Type	Element #	Element Name	Symbol	Information/Process/Data Available for the Element	Action for Element Data	Mechanism for Allocation	Description	Information/Database Available for the Mechanism of Allocation	Action for Allocation Method Data	Notes
Revenue Allocation	[01]	Undergrad Tuition	Ug	Tuition & Fee Data resides in tables in our Banner ERP system. SBS manages data. Tuitions are available by course, student, campus, program.	Charter: Tuition & Fees Data Mart:	Program Enrollment	Directs tuition to units where students enroll	Student database which list all students each semester with curriculum info, total SCH registered, with demographic breakdown. Expand database for students are not state reportable.	Course Enrollment Data Mart: Currently under development by DAIR	Base tuition can be separate from differential tuitions currently
Revenue Allocation	[01]	Undergrad Tuition	Ug		Charter: Tuition & Fees Data Mart:	SCH	Directs tuition to units where students take classes	Base off of course enrollments, including non-state reportable. Based off current CBM00S.	Student Enrollment Data Mart: IR is currently working on the Student Enrollment data mart.	Need to determine whether Student FTE is based on student program or course enrollments in department
Revenue Allocation	[01]	Undergrad Tuition	Ug		Charter: Tuition & Fees Data Mart:	Student Completions	Directs tuition to units where students graduate	Degree awarded data mart from DAIR (under development)	Student Success Data Mart: Under revision with DAIR to include state reportable students,	
Revenue Allocation	[02]	Graduate Tuition	Gr	Tuition & Fee Data resides in tables in our Banner ERP system. SBS manages data. Tuitions are available by course, student, campus, program.	Charter: Tuition & Fees Data Mart:	Program Enrollment	Directs tuition to units where students enroll	Student enrollment data mart (under development)	Course Enrollment Data Mart: Currently under development by DAIR	Base tuition can be separate from differential tuitions currently
Revenue Allocation	[02]	Graduate Tuition	Gr		Charter: Tuition & Fees Data Mart:	SCH	Directs tuition to units where students take classes	Base off of course enrollments, including non-state reportable. Based off current CBM00S.	Student Enrollment Data Mart: IR is currently working on the Student Enrollment data mart.	Need to determine whether Student FTE is based on student program or course enrollments in department
Revenue Allocation	[02]	Graduate Tuition	Gr		Charter: Tuition & Fees Data Mart:	Student Completions	Directs tuition to units where students graduate	Degree awarded data mart from DAIR (under development)	Student Success Data Mart: Under revision with DAIR to include state reportable students,	
Revenue Allocation	[03]	Professional Master's	Pm	We don't currently separate out our graduate programs in this fashion.	Charter: Tuition & Fees Data Mart:	Program Enrollment	Directs tuition to units where students enroll	Student enrollment data mart (under development)	Course Enrollment Data Mart: Currently under development by DAIR	Base tuition can be separate from differential tuitions currently
Revenue Allocation	[03]	Professional Master's	Pm	We don't currently separate out our graduate programs in this fashion.	Charter: Tuition & Fees Data Mart:	MOU	Revenue sharing arrangement targets specific programs.	MOU driven, so calculation based on parameters set by administration.	MOU driven, so calculation based on parameters set by administration.	
Revenue Allocation	[03]	Professional Master's	Pm		Charter: Tuition & Fees Data Mart:	Student Completions	Directs tuition to units where students graduate	Degree awarded data mart from DAIR (under development)	Student Success Data Mart: Under revision with DAIR to include state reportable students,	
Revenue Allocation	[04]	Summer Term Tuition	Su	Tuition & Fee Data resides in tables in our Banner ERP system. SBS manages data.	Charter: Tuition & Fees Data Mart:	MOU	Revenue sharing arrangement targets specific programs.	MOU driven, so calculation based on parameters set by administration.	MOU driven, so calculation based on parameters set by administration.	
Revenue Allocation	[04]	Summer Term Tuition	Su		Charter: Tuition & Fees Data Mart:	Growth	Units keep a share of new revenue they generate	RCM model will have revenues generated by unit identified.	Share percentages determined, calculation applied to the model.	
Revenue Allocation	[04]	Summer Term Tuition	Su		Charter: Tuition & Fees Data Mart:	SCH	Directs tuition to units where students take classes	Base off of course enrollments, including non-state reportable. Based off current CBM00S.	Student Enrollment Data Mart: IR is currently working on the Student Enrollment data mart.	Need to determine whether Student FTE is based on student program or course enrollments in department
Revenue Allocation	[05]	Extension Revenue	Xt	Revenue allocation pools can be identified by the current Fund structure in SAP which delineates funding sources by fund groups and smart numbering. Reporting is manual, available through a variety of SAP reports, and is not currently reported on in consistent ways.	Charter Name: RCM Budget Model Data Mart:	MOU	Revenue sharing arrangement targets specific programs.	MOU driven, so calculation based on parameters set by administration.	MOU driven, so calculation based on parameters set by administration.	

Revenue Allocation	[05]	Extension Revenue	Xt		Charter Name: RCM Budget Model Data Mart:	Operating Expenses	Use revenue to pay for unit operating expenses	Extension units already have unique funds in SAP and keep all their revenues [minus our admin overhead charge] to fund their operations. Using the assumption they would keep their revenues.	Process in place, just would need any kind of new % or tax methodology identified and calculations added to the budget model.	
Revenue Allocation	[05]	Extension Revenue	Xt		Charter Name: RCM Budget Model Data Mart:	Growth	Units keep a share of new revenue they generate	Tuition and Fee data mart will have revenue's identified for extension courses.	Share percentages determined, calculation applied to the model.	
Revenue Allocation	[05]	Extension Revenue	Xt		Charter Name: RCM Budget Model Data Mart:	SCH	Directs tuition to units where students take classes	Base off of course enrollments, including non-state reportable. Based off current CBM00S.	Student Enrollment Data Mart: IR is currently working on the Student Enrollment data mart.	Need to determine whether Student FTE is based on student program or course enrollments in department
Revenue Allocation	[06]	State Appropriations	SA	Revenue allocation pools can be identified by the current Fund structure in SAP which delineates funding sources by fund groups and smart numbering. Reporting is manual, available through a variety of SAP reports, and is not currently reported on in consistent ways.	Charter Name: RCM Budget Model Data Mart:	Program Enrollment	Directs tuition to units where students enroll	Student enrollment data mart (under development)	Course Enrollment Data Mart: Currently under development by DAIR	
Revenue Allocation	[06]	State Appropriations	SA		Charter Name: RCM Budget Model Data Mart:	SCH	Directs tuition to units where students take classes	Base off of course enrollments, including non-state reportable. Based off current CBM00S.	Student Enrollment Data Mart: IR is currently working on the Student Enrollment data mart.	Not all SCH is funded, so could impact numbers
Revenue Allocation	[06]	State Appropriations	SA		Charter Name: RCM Budget Model Data Mart:	Student Completions	Directs tuition to units where students graduate	Degree awarded data mart from DAIR (under development)	Student Success Data Mart: Under revision with DAIR to include state reportable students,	
Revenue Allocation	[07]	Auxiliary Revenue	Ar	Revenue allocation pools can be identified by the current Fund structure in SAP which delineates funding sources by fund groups and smart numbering. Reporting is manual, available through a variety of SAP reports, and is not currently reported on in consistent ways.	Charter Name: RCM Budget Model Data Mart:	General Fund	Direct revenue to the general fund	We currently charge auxiliary units a 4.25% administrative service fee based on revenues , charged monthly, which then goes to our general fund and we use it to support PFG.	Process in place, just would need any kind of new % or tax methodology identified and calculations added to the budget model.	
Revenue Allocation	[07]	Auxiliary Revenue	Ar		Charter Name: RCM Budget Model Data Mart:	Operating Expenses	Use revenue to pay for unit operating expenses	Auxiliary units already have unique funds in SAP and keep all their revenues [minus our admin overhead charge] to fund their operations. Using the assumption they would keep their revenues.	Process in place, just would need any kind of new % or tax methodology identified and calculations added to the budget model.	
Revenue Allocation	[08]	Indirect Cost Recovery	Icr	ORSP currently has a program that tracks all ICR received per grant and allocates out to units based on MOU's/agreed percentages. Only including 8* grant funds and activity in IDC fund 200021*	Charter Name: RCM Budget Model Data Mart:	Dean/Dept Chair	Directs ICR to a Dean or Dept Chair	ORSP currently has a program that tracks all ICR received per grant and allocates out to units based on MOU's/agreed percentages. Only including 8* grant funds and activity in IDC fund 200021*	Charter Name: ICR Data Mart:	
Revenue Allocation	[08]	Indirect Cost Recovery	Icr		Charter Name: ICR Data Mart:	General Fund	Direct ICR to the general fund	There is no mechanism currently for sending any ICR revenue to the general fund, this would be a simple program change.	Charter Name: ICR Data Mart:	

Revenue Allocation	[08]	Indirect Cost Recovery	Icr		Charter Name: ICR Data Mart:	Principal Investigator	Direct ICR the grants PI	ORSP currently has a program that tracks all ICR received per grant and allocates out to units based on MOU's/agreed percentages. Only including 8* grant funds and activity in IDC fund 200021*	Charter Name: ICR Data Mart:	
Revenue Allocation	[08]	Indirect Cost Recovery	Icr		Charter Name: ICR Data Mart:	VP for Research	Direct ICR to the VP for Research	ORSP currently has a program that tracks all ICR received per grant and allocates out to units based on MOU's/agreed percentages. Only including 8* grant funds and activity in IDC fund 200021*	Charter Name: ICR Data Mart:	
Revenue Allocation	[09]	Non-Credit Rev	Nc	Non credit revenues are currently all run through Extension funds which are uniquely identified in SAP.	Charter Name: RCM Budget Model Data Mart:	MOU	Revenue sharing arrangement targets specific programs.	MOU driven, so calculation based on parameters set by administration.	MOU driven, so calculation based on parameters set by administration.	
Revenue Allocation	[09]	Non-Credit Rev	Nc		Charter Name: RCM Budget Model Data Mart:	Operating Expenses	Use revenue to pay for unit operating expenses	Extension units already have unique funds in SAP and keep all their revenues [minus our admin overhead charge] to fund their operations. Using the assumption they would keep their revenues.	Process in place, just would need any kind of new % or tax methodology identified and calculations added to the budget model.	
Revenue Allocation	[09]	Non-Credit Rev	Nc		Charter Name: RCM Budget Model Data Mart:	Growth	Units keep a share of new revenue they generate	Non credit revenues are currently all run through Extension funds which are uniquely identified in SAP.	Share percentages determined, calculation applied to the model.	
Revenue Allocation	[09]	Non-Credit Rev	Nc		Charter Name: RCM Budget Model Data Mart:	SCH		Course enrollment	Student Enrollment Data Mart: IR is currently working on the Student Enrollment data mart.	Need to determine whether Student FTE is based on student program or course enrollments in department
Revenue Allocation	[10]	Endowment Revenue	Er	Revenue allocation pools can be identified by the current Fund structure in SAP which delineates funding sources by fund groups and smart numbering. Reporting is manual, available through a variety of SAP reports, and is not currently reported on in consistent ways.	Charter Name: RCM Budget Model Data Mart:	Operating Expenses	Use revenue to pay for unit operating expenses	Only endowments available are quasi, and must have board approval to use for operations.	NA	
Revenue Allocation	[10]	Endowment Revenue	Er		Charter Name: RCM Budget Model Data Mart:	General Fund	Direct revenue to the general fund	Only endowments available are quasi, and must have board approval to use for operations.	NA	
Revenue Allocation	[11]	Donor Gifts	Dg	Revenue allocation pools can be identified by the current Fund structure in SAP which delineates funding sources by fund groups and smart numbering. Reporting is manual, available through a variety of SAP reports, and is not currently reported on in consistent ways.	Charter Name: RCM Budget Model Data Mart:	General Fund	Direct revenue to the general fund	Non-Endowed Gifts are subject to the MOU's tied to them. Currently housed in our 4* fund group and are tied per MOU to the department and purpose of the gift. Probably not available for use by the general fund.	NA	
Revenue Allocation	[11]	Donor Gifts	Dg		Charter Name: RCM Budget Model Data Mart:	Operating Expenses	Use revenue to pay for unit operating expenses	Non-Endowed Gifts are subject to the MOU's tied to them. Currently housed in our 4* fund group and are tied per MOU to the department and purpose of the gift.	NA	

Cost Allocation	[12]	Financial Aid	Fa	Financial Aid data sits in our Banner SIS. Detail is available by funding source (e.g., state, federal, institutional, etc.), fund type (e.g., scholarship, grant, loan, etc.), fund code (e.g., Pell Grant) and can be linked to a student. The student detail can contain the college/department for the student's program and specific course information, if needed. Disbursement type and other payment details can be derived from Banner SIS Accounts Receivable module.	Charter: Financial Aid Data Mart:	Bill-to-Unit	Bill Cost Directly to Unit	The interface between banner and Sap already posts most financial aid at the departmental level for those awards belonging to departments. Centrally funded awards [merit scholarships etc.] hit centrally funded cost centers in SAP. To spread centrally funded scholarships to departments would need a mechanism to do so [by course etc.].	Charter: Financial Aid Data Mart:	Data is in banner. Should consider importing all available fields into data layer so we have the flexibility to run different modeling scenarios on the data for allocation for both the financial cost and the allocation method chosen. One data mart can house all pieces if we including posting fund / CC information.
Cost Allocation	[12]	Financial Aid	Fa		Charter: Financial Aid Data Mart:	Shared Expense	Cost shared equally by all units.	If sharing cost just need a decision tree on which scholarships are being put into a cost pool and then a calculation to allocate that amount equally out to units absorbing the cost.	Charter: Financial Aid Data Mart:	
Cost Allocation	[13] [14]	Research Facilities and Facilities Cost	Rf	Cost allocation pools based on expenses can be identified by the current Cost Center [CC] structure in SAP which delineates divisions, colleges, and departments . Reporting is manual, available through a variety of SAP reports, and is not currently reported on in consistent ways. [FA1800 and some FY1200].	Charter Name: RCM Budget Model Data Mart:	Net Assignable Square Foot	Flat rate Charged for each square foot used	Space allocation is maintained in our AiM software. Data is available by GSF and NASF at the building room level. Data from AiM is used to report our space allocation to THECB each November which is then used for system office modeling and informs state space allocation formulas. Allocations currently done in manual spreadsheets for utility cost only.	Charter Name: Facilities Detail Data Mart:	This is essentially how we spread utility cost now except we use GSF assigned to groups of units [E&G, Housing, Athletics] etc...by building. Allocated cost via square footage so each unit pays their proportional share. Many facility cost are funded centrally [FA 1800] but we could apply the same mechanism for distributing cost to units. Not currently processed at the gradual level discussed in an RCM model.
Cost Allocation	[13] [14]	Research Facilities and Facilities Cost	Rf		Charter Name: RCM Budget Model Data Mart:	Quality of Assignable Square Feet	Differential rates for quality or type of space used	Space allocation is maintained in our AiM software. Data is available by GSF and NASF at the building room level. Data from AiM is used to report our space allocation to THECB each November which is then used for system office modeling and informs state space allocation formulas. Allocations currently done in manual spreadsheets for utility cost only.	Charter Name: Facilities Detail Data Mart:	We currently use gross square footage for allocations, but could convert to Quality Assignable Square Feet. Just an additional calculation built into model once we get data to a point it can be used in this way.
Cost Allocation	[13] [14]	Research Facilities and Facilities Cost	Rf		Charter Name: RCM Budget Model Data Mart:	Bill-to-Unit	Bill Cost Directly to Unit	NA-We don't have energy usage available by bldg. space.	NA-We don't have energy usage available by bldg. space. Each room / building would need to be metered to bill direct cost by room.	Campus energy usage is available on some buildings, and or groups of buildings. We do not have each building metered. Also do not have individual spaces metered so we will need an allocation method [square footage etc.....] to allocate to units.
Cost Allocation	[13] [14]	Research Facilities and Facilities Cost	Rf		Charter Name: RCM Budget Model Data Mart:	Shared Expense	Cost shared equally by all units.	RCM model calculation only. Total cost identified then divided by number of business units included in the pool.	RCM model calculation only. Total cost identified then divided by number of business units included in the pool.	

Cost Allocation	[15]	Debt Service	DS	Debt Service schedules are maintained in an excel spreadsheet manually updated by System Office and Financial reporting. Units [building owners] charged twice a year via a JV. Academic debt service is typically paid for with CCAP bonds via state appropriations. Other debt service is funded through TSUS bonds, HEF [25% max of appropriation], and Designated Tuition.	Charter Name: Debt Service Data Mart:	Bill-to-Unit	Bill Cost Directly to Unit	Currently we distribute debt service directly to the units receiving the benefit of the new building. So Housing pays for debt service for their buildings, E&G central acct for E&G buildings etc.. Billing to units would need an allocation method developed. Square footage? Occupancy. Direct charges for Occupied college specific space, Cost allocation for general purpose classrooms?	Charter Name: Facilities Detail Data Mart:	Although this would be a massive process change, once the Facilities Detail Data Mart is developed we could in theory spread debt service cost based on occupancy for our currently centrally funded debt service obligations since those are primary for E&G building.
Cost Allocation	[15]	Debt Service	DS		Charter Name: Debt Service Data Mart:	Shared Expense	Cost shared equally by all units.	Currently we distribute debt service directly to the units receiving the benefit of the new building. So Housing pays for debt service for their buildings, E&G central acct for E&G buildings etc.. Billing to units would need an allocation method developed. Square footage? Occupancy. Direct charges for Occupied college specific space, Cost allocation for general purpose classrooms?	Shared expense allocation would just require a calculation in the RCM model based on total debt service identified in the Debt Service Data Mart.	
Cost Allocation	[15]	Debt Service	DS		Charter Name: Debt Service Data Mart:		Unit billed based on SCH generated	Base off of course enrollments, including non-state reportable. Based off current CBM00S.	Student Enrollment Data Mart: IR is currently working on the Student Enrollment data mart.	Need to determine whether Student FTE is based on student program or course enrollments in department
Cost Allocation	[16]	Academic Affairs	Aa	Cost allocation pools based on expenses can be identified by the current Cost Center [CC] structure in SAP which delineates divisions, colleges, and departments. Reporting is manual, available through a variety of SAP reports, and is not currently reported on in consistent ways.	Charter Name: RCM Budget Model Data Mart:	Faculty FTE	Unit billed based on number of faculty [headcount]	[SZAFACU] Banner holds data used in use CBM008 (Faculty Workload Report) which ties faculty to course sections and includes breakouts of percent time assigned to different duties or DAIR employee data mart	Charter Name: Employee Data Mart:	Current table for anyone who is instructor of record, has it broken out by some of the main functional areas: instruction, public service, research etc.. Issue of staff employees who teach courses potentially being counted in multiple places
Cost Allocation	[16]	Academic Affairs	Aa		Charter Name: RCM Budget Model Data Mart:	Revenue Tax	Tax Charged on unit revenues	RCM model will have revenues generated by unit identified. Calculation then developed to charge the units based on proportional share of revenues generated.	Charter: Tuition & Fees Data Mart:	
Cost Allocation	[16]	Academic Affairs	Aa		Charter Name: RCM Budget Model Data Mart:	Shared Expense	Cost shared equally by all units.	RCM model calculation only. Total cost identified then divided by number of business units included in the pool.	RCM model calculation only. Total cost identified then divided by number of business units included in the pool.	
Cost Allocation	[16]	Academic Affairs	Aa		Charter Name: RCM Budget Model Data Mart:	Full-Time Equivalent Students	Unit billed based on # of Students	Yes, FTSE can be calculated based on SCH for course enrollments or enrollment by student	Student Enrollment Data Mart: IR is currently working on the Student Enrollment data mart.	This is a breakdown of existing FTSE calculations to program level.
Cost Allocation	[16]	Academic Affairs	Aa		Charter Name: RCM Budget Model Data Mart:	Share of SCH	Unit billed based on SCH generated	Base off of course enrollments, including non-state reportable. Based off current CBM00S.	Student Enrollment Data Mart: IR is currently working on the Student Enrollment data mart.	Need to determine whether Student FTE is based on student program or course enrollments in department

Cost Allocation	[17]	General Administration	Gn	Cost allocation pools based on expenses can be identified by the current Cost Center [CC] structure in SAP which delineates divisions, colleges, and departments . Reporting is manual, available through a variety of SAP reports, and is not currently reported on in consistent ways.	Charter Name: RCM Budget Model Data Mart:	Faculty FTE	Unit billed based on number of faculty [headcount]	[SZAFACU] Banner holds data used in use CBM008 (Faculty Workload Report) which ties faculty to course sections and includes breakouts of percent time assigned to different duties or DAIR employee data mart	Charter Name: Employee Data Mart:	
Cost Allocation	[17]	General Administration	Gn		Charter Name: RCM Budget Model Data Mart:	Exp Tax	Tax Charged on unit expenditures	New RCM Budget Model Data Mart will house both sides of the information need to [1] identify the cost in a cost poll, [2.] identify the expenditures for the taxed units, to inform the tax calculation.	Charter Name: RCM Budget Model Data Mart:	
Cost Allocation	[17]	General Administration	Gn		Charter Name: RCM Budget Model Data Mart:	Revenue Tax	Tax Charged on unit revenues	RCM model will have revenues generated by unit identified. Calculation then developed to charge the units based on proportional share of revenues generated.	Charter: Tuition & Fees Data Mart:	
Cost Allocation	[17]	General Administration	Gn		Charter Name: RCM Budget Model Data Mart:	Shared Expense	Cost shared equally by all units.	RCM model calculation only. Total cost identified then divided by number of business units included in the pool.	RCM model calculation only. Total cost identified then divided by number of business units included in the pool.	
Cost Allocation	[17]	General Administration	Gn		Charter Name: RCM Budget Model Data Mart:	Student FTE	Unit billed based on number of students	Yes, FTSE can be calculated based on SCH for course enrollments or enrollment by student	Student Enrollment Data Mart: IR is currently working on the Student Enrollment data mart.	Need to determine whether Student FTE is based on student program or course enrollments in department
Cost Allocation	[18]	Business Services	Bs	Cost allocation pools based on expenses can be identified by the current Cost Center [CC] structure in SAP which delineates divisions, colleges, and departments . Reporting is manual, available through a variety of SAP reports, and is not currently reported on in consistent ways.	Charter Name: RCM Budget Model Data Mart:	Faculty FTE	Unit billed based on number of faculty [headcount]	[SZAFACU] Banner holds data used in use CBM008 (Faculty Workload Report) which ties faculty to course sections and includes breakouts of percent time assigned to different duties or DAIR employee data mart	Charter Name: Employee Data Mart:	
Cost Allocation	[18]	Business Services	Bs		Charter Name: RCM Budget Model Data Mart:	Staff FTE	Unit billed based on number of staff [headcount]	Could use DAIR employee table but need an established snapshot date since number of employees can change daily. Also HR reporting available, but probably needs a charter to get in format with all the data points we may need.	Charter Name: Employee Data Mart:	SAP FTE reporting is currently very clunky, it's one transaction in SAP and only tells us Appropriated vs. Non Appropriated. Required to be run multiple times by quarter, then variants used to separate faculty vs. non faculty based on wage type. Does not get to cc level account, only at fund level and not working correctly outside of E&G fund currently at the fund level.
Cost Allocation	[18]	Business Services	Bs		Charter Name: RCM Budget Model Data Mart:	Shared Expense	Cost shared equally by all units.	RCM model calculation only. Total cost identified then divided by number of business units included in the pool.	RCM model calculation only. Total cost identified then divided by number of business units included in the pool.	
Cost Allocation	[18]	Business Services	Bs		Charter Name: RCM Budget Model Data Mart:	Student FTE	Unit billed based on number of students	Yes, FTSE can be calculated based on SCH for course enrollments or enrollment by student	Student Enrollment Data Mart: IR is currently working on the Student Enrollment data mart.	Need to determine whether Student FTE is based on student program or course enrollments in department

Cost Allocation	[19]	Research Expense	Rs	Cost allocation pools based on expenses can be identified by the current Cost Center [CC] structure in SAP which delineates divisions, colleges, and departments . Reporting is manual, available through a variety of SAP reports, and is not currently reported on in consistent ways.	Charter Name: RCM Budget Model Data Mart:	Faculty FTE	Unit billed based on number of faculty [headcount]	[SZAFACU] Banner holds data used in use CBM008 (Faculty Workload Report) which ties faculty to course sections and includes breakouts of percent time assigned to different duties or DAIR employee data mart	Charter Name: Employee Data Mart:	
Cost Allocation	[19]	Research Expense	Rs		Charter Name: RCM Budget Model Data Mart:	Indirect Cost Recovery [ICR]	Unit billed based on share of ICR received	ORSP currently has a program that tracks all ICR received per grant and allocates out to units based on MOU's/agreed percentages. Only including 8* grant funds and activity in IDC fund 200021*	Charter Name: ICR Data Mart:	
Cost Allocation	[19]	Research Expense	Rs		Charter Name: RCM Budget Model Data Mart:	Research Expense Tax	Tax charged on research expenses	Identifiable by functional area in SAP [FA1200]. Historical cost are easy, future cost would be at budget level and or internal projections outside of SAP.	Charter Name: RCM Budget Model Data Mart:	
Cost Allocation	[19]	Research Expense	Rs		Charter Name: RCM Budget Model Data Mart:	Shared Expense	Cost shared equally by all units.	RCM model calculation only. Total cost identified then divided by number of business units included in the pool.	RCM model calculation only. Total cost identified then divided by number of business units included in the pool.	
Cost Allocation	[20]	Library	Lb	Cost allocation pools based on expenses can be identified by the current Cost Center [CC] structure in SAP which delineates divisions, colleges, and departments . Reporting is manual, available through a variety of SAP reports, and is not currently reported on in consistent ways.	Charter Name: RCM Budget Model Data Mart:	Faculty FTE	Unit billed based on number of faculty [headcount]	[SZAFACU] Banner holds data used in use CBM008 (Faculty Workload Report) which ties faculty to course sections and includes breakouts of percent time assigned to different duties or DAIR employee data mart	Charter Name: Employee Data Mart:	
Cost Allocation	[20]	Library	Lb		Charter Name: RCM Budget Model Data Mart:	Exp Tax	Tax Charged on unit expenditures	New RCM Budget Model Data Mart will house both sides of the information need to [1] identify the cost in a cost poll, [2.] identify the expenditures for the taxed units, to inform the tax calculation.	Charter Name: RCM Budget Model Data Mart:	
Cost Allocation	[20]	Library	Lb		Charter Name: RCM Budget Model Data Mart:	Shared Expense	Cost shared equally by all units.	RCM model calculation only. Total cost identified then divided by number of business units included in the pool.	RCM model calculation only. Total cost identified then divided by number of business units included in the pool.	
Cost Allocation	[20]	Library	Lb		Charter Name: RCM Budget Model Data Mart:	Student FTE	Unit billed based on number of students	Yes, FTSE can be calculated based on SCH for course enrollments or enrollment by student	Student Enrollment Data Mart: IR is currently working on the Student Enrollment data mart.	Need to determine whether Student FTE is based on student program or course enrollments in department
Cost Allocation	[21]	Info Technology	It	Cost allocation pools based on expenses can be identified by the current Cost Center [CC] structure in SAP which delineates divisions, colleges, and departments . Reporting is manual, available through a variety of SAP reports, and is not currently reported on in consistent ways.	Charter Name: RCM Budget Model Data Mart:	Faculty FTE	Unit billed based on number of faculty [headcount]	[SZAFACU] Banner holds data used in use CBM008 (Faculty Workload Report) which ties faculty to course sections and includes breakouts of percent time assigned to different duties or DAIR employee data mart	Charter Name: Employee Data Mart:	

Cost Allocation	[21]	Info Technology	It		Charter Name: RCM Budget Model Data Mart:	Staff FTE	Unit billed based on number of staff [headcount]	Could use DAIR employee table but need an established snapshot date since number of employees can change daily. Also HR reporting available, but probably needs a charter to get in format with all the data points we may need.	Charter Name: Employee Data Mart:	
Cost Allocation	[21]	Info Technology	It		Charter Name: RCM Budget Model Data Mart:	Exp Tax	Tax Charged on unit expenditures	New RCM Budget Model Data Mart will house both sides of the information need to [1] identify the cost in a cost pool, [2.] identify the expenditures for the taxed units, to inform the tax calculation.	Charter Name: RCM Budget Model Data Mart:	
Cost Allocation	[21]	Info Technology	It		Charter Name: RCM Budget Model Data Mart:	Bill-to-Unit	Unit billed directly for cost	We recently rolled all of IT into our PFG and took on the most of the cost as part of PFG, but we also keep their CSF revenues as a result. So, recent decisions have centralized those cost. There are a few service centers in IT that bill for services.	NA, technical teams does not recommend this as an allocation method. IT has no internal mechanism for providing cost by unit, and we moved some of their billing units to PFG because they were to hard to maintain in billing systems due to rapid turnover/employee moves etc...	
Cost Allocation	[21]	Info Technology	It		Charter Name: RCM Budget Model Data Mart:	Shared Expense	Cost shared equally by all units.	RCM model calculation only. Total cost identified then divided by number of business units included in the pool.	RCM model calculation only. Total cost identified then divided by number of business units included in the pool.	
Cost Allocation	[21]	Info Technology	It		Charter Name: RCM Budget Model Data Mart:	Student FTE	Unit billed based on number of students	Yes, FTSE can be calculated based on SCH for course enrollments or enrollment by student	Student Enrollment Data Mart: IR is currently working on the Student Enrollment data mart.	Need to determine whether Student FTE is based on student program or course enrollments in department
Performance Targets	[22]	Unit Margins	Mr	Improving operating margins of units as a way to free up resources for new initiatives.	RCM Budget model predicts revenues and cost for each unit. Administration sets margins based allocation methods to address surpluses/deficits. Becomes a calculation in RCM budget model	Contribution Targets	Units assigned contribution targets	Designed to incentivize revenue growth or cost reduction.	Develop formula that applies a target and tracks against that target.	Unit are set a target to cut cost to help cover annual deficit
Performance Targets	[22]	Unit Margins	Mr		RCM Budget model predicts revenues and cost for each unit. Administration sets margins based allocation methods to address surpluses/deficits. Becomes a calculation in RCM budget model	Gain Sharing	Portion of efficiency gains shared with units	NA-Calculation only based on savings generated by units.	Develop formula that applies a target and tracks against that target.	Units receive agreed upon gain sharing.
Performance Targets	[22]	Unit Margins	Mr		RCM Budget model predicts revenues and cost for each unit. Administration sets margins based allocation methods to address surpluses/deficits. Becomes a calculation in RCM budget model	Improvement Goals	Saving goals assigned to units	Set savings goals for units.	Develop formula that applies a target and tracks against that target.	

Performance Targets	[23]	Student Success	Ss	Student data elements including credit milestones, degrees awarded, employment success currently resides in a variety of databases.	Charter: Student Success Data Mart:	Degrees Awarded	Tie unit revenue to completion targets	Yes, SATURN.SHRDGMR (also ADB_CBM009_PIVOT in DAIR)	Degrees Awarded Data Mart: Under revision with DAIR to pull from a new data source	How do we handle students who were not in database initially and now have a post dated graduate date. Employment data is currently obtained through Lightcast. About a 54% match rate at this time.
Performance Targets	[23]	Student Success	Ss		Charter: Student Success Data Mart:	Credit Milestones	Award units for helping students meet credit accumulation goals	RCM decisions made to establish the milestones, add cumulative hours to student success data mart (currently under development)	Student Success Data Mart: Under revision with DAIR to include state reportable students,	
Performance Targets	[23]	Student Success	Ss		Charter: Student Success Data Mart:	Unit Goals	Create unit level success objectives	DAIR data mart for student success metrics (under development, extension of Retention/Graduation data)	Student Success Data Mart: Under revision with DAIR to include state reportable students,	
Performance Targets	[24]	Priority Setting	Ps	Strategic plan is updated every other year and is approved every 5 years outlining the universities priorities.	Current processes already project and inform budgeting required for annual inclusion in budget development. Methodology and funding sources vary based on imitative being pursued. Allocation becomes a calculation based on allocation method chosen.	Strategic Plan	Outline institutional goals and mission	Current processes already project and inform budgeting required for annual inclusion in budget development. Methodology and funding sources vary based on initiative being pursued. Allocation becomes a calculation based on allocation method chosen.	Develop formula for a budget allocation and book budgets.	
Performance Targets	[24]	Priority Setting	Ps		Current processes already project and inform budgeting required for annual inclusion in budget development. Methodology and funding sources vary based on initiative being pursued. Allocation becomes a calculation based on allocation method chosen.	Budget Control	Mandate activity spending on institutional priorities	Current processes already project and inform budgeting required for annual inclusion in budget development. Methodology and funding sources vary based on initiative being pursued. Allocation becomes a calculation based on allocation method chosen.	Develop formula for a budget allocation and book budgets.	
Strategic Funding Elements	[25]	Academic Subsidy	Sb	RCM Calculations will identify those programs that may require a subsidy.	Build our RCM budget model with an eye towards easily identifying those units that will not support themselves via revenue generation. Administration develops plan to support those units as part of RCM budget modeling.	Position Control	Vacant position revert to central control for reallocation	SAP has good position control at the budget level. Not all types of employee's are currently required to have permanent funds associated with them. Need some e process changes to get better reporting around this. Currently working on cleaning up faculty budgeting.	Charter Name: Position Control:	Budget is linked to people by the position number in our current system with a budget adjustment or original budget load. To maintain position control we need to maintain this link. Bits and pieces of desired connections/reporting exists, but not in one robust report that is easy to run/query on.

Strategic Funding Elements	[25]	Academic Subsidy	Sb		Build our RCM budget model with an eye towards easily identifying those units that will not support themselves via revenue generation. Administration develops plan to support those units as part of RCM budget modeling.	Exp Tax	Tax Charged on unit expenditures	CC Structure in SAP delineates divisions, colleges, departments at the expense level so cost are easily identified. Calculations can be made to distribute pooled cost based on expenses within units.	Charter Name: RCM Budget Model Data Mart:	Ability to determine who needs subsidy is first step. Tax on unit expenses is a calculation and expenses will be in new RCM data mart.
Strategic Funding Elements	[25]	Academic Subsidy	Sb		Build our RCM budget model with an eye towards easily identifying those units that will not support themselves via revenue generation. Administration develops plan to support those units as part of RCM budget modeling.	Differential Tuition	Tuition levels set to cover differential cost of instruction	We currently have a set of differential tuition that those departments get to keep. Process in place to set unique banner codes to identify those tuitions.	Charter: Tuition & Fees Data Mart:	
Strategic Funding Elements	[25]	Academic Subsidy	Sb		Build our RCM budget model with an eye towards easily identifying those units that will not support themselves via revenue generation. Administration develops plan to support those units as part of RCM budget modeling.	Revenue Tax	Tax Charged on unit revenues	RCM model will have revenues generated by unit identified. Calculation then developed to charge the units based on proportional share of revenues generated.	Charter: Tuition & Fees Data Mart:	
Strategic Funding Elements	[25]	Academic Subsidy	Sb		Build our RCM budget model with an eye towards easily identifying those units that will not support themselves via revenue generation. Administration develops plan to support those units as part of RCM budget modeling.	Shared Expense	Cost shared equally by all units.	RCM model calculation only. Total cost identified then divided by number of business units included in the pool.	RCM model calculation only. Total cost identified then divided by number of business units included in the pool.	Ability to determine who needs subsidy is first step. Spreading expenses as shared expense just an additional calculation .

Strategic Funding Elements	[26]	Program Launch	Pr	New Program development process is fully flushed out, ties to the strategic planning process, is documented in AA/PPS 02.01.10, and is vetted by several Curriculum Committees, and meets THECB rules, the administrative codes, and SACSCOC standards.	Current processes already project and inform budgeting required for annual inclusion in budget development. Currently centrally funded and additional dollars added to unique program identifiers [commitment items in institutional account] annually.	Loan Pool	Cost paid from revolving loan pool	Loan pool funds would need to be identified and set aside. Mechanism then developed to move funding in and out of the loan pool.	Loan pool funds would need to be identified and set aside. Mechanism then developed to move funding in and out of the loan pool.	
Strategic Funding Elements	[26]	Program Launch	Pr		Current processes already project and inform budgeting required for annual inclusion in budget development. Currently centrally funded and additional dollars added to unique program identifiers [commitment items in institutional account] annually.	Bill-to-Unit	Unit billed directly for cost	New Program funding is currently identified during budget development each year and then initially funded in a central account with a unique commitment item . New permanent funding is added to the CI each year as the 5-year plan dictates. Funding is moved to the departmental accounts each year as needed.	Process change only.	
Strategic Funding Elements	[26]	Program Launch	Pr		Current processes already project and inform budgeting required for annual inclusion in budget development. Currently centrally funded and additional dollars added to unique program identifiers [commitment items in institutional account] annually.	Shared Expense	Cost shared equally by all units.	RCM model calculation only. Total cost identified then divided by number of business units included in the pool.	RCM model calculation only. Total cost identified then divided by number of business units included in the pool.	
Strategic Funding Elements	[27]	R&D Funding	Dv	Presidents Cabinet actively explores ways to improve and grow the success of Texas State University. The strategic plan outlines the universities priorities and UPPS 03.02.10 outlines the budgeting process for allocating funds to strategic priorities.	Current processes already project and inform budgeting required for annual inclusion in budget development. Methodology and funding sources vary based on imitative being pursued. Allocation becomes a calculation based on allocation method chosen.	Exp Tax	Tax Charged on unit expenditures	CC Structure in SAP delineates divisions, colleges, departments at the expense level so cost are easily identified. Calculations can be made to distribute pooled cost based on expenses within units.	Charter Name: RCM Budget Model Data Mart:	

Strategic Funding Elements	[27]	R&D Funding	Dv		Current processes already project and inform budgeting required for annual inclusion in budget development. Methodology and funding sources vary based on imitative being pursued. Allocation becomes a calculation based on allocation method chosen.	Revenue Tax	Tax Charged on unit revenues	RCM model will have revenues generated by unit identified. Calculation then developed to charge the units based on proportional share of revenues generated.	Charter: Tuition & Fees Data Mart:	
Strategic Funding Elements	[27]	R&D Funding	Dv		Current processes already project and inform budgeting required for annual inclusion in budget development. Methodology and funding sources vary based on imitative being pursued. Allocation becomes a calculation based on allocation method chosen.	Gain Sharing	Central administration splits surplus with units	Carryforwards "gain sharing" are currently based on budgets as indicated by EAB. Current carryforwards represent a use of reserves on PFG at this time. Budget Carry Forwards are easily identifiable and we do them now for PFG only. Programs are developed. Rules are complex and manually controlled right now.	Charter: Carry Forward Process:	Current budget carryforward process needs a level set adjustment. Have large amounts of hoarding going on in some units that could be better spent elsewhere.
Strategic Funding Elements	[27]	R&D Funding	Dv		Current processes already project and inform budgeting required for annual inclusion in budget development. Methodology and funding sources vary based on imitative being pursued. Allocation becomes a calculation based on allocation method chosen.	Shared Expense	Cost shared equally by all units.	RCM model calculation only. Total cost identified then divided by number of business units included in the pool.	RCM model calculation only. Total cost identified then divided by number of business units included in the pool.	Discussing launching new online programs, satellite campus, student analytics....institutions require a robust R&D budget to explore new initiatives that invariable cut across campus silos.

Strategic Funding Elements	[28]	Campus Infrastructure	If	TxState develops a campus master plan every 10 years to address space needs and preventive maintenance issues for our infrastructure. In addition, auxiliary units and other departments have strategic initiatives for campus enhancements designed to improve the student experience.	Current processes already project and inform budgeting required for annual inclusion in budget development. Currently generally centrally funded or uniquely funded within auxiliary units [Ex. Housing] and additional dollars added to budget where necessary for fiscal year cost. Administration will now make decisions on allocation method, then the calculations will be built into the RCM budget model.	Exp Tax	Tax Charged on unit expenditures	CC Structure in SAP delineates divisions, colleges, departments at the expense level so cost are easily identified. Calculations can be made to distribute pooled cost based on expenses within units.	Charter Name: RCM Budget Model Data Mart:	
Strategic Funding Elements	[28]	Campus Infrastructure	If		Current processes already project and inform budgeting required for annual inclusion in budget development. Currently generally centrally funded or uniquely funded within auxiliary units [Ex. Housing] and additional dollars added to budget where necessary for fiscal year cost. Administration will now make decisions on allocation method, then the calculations will be built into the RCM budget model.	Revenue Tax	Tax Charged on unit revenues	RCM model will have revenues generated by unit identified. Calculation then developed to charge the units based on proportional share of revenues generated.	Charter: Tuition & Fees Data Mart:	
Strategic Funding Elements	[28]	Campus Infrastructure	If		Current processes already project and inform budgeting required for annual inclusion in budget development. Currently generally centrally funded or uniquely funded within auxiliary units [Ex. Housing] and additional dollars added to budget where necessary for fiscal year cost. Administration will now make decisions on allocation method, then the calculations will be built into the RCM budget model.	Loan Pool	Cost paid from revolving loan pool	Loan pool funds would need to be identified and set aside. Mechanism then developed to move funding in and out of the loan pool.	Loan pool funds would need to be identified and set aside. Mechanism then developed to move funding in and out of the loan pool.	

Strategic Funding Elements	[28]	Campus Infrastructure	If		Current processes already project and inform budgeting required for annual inclusion in budget development. Currently generally centrally funded or uniquely funded within auxiliary units [Ex. Housing] and additional dollars added to budget where necessary for fiscal year cost. Administration will now make decisions on allocation method, then the calculations will be built into the RCM budget model.	Debt	Debt issued to pay for projects	Issuing more debt, then becomes part of the debt service cost allocation pool [#15] and allocation would follow allocation method chosen for debt service.	NA, covered in debt service allocation pools.	
Strategic Funding Elements	[28]	Campus Infrastructure	If		Current processes already project and inform budgeting required for annual inclusion in budget development. Currently generally centrally funded or uniquely funded within auxiliary units [Ex. Housing] and additional dollars added to budget where necessary for fiscal year cost. Administration will now make decisions on allocation method, then the calculations will be built into the RCM budget model.	Shared Expense	Cost shared equally by all units.	RCM model calculation only. Total cost identified then divided by number of business units included in the pool.	RCM model calculation only. Total cost identified then divided by number of business units included in the pool.	
Strategic Funding Elements	[29]	Campus Enhancement	Ce	TxState develops a campus master plan every 10 years to address space needs and preventive maintenance issues for our infrastructure. In addition, auxiliary units and other departments have strategic initiatives for campus enhancements designed to improve the student experience.	Current processes already project and inform budgeting required for annual inclusion in budget development. Currently generally centrally funded or uniquely funded within auxiliary units [Ex. Housing] and additional dollars added to budget where necessary for fiscal year cost. Administration will now make decisions on allocation method, then the calculations will be built into the RCM budget model.	Gain Sharing	A portion of surplus funding reverts back to central control	Carryforwards "gain sharing" are currently based on budgets as indicated by EAB. Current carryforwards represent a use of reserves on PFG at this time. Budget Carry Forwards are easily identifiable and we do them now for PFG only. Programs are developed. Rules are complex and manually controlled right now.	Charter: Carry Forward Process:	

Strategic Funding Elements	[29]	Campus Enhancement	Ce		Current processes already project and inform budgeting required for annual inclusion in budget development. Currently generally centrally funded or uniquely funded within auxiliary units [Ex. Housing] and additional dollars added to budget where necessary for fiscal year cost. Administration will now make decisions on allocation method, then the calculations will be built into the RCM budget model.	Debt	Debt issued to pay for projects	Issuing more debt, then becomes part of the debt service cost allocation pool [#15] and allocation would follow allocation method chosen for debt service.	NA, covered in debt service allocation pools.
Strategic Funding Elements	[29]	Campus Enhancement	Ce		Current processes already project and inform budgeting required for annual inclusion in budget development. Currently generally centrally funded or uniquely funded within auxiliary units [Ex. Housing] and additional dollars added to budget where necessary for fiscal year cost. Administration will now make decisions on allocation method, then the calculations will be built into the RCM budget model.	Bill-to-Unit	Unit billed directly for cost	Not sure which cost this would entail that could be directly billed to a unit. Most campus enhancements are large dollar amounts and cross silo's.	No recommendation
Strategic Funding Elements	[29]	Campus Enhancement	Ce	TxState develops a campus master plan every 10 years to address space needs and preventive maintenance issues for our infrastructure. In addition, auxiliary units and other departments have strategic initiatives for campus enhancements designed to improve the student experience.	Current processes already project and inform budgeting required for annual inclusion in budget development. Currently generally centrally funded or uniquely funded within auxiliary units [Ex. Housing] and additional dollars added to budget where necessary for fiscal year cost. Administration will now make decisions on allocation method, then the calculations will be built into the RCM budget model.	Shared Expense	Cost shared equally by all units.	RCM model calculation only. Total cost identified then divided by number of business units included in the pool.	RCM model calculation only. Total cost identified then divided by number of business units included in the pool.