# TABLE OF CONTENTS

The Controller’s Office ................................. 5
Supporting the University’s Strategic Priorities .................. 7
General Controller ........................................ 8
Capital Assets ............................................ 9
General Accounting......................................... 10
General Accounting Statistics .......................... 11
Grants and Funds Management ......................... 12
Grants and Funds Management ........................ 13
Payroll ...................................................... 14
Payroll ...................................................... 15
Financial Audits and Reporting ......................... 16
Treasury Management ...................................... 17
Compliance ............................................... 18
Tax and Supplier Management ......................... 19
Operational Management and Reporting ............... 20
Peoplesoft Program Management ...................... 21
Change Management and Communication ............. 22
October 1, 2023

The Controller’s Office Annual Report for the University of South Carolina, fiscal year ended June 30, 2023, is a statistical report that demonstrates the comprehensive work that is performed by the staff of the Controller’s Office annually. The report is based on a fiscal year and includes all information and statistics for all areas of the Controller’s Office.

Each year the Controller’s Office continues to be faced with more and more compliance and regulatory requirements. In addition, the Controller’s Office continues to take on more and more new initiatives to ensure that we have the highest level of financial integrity in our reporting and processes. The Controller’s Office serves the greater good of the university’s students, faculty, and staff through supporting the mission of the University system and we are 100% centralized for the system as we serve all campuses and the two medical schools.

The Controller’s Office staff works tirelessly for the University and its students, faculty, and staff to ensure the highest level of customer focus and financial integrity in our reporting and processes.

It is the hope that this report will connect the Controller’s Office as we continue to serve this amazing University.

Forever to Thee,

Mandy M. Kibler
Associate Vice President and University Controller
THE CONTROLLER’S OFFICE

Our Mission Statement
The Office of the Controller is dedicated to supporting the mission of the University of South Carolina. We do this by providing efficient, effective, and professional service to the students, faculty, and staff for appropriate financial functions. We ensure that all funds are properly received, spent, and reported in accordance with university policies and state and federal regulations. Our team is dedicated to putting forth diligent efforts and dependable financial services to the campus community through professional expertise, developing practical procedures and processes, promoting efficient systems, maintaining sound financial records, and seeking continuous improvements.

Our Vision Statement
The vision of the Controller’s Office is to provide exemplary service and performance in attaining shared goals and objectives for our USC community through teamwork, maximization of resources, efficient and effective processes, and technological advances.

Our Goals
• Maintain a work environment that encourages and rewards innovation, communication, and teamwork.
• Continue to improve business processes and procedures to make them more efficient, effective, and user friendly
• Continue to improve efficient our financial systems to increase functionality and efficiency
• Maintain sound financial records

Some interesting facts about our office:

- We are one of the only completely centralized offices across the University system.
- We have received the Certification of Achievement for Excellence in Financial Reporting 12 years in a row.
- The Controller’s Office makes up less than 1% of the University’s operating budget.
- $1.55 billion in university transactions processed annually through the Controller’s Office to include AP, Payroll, Scholarships, Utilities, and Depreciation.
- We have 84 employees compared to approximately 100 employees at our SEC peer universities.
<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mandy Kibler</td>
<td>USC Controller</td>
<td><a href="mailto:kiblerm@email.sc.edu">kiblerm@email.sc.edu</a></td>
</tr>
<tr>
<td>Lindsay Crawford</td>
<td>Assistant Controller</td>
<td><a href="mailto:tedrickl@mailbox.sc.edu">tedrickl@mailbox.sc.edu</a></td>
</tr>
<tr>
<td>Katherine Blackburn</td>
<td>Senior Director of General Accounting</td>
<td><a href="mailto:blackbu4@mailbox.sc.edu">blackbu4@mailbox.sc.edu</a></td>
</tr>
<tr>
<td>Denise Koon</td>
<td>Senior Director of Grants and Funds Management</td>
<td><a href="mailto:ddkoon@mailbox.sc.edu">ddkoon@mailbox.sc.edu</a></td>
</tr>
<tr>
<td>Wanda Martin</td>
<td>Director of Payroll</td>
<td><a href="mailto:marti838@mailbox.sc.edu">marti838@mailbox.sc.edu</a></td>
</tr>
<tr>
<td>Sandy Smith</td>
<td>Director of Finance Reporting</td>
<td><a href="mailto:smithsf3@mailbox.sc.edu">smithsf3@mailbox.sc.edu</a></td>
</tr>
<tr>
<td>Lindsey Cox</td>
<td>Director of Compliance and Tax Management</td>
<td><a href="mailto:cox.lindsey@sc.edu">cox.lindsey@sc.edu</a></td>
</tr>
<tr>
<td>Susan Klie</td>
<td>Director of Grants Administration</td>
<td><a href="mailto:sklie@mailbox.sc.edu">sklie@mailbox.sc.edu</a></td>
</tr>
<tr>
<td>Joanne Callahan</td>
<td>Director of Change Management and Communications</td>
<td><a href="mailto:joannec@mailbox.sc.edu">joannec@mailbox.sc.edu</a></td>
</tr>
<tr>
<td>Brad Holt</td>
<td>Director of PeopleSoft Finance</td>
<td><a href="mailto:bholt@mailbox.sc.edu">bholt@mailbox.sc.edu</a></td>
</tr>
</tbody>
</table>
SUPPORTING THE UNIVERSITY’S STRATEGIC PRIORITIES

University Objective: We aim to increase impactful research to advance knowledge-creation, spur workforce development, and address socioeconomic challenges in South Carolina and beyond by supporting and empowering USC’s diverse researchers and scholars.

The Controller’s Office supports this effort:
The Controller’s Office supports the strategic priority of increasing research through effective grant management and application of quality compliance standards. Effective grant management encourages new and increased grant awards as sponsors can trust that their funds are being spent according to grant terms. The reporting tools that the Controller’s Office builds and maintains also allows the PIs and business managers to see grant expenditures and remaining grant funds in real time. Principal Investigators (PIs) can immediately see if an expenditure is budgeted or processed. Real time knowledge of grant expenditures help PIs not go overbudget and therefore save money. Sponsors have been so pleased with these reporting tools that they have frequently requested less invoice backup.

University Objective: We create and sustain a user-friendly environment for students, faculty, staff, and other stakeholders by strengthening engagement and accessibility, increasing process efficiency and effectiveness, and delivering outstanding service.

The Controller’s Office supports this effort:
The Controller’s Office fosters the strategic priority of transforming service delivery and promoting operational excellence through its implementation of efficiencies in account set up, transaction processing, and reporting. Departments can focus on entrepreneurial ventures and community outreach in greater volume and accuracy instead of spending time on paperwork. Implementation of PeopleSoft, workflow processes, real-time reporting, and the implementation of the Accounts Receivable module/process in PeopleSoft for customer billing make working with business and community easier. In addition, the Controller’s Office reviews contract terms to ensure the department’s accounts are set up appropriately and accurately at the start to help the venture succeed.
Capital Finance
Manage over $626.8 million in outstanding debt with over $57.6 million in annual debt service payments

Cash Management
Manage over 20 reserve accounts ensuring commitment control and cash management

External Audits
Manage External Audit contracts

Prepares regular reports to regulating agencies on fund usage and invoices agencies and draw down funds for all campuses

External Reporting
NSF HERD Survey

EMMA Bond Compliance
CAPITAL ASSETS

Implemented new software to manage all Subscription-based IT arrangements **longer than 12 months** under GASB 96

Managed **18,300 + capital assets** with a net book value of over **$1.5 billion**

Conducted annual physical inventory of capital assets to include **1,400+ federally purchased assets** with an **historical cost of over $47 million** included in annual inventory and in annual single audit

Managed **344** **Active construction projects** across all 8 campuses

**GASB 87: 400 + lease agreements** with a **term greater than 12 months** for university tangible assets such as building/office space, parking garages/lots, and equipment
GENERAL ACCOUNTING

Accounts Payable
Averaged 91,000 vouchers which includes approximately 38,000 Payment Requests, 10,000 AP Uploads, and 35,000 PO Invoices annually
Averaged 35,000 single pay vouchers annually
Averaged 9,600 employee reimbursement non-travel annually

Travel
Currently maintaining 441 travel cards and growing
Prepared the annual Travel Report

General Ledger
Reviewed and approved over 19,600 journal entries annually
Reviewed and approved about 390 Expense Module corrections (APEX) and 2,500 JV corrections annually
Reviewed and processed 900 JE Uploads annually
Coordinated monthly and fiscal year end close
Averaged 194 moving agreements annually
GENERAL ACCOUNTING STATISTICS

Accounts Payable Transactions Processed Monthly

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Payment Requests</td>
<td>2500</td>
</tr>
<tr>
<td>Employee Non-Travel Reimb.</td>
<td>540</td>
</tr>
<tr>
<td>Purchase Orders</td>
<td>2400</td>
</tr>
</tbody>
</table>

Number of Travel Transactions Reviewed and Approved Annually

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expense Reports</td>
<td>11,000</td>
</tr>
<tr>
<td>TRVs</td>
<td>4,600</td>
</tr>
<tr>
<td>TAs</td>
<td>4,900</td>
</tr>
<tr>
<td>Non-Employees</td>
<td>4,300</td>
</tr>
</tbody>
</table>

Chartfield Maintenance

- Created approximately **2,000** new chartfield strings annually
- Monitored over **2,100** internal projects & **1,200** E/Z funds for negative balances and close out
- Inactivated approximately **2,150** chartfields annually
### GRANTS AND FUNDS MANAGEMENT

**Reviews Expenses for Compliance with Grant Terms and Uniform Guidance**

<table>
<thead>
<tr>
<th><strong>Monitors All Sponsored Programs</strong></th>
<th><strong>Award Modification and Setups</strong></th>
<th><strong>Prepares and Submits Invoicing</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>443 current sponsors with the top 2 being the National Institute of Health and the National Science Foundation</td>
<td>Averaged over 194 Award Modifications per month</td>
<td>Averaged 10,892 invoices annually totaling $18.9M monthly</td>
</tr>
<tr>
<td>Averaged 988 new grants annually, and 1,840 concurrently</td>
<td>Set up over 1000 new projects in FY22 and 988 new projects for FY23</td>
<td>Invoiced over 180+ days totaling $163k</td>
</tr>
<tr>
<td>Current portfolios averaged 307 projects valued at $108M</td>
<td></td>
<td>An average of 481 projects are federal draw downs, totaling $8.7M in draws monthly</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Financial Reporting and Reconciliation</strong></th>
<th><strong>Payment Application</strong></th>
<th><strong>Project Closeouts</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Averaged 80 final financial reports annually and 200 quarterly/annual reports per year</td>
<td>Received and applied over $576 million to invoices generated including reconciling and drawing over $345 million annually of federal financial aid</td>
<td>Currently averaging 82 closeouts a month</td>
</tr>
<tr>
<td>Reconciled 33 different federal draw system sub accounts monthly</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>


Transactions Reviewed and Approved Monthly with USCSP Funding

Percentage of Transactions Approved Monthly

- Vouchers: 5%
- HCM eForms: 22%
- Travel and Expense: 53%
- Tuition Supplement: 20%

Total Average of 867 Transactions Approved Monthly

USC Sponsored Projects
Total Value: $648M
**PAYROLL**

**EMPLOYEE TAX FORMS**
- Responsible for 21k+ W-2 and 490+ 1042 employee forms annually

**STATE FORMS**
- Managed state tax filing and worker’s comp policies for 34+ states (and growing)

**COMMITTMENT ACCOUNTING**
- Approved an average of 400+ Account Change forms per month
- Maintained over 48K+ combo codes

**SUMMER PAY**
- Processed over 2,800 Summer Pay forms annually
PAYROLL
Payroll Processing and Analysis Per Pay Period

Average of **14,000** Paychecks
Average of **7,600** Employees with 1 or more Deductions
Average of **1,000** Paycheck Changes Analyzed
Average of **75** Employee Verifications
Average of **45** Retirement Verifications

Summer Comp Forms Processed Annually

![Graph showing the number of Summer Comp Forms Processed Annually from FY17 to FY23](image.png)

- FY17: 1000
- FY18: 1500
- FY19: 2000
- FY20: 2500
- FY21: 3000
- FY22: 3500
- FY23: 4000
Financial Statements and Audits
Managed all financial audits and financial statements for the University
Managed and produced Uniform Guidance statement and single audit of federal expenditures
Audit Liaison for all departments for audits across the University system

New Reporting Requirements
Implemented new standards and requirements for GASB 99, GASB 96, and GASB 94

Chart of Accounts
Maintained 20 fund types, 3,500+ departments that make up 9,640 + valid combinations on the crosswalk
Maintained 73,000+ account combinations with balances
TREASURY MANAGEMENT

**Online Banking**
Maintained 81 users combined for Wells Fargo and Bank of America

**Unclaimed Property Tax**
Prepared and submitted 450 due diligence letters, researching over 700 accounts payable checks, reissuing over 100 checks, and remitting over 650 accounts to the State Treasurer’s Office Unclaimed Property Division

**Prepaid Card Programs**
5,164 + Participant Card cards provided annually
435 + Business Expense cards provided annually
**Supported 260 + Research Projects annually**
649 + combined settlements through JVs annually

**ACH/Wire Maintenance**
Analyzed 268 + ACH returns, rejects, and reversals annually
Initiated 900 + wire payments annually
COMPLIANCE

Abiding by Applicable Laws, Regulations, and Policies

Time and Effort Reporting
Managed over 5,500 Time and Effort forms annually in accordance with Uniform Guidance in HCM

Policies
Created new and managed updates for over 35 policies and procedures

Subawards
Managed over 400 active subawards and requested over 350 new subaward requisition and change orders annually
Maintained activity trackers for each individual subaward

Invoice Reviews
Reviewed and processed over 1,900 subrecipient invoices exceeding $25 million annually; includes review of direct expenses, IDC calculations, required certifications, and supporting documentation (as applicable)
Coordinated approval to pay with PIs and departments
### Supplier Management

- Managed over **31,686** active suppliers, averaging **320 new suppliers**
- Updated **100 supplier** that come through the supplier portal monthly

### Tax Management

- Analyzed **54+ surveys** for unrelated business income tax (UBIT)
- Prepared and processed monthly tax returns including **21 sales and use, 14 admissions, 1 excise**
- Analyzed and prepared **all 1099 tax forms** for suppliers, including student fellowships, averaging over **3,000 annually**
OPERATIONAL MANAGEMENT AND REPORTING

Research PeopleSoft Transactions, Payroll and Historical Data

User Support
An average of **5-6 training opportunities** annually

Reporting Needs
An average of **12 enhancements** annually based on the reporting needs of our user community across the University system

Finance Intranet
Approximately **500 users** accessed the Finance Intranet monthly; running an average of **72,455 monthly reports** to retrieve basic financial information for research grant (and other) accounts.

HCM Distribution
Approximately **271 users** accessed HCM Distribution monthly; running an average of **14,565 monthly reports** to view a listing of all employees and associated salaries and fringe expenses using a given set of parameters
PEOPLESOFT PROGRAM MANAGEMENT

Completed an average of **57 security requests** per month

Implemented **39** PeopleSoft Finance system **enhancements** to improve our technical system

Worked **143** additional system **change requests** to help improve business processes
CHANGE MANAGEMENT AND COMMUNICATION

Keeping Our User Community Informed All Along the Way

Training
Averaged 50+ webinars annually to keep the University community up to date

Change Management
Prepared the University community for change brought on by new system/module implementations and provided after go-live support

Website
Updated Controller’s Office website 2+ times per week to include staff requested changes, adding webinars and job aids, and posting notifications

Communication
Sent regular email notifications of upcoming changes and deadlines