<b>0</b>	<b>0</b>
Transfers In (Exclude zero)	5,395,108	4,379,689	4,303,684	3,733,481	0	5,761,361
<b>Total Revenue</b>	<b>8,769,901</b>	<b>8,753,864</b>	<b>8,677,859</b>	<b>8,107,656</b>	<b>0</b>	<b>6,762,721</b>
<b>Expenses</b>						
Equipment & Contracting Services	3,663,687	3,488,880	3,444,710	3,368,700	1,051,913	203,986
Temporary Salaries	953,337	1,124,137	1,076,710	888,819	274,728	108,018

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### ANNUAL SALARY

*"What annual salary and fringe is coded to a given account?"*

WebFocus Path: **KFDM -> Standard Reports -> HR/Payroll -> Filled Position Detail**

**Filled Position Detail**  
 Run On: 11/20/24, fiscal Financial Data Mart - University of Connecticut  
 Data Source: JOB\_FUNDING v3.1 - DWPR  
 Fringe Rates Effective for FY: 2019  
 Parent Organization: 9999  
 Employee Status: Active - Terminated  
 Employee Type: All

\*Special Payroll is not included on this report

Payroll Status	Organization	Account	Fund SID	Subfund Code	Object	Employee Name	Functional Title	FTE	Bweekly	Annual Salary	Fringe	Annual Comp
Active	9999	Account Number Here	1161000	OPTUL	5112	Brian	Title 1	.500	5,000.00	130,000	85,280	218,280
Active	9999	Account Number Here	1161000	OPTUL	5112	Somewhere else	Title 2	1.000	2,000.00	62,000	34,112	86,112
Active	9999	Account Number Here	1161000	OPTUL	5112	Another person	Title 3	1.000	3,000.00	78,000	51,166	129,166
Active	9999	Account Number Here	1161000	OPTUL	5112	Again some one else	Title 4	1.000	2,500.00	65,000	42,840	107,840
Active	9999	Account Number Here	1161000	OPTUL	5112	This one	Title 5	1.000	1,500.00	39,000	25,584	64,584
Active	9999	Account Number Here	1161000	OPTUL	5112	That one	Title 6	1.000	1,400.00	36,400	23,878	60,278
Active	9999	Account Number Here	1161000	OPTUL	5112	Him	Title 7	1.000	2,200.00	61,200	37,523	98,723
Active	9999	Account Number Here	1161000	OPTUL	5112	Her	Title 8	1.000	2,000.00	52,000	34,112	86,112
Active	9999	Account Number Here	1161000	OPTUL	5112	You get the picture	Title 9	1.000	1,900.00	49,400	32,406	81,806
Active	9999	Account Number Here	1161000	OPTUL	5250	One more	Title 10	.250	2,000.00	62,000	34,112	86,112
Terminated	9999	Account Number Here	1161000	OPTUL	5112	Game	Title 11	1.000	2,000.00	52,000	34,112	86,112

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OTHER PERSONAL SERVICES (OPS)	
<i>"What are the salary and fringe expenses I see that are not regular salary?"</i>	
OPS charges are payroll expenditures seen in object codes 5301-5399, and associated fringe in 5670. These charges are reimbursed on 2-L accounts (excluding object codes 5330, 5370 and associated fringe).	
Object Code	Description
5310	Payroll – Snow and Ice Differential
5320	Payroll – Accrued Vacation
5330	Payroll – Allowances
5340	Payroll – Holiday Pay
5350	Payroll – Lump Sum Payments
5360	Payroll – Longevity
5370	Payroll – Overtime
5380	Payroll – Shift Differential
5390	Payroll – Accrued Sick
5670	Fringe Benefits – Other Personal Services

FY24 University Program  
Fringe Rate for OPS: 63%

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SUMMARY OF EXPECTATIONS	
<p>What you can expect of us</p> <ul style="list-style-type: none"> <li>Regular communication regarding deadlines, best practices, and policy changes</li> <li>Collaborative efforts to analyze financial activity to find cost efficiencies and revenue opportunities</li> <li>Assigned analysts available for questions, training and budget insights</li> </ul>	<p>What we expect of you</p> <ul style="list-style-type: none"> <li>Year-round monitoring of accounts</li> <li>Regular communication regarding significant variance to anticipated financial activity</li> <li>Compliance with financial deadlines</li> <li>Participation in the Budget-L Listserv</li> </ul>

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ADDITIONAL RESOURCES
<ul style="list-style-type: none"> <li>FAQ and Quick Guides:                             <ul style="list-style-type: none"> <li><a href="https://bpir.uconn.edu/home/job-aids/quick-guides/">https://bpir.uconn.edu/home/job-aids/quick-guides/</a></li> </ul> </li> <li>Assigned Budget Analysts:                             <ul style="list-style-type: none"> <li><a href="https://bpir.uconn.edu/home/about/contact-our-team/">https://bpir.uconn.edu/home/about/contact-our-team/</a></li> </ul> </li> </ul>

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QUESTIONS



"We're in good shape.  
Nobody understands our financial statement."

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