



STANDARD PROCEDURE and DELEGATION AUTHORITY for ILR REVENUE and EXPENSE CONTRACTS

Revised and Effective February 1, 2021

I. Purpose

This policy is intended to clarify the creation, review, and processing of ILR revenue contracts (e.g. contracts to provide professional education, consulting, and special studies) and expense contracts (e.g. contracts with individuals or firms to design or to provide training and professional education, consulting, facilities, marketing and design services, and other services and supplies) for the School, including both the Resident and Outreach Divisions. This policy relies on University Policy 4.2 Transaction Authority and Payment Approval as well as on the agreement of the Chief Financial Officer and University Counsel. In the case of any conflicts with this document and Policy 4.2, the University policy shall prevail. This policy was originally established by ILR in 2011, updated in 2017, then in 2019, and now in 2021 and will remain in effect for two years, or until replaced by a revised policy.

This policy is meant to standardize and to clarify the creation, pricing, and approval of revenue and expense contracts to ensure that they are properly priced with appropriate margins and overhead rates; that the costs of delivering the services are reasonable and are based on rational, market-driven pricing; that the revenue contracts include appropriate legal, intellectual property, and insurance protections; and that the contracts and accounts receivables are properly recorded in Cornell's general ledger system so that revenues can be recognized in a timely and consistent manner and that billing becomes more automatic. The ILR School processes approximately 200 revenue contracts per year, close to 150 independent contractor instructor agreements, and about 50 service contracts. However, with the transfer of Custom Executive Education programs to the External Education/eCornell unit along with certain on-site programs, External Education/eCornell will be initiating and processing more of these training contracts.

Following these procedures will ensure the University's policies are adhered to with respect to proper transaction and payment authority and delegation, good business practices, proper separation of duties, conflicts of interest, and accounting of deferred revenue. These procedures will also help us to more easily forecast quarterly and annual financial results.

No ILR employee other than the Dean and those Finance staff authorized and delegated authority by the Dean are able to enter into revenue or expense contracts as noted under the “Signing Authority and Delegation” section on page 12.

II. Revenue Contract Process

1. **Client Requests Services:** Typically, requests for professional development and consulting services are received by a Thematic Lead, Program Director, or Extension Associate. The initial conversation focuses on the type of training to be delivered, the length of the training, the level of training, time-location, and possibly, price range.

Staff Involved: Extension Associate, Program Coordinator and Administrative Assistant.

2. **Salesforce Entry:** When this initial contact has been made, the ILR Unit (if access has been granted to the Salesforce system) should create an “account”, “contact”, and “opportunity” within the Salesforce system. Please refer to Appendix D on the exact procedures for entering and managing opportunities within Salesforce. If an ILR unit has not been granted access to the Salesforce system, the unit should contact the ILR Finance Office. The ILR School has adopted Salesforce as its system of record for accounts receivables and as its customer relationship management tool. It will use this system to monitor the client engagement activities of its extension associates and, more importantly, to manage relationships across various units within the ILR School. It is the responsibility of the individual Outreach unit to create and maintain these records. Icertis is currently being used to create and process international revenue contracts and memoranda of agreement for educational programs

The table below outlines all stages of Opportunities in Salesforce, and when you would use them:

Prospecting	No estimated budget, it will be considered a lead until we start a needs analysis
Needs Analysis	20% Scoping the program
Preliminary Quote	50% Estimate of potential budget
Proposal/Price Quote	70% Agreement of engagement and firm quote provided
Contract Review/Approval Phase	90% Contract initiated and being reviewed
Closed Won	100% Contract signed
Closed Lost	0% No contract

Staff Involved: Extension Associate, Program Coordinator and Administrative Assistant.

3. **Proposal Development:** Based on the initial conversation, the Extension Associate will begin to develop a proposal for the client to consider. The Extension Associate should inform the Associate Dean of Outreach about the potential work or engagement so he is comfortable with the project programmatically. The Extension Associate and/or Program Coordinator will begin to outline the training or consulting program plan; will estimate the number of hours the Extension Associate or staff need to design or deliver training; consider whether outside instructors/training providers will be needed to deliver the training; and consider whether travel is involved. Further, they will need to consider the program discovery or needs assessment phase, the program design phase, the delivery phase, and any post-program services. For Custom Executive Education and on-site programs, much of this work will now be performed by External Education/eCornell.

As the proposal is being developed, it is critical that the Extension Associate work with Finance staff to ensure that the terms and conditions of the contract conform to the standards in this document and that ILR Finance is aware of the contract and its key components. It is important to know the source of revenues for your project because if it is funded by government agencies, it will likely be a sponsored project that would be routed through the Office of Sponsored Programs (OSP). In the proposal development phase, all of the cost elements of the contract, as outlined below, should be considered and included, in draft form, in the proposal to the client.

4. **Contract Preparation:** Once the client agrees conceptually with the proposal, the Extension Associate will begin to work with the Program Coordinators and Finance staff to create a draft budget and contract.

- **Direct Costs:** Include all direct costs in developing the contract, including the time spent on meeting with the client to develop the proposal (if significant); preparation of the proposal; travel time if the program is delivered off-site or if the client has requested meetings to review program designs; and administrative time if the proposal is relatively large and complex.

Direct labor costs include such items as the salary of the Extension Associate or Thematic Lead who is developing and designing the proposal; the labor costs of the administrative staff who are helping with the proposal and program delivery; and the cost of non-Cornell personnel who are providing services (outside training firms, eCornell, coaching firms, assessment studies). Non-labor direct costs include items such as educational materials, mailings, special deliveries, photocopying, name badges, space rental fees, food, and other supplies and services.

- **Mark-Up/Indirect Costs:** To the extent the client is able to pay, the Outreach Unit should **apply a 50% mark-up on direct costs** included in the contract proposal (18% University CAM, 12% ILR Overhead, and 20% Net Margin). The mark-ups are applied as a percentage of total labor, design, development and other content

development and delivery direct costs. For example, if the total direct costs are \$50,000, the mark-up at 50% equals \$25,000, and the total contract price for the client would equal \$75,000.

Although some of ILR's clients cannot afford a 50% markup, the ILR School insists that all units provide **a minimum of a 30% mark-up** on all direct costs to cover the cost of the University CAM assessment which is 18%, and to cover a modest overhead assessment for ILR of 12%. If this 30% mark-up cannot be charged to the client, the Outreach Unit will need approval from the Associate Dean for Finance & Administration for a waiver.

When making travel, hotel, restaurant, entertainment, and other arrangements for a client, the Outreach Unit is authorized to **mark-up these costs by 10%** to cover the cost of making these travel arrangements for the client.

If the Outreach Unit is simply traveling to a client site to deliver the training, ILR will not mark-up these costs.

- **Standard Contracts:** In conjunction with Counsel's Office, ILR has developed standard contracts (see attached) that must be used unless the Client insists on using their own contract. If the Client insists on using its own contract, the contract must be reviewed by ILR Finance and Counsel's Office to ensure it meets Cornell's standards. The Associate Dean for Finance, Administration, and Corporate Relations, or his designee, is responsible for sending contracts to Counsel's Office for review.

Counsel's Office and Risk Management have asked that only a limited number of people refer contracts to them after the specific issues for review have been identified in the contracts.

Some client contracts and their provisions become so onerous that ILR may choose not to conduct business with that organization because compliance is either impossible or cost-prohibitive based on Cornell policies and practices.

- **Performance Period:** Contracts must be executed (that is, signed by both parties) prior to the commencement of any services or activities, and dates on the contract must reflect the proper period. Providing services to clients before contracts are fully executed is prohibited since payment terms, intellectual property, and insurance protections are not in place.
- **Invoicing and Payment Provisions:** The following guidelines are to be used for revenue and expense contracts:

Date-specific Invoicing:

The contract should include a date-specific invoicing cycle so that the billing dates can be entered into our Accounts Receivable system and an invoice can be automatically generated on the specific date for the specific amount. This is a much more efficient way to bill a client and avoids disputes as to when the work has been accomplished.

Open-Ended Invoicing:

Some contracts do not lend themselves to date-specific invoicing, but billing dates should then be tied to the dates when services are delivered. It is the responsibility of the Outreach Unit to prepare an assess-a-fee form so that the client can be billed.

Recording revenue in the appropriate fiscal year: In the Salesforce system, deferred revenue is driven by the invoice date for all assessed fees. Keep this in mind when preparing the assess-a-fee form, and note in the special billing instructions to change the date to a specific date in next fiscal year if necessary.

Contract Levels: Deposits and Billings

If contract values are in excess of \$50,000, it is recommended that a minimum 10% deposit be required within 15 business days of signing the contract. This is most important for new clients, but sometimes deposits can be waived for long-term clients. The purpose of the deposit demonstrates the good faith of the client, reduces the risk that he/she will back out of the contract, and it helps ILR's cash flow where considerable time may have been spent in developing a proposal for a client.

\$0 - \$25,000: 1 payment following the delivery of services is acceptable.

\$25,001 - \$50,000: 1-3 payments could be used depending on the type of services being provided. If the client is brand new, you must include a deposit payable within 15 business days of signing the contract. If there is custom work to design the program, a payment should be made before the program is delivered to fully offset the cost of custom design and to ensure ILR is paid for design in the event that the program is not delivered. Or, if there are two (or more) delivery dates for the program, billings should occur immediately following the completion of each program/deliverable.

\$50,001 - \$99,999: 2-4 payments are recommended, again based on the types of services performed and how the program design and delivery is structured. A deposit, followed by an invoice for design services, followed by invoices for what might be the delivery of two parts of a program would be a good way to structure

these invoices. Here, a 15% deposit is essential given the size of the contract, and if there are discovery, design, and development fees there should be a payment provision to fully fund these services before they are delivered to the client. The Extension Associate should work with the Program Coordinator and ILR Finance to ensure the payment schedule for the client matches the expenditure cash flow of the contract. For example, if an outside consultant is being hired immediately to begin design of the program and ILR must pay that consultant within 30 days of the signing of the revenue contract, then the contract with the Client needs to include a billing that is equal to what ILR owes the consultant. In short, we need to match our revenue and expense cash flows on these larger contracts whenever possible.

\$100,000 - \$999,999: All contracts and proposals for work that exceeds \$100,000 and up to \$999,999 must include the Associate Dean for Finance, Administration, and Corporate Relations in the proposal phase as well as the contract phase. The Extension Associate will work with the Thematic Lead and ILR Finance to develop the invoicing so that the Associate Dean for Finance can review the matching of revenues and expenses for the contract and balance the client's needs with the need to support ILR's cash flow and risk mitigation needs. Any revenue contract above \$999,999 requires the approval of the University VP of Finance.

Over \$999,999: Any revenue contracts above \$999,999 requires the approval of the University EVP-CFO, or her delegate. Contracts above \$5 million in value require the President or Board of Trustee approval.

Billing: Services will be billed by Cornell University through the ILR Accounts Receivable Office, and remitted for processing to the client organization. Payment for services shall be made to Cornell ILR within thirty (30) days of receipt of the bill for services. Checks, payable to Cornell ILR, will be forwarded to the Cornell ILR Accounts Receivable, PO Box 6838, Ithaca, New York 14851-6838. Purchase Orders can be either attached to the assess-a-fee form or contract class billing form or forwarded to the ILR Accounts Receivable Department at 364 East Ives Hall, Ithaca, NY 14853, emailed to ilrcustomerservice@cornell.edu, or faxed to 607-255-9826.

Staff Involved: Manager of Outreach Funds and Accounts Receivable and Accounts Receivable Specialist.

5. Revenue Contract Execution:

After a draft contract has been completed, it will be reviewed by the Associate Dean for Outreach, as to programmatic relevance, quality, etc. and by the Associate Dean for Finance, Administration, and Corporate Relations or his designee, for pricing, contractual terms and conditions, etc.

If the draft contract does not follow the template contracts provided by Counsel's Office, the Associate Dean for Finance and Administration, and Corporate Relations or his delegate will send the contract to Counsel's Office for review.

\$0,000 - \$999,999: These contracts will be signed by the Associate Dean for Finance, Administration, and Corporate Relations or by the Dean. In his absence, these contracts can be signed by the Director of Finance, the Budget Director, or the Manager of Outreach.

International Contracts: If the contract is for work outside the United States, the Associate Dean of Finance and Administration or his delegate will develop the contract within the Icertis and Navigate systems, and obtain approval from both the Office of the Vice Provost for International Affairs and University Counsel.

All international contracts will be signed by the Dean of the ILR School, after review by the Associate Dean of Finance and Administration, and Corporate Relations and after receiving approval from University Counsel and the Vice Provost for International Affairs.

The distribution of the executed contracts will be as follows:

ILR prefers to sign the contract first before it is given to the Client to sign. This signals to the client that the contract has been fully reviewed and approved by Cornell and ILR. The Finance unit will be responsible for sending the contract to the client for execution.

Once the contract is fully executed, PDF versions are distributed to the following:

ILR Accounts Receivable, 364 East Ives Hall, Ithaca (Manager of Outreach Funds and AR and to the Accounts Receivable Specialist.

Thematic Lead/Program Director

Director of Finance

Salesforce System – the Outreach unit MUST update the Salesforce record to ensure the transactions of the relationship have been fully reported. Salesforce is the system that triggers billing so if the contract is not entered into Salesforce, the client will not be billed. The Finance unit representative will append the executed contract to the Salesforce account and record so that an easily accessible central repository can be maintained.

Reporting & Collections: The Accounts Receivable Office (Accounts Receivable Specialist) will be responsible for compiling a monthly report that lists all contracts that have been

executed during the preceding month with any outstanding balances. A monthly assessed receivables report is also produced and reviewed by the Finance team.

If payments are overdue, ILR AR staff will follow-up with a client regarding payment, while including the relevant Thematic Lead or Program Director in the communication. ILR Accounts Receivables (AR) staff will ensure that Program staff are aware of the pending communication prior to its being sent. In cases where a receivable is to be written-off, the Associate Vice President for Financial Affairs and Controller must approve such action.

- An **Assess-a-Fee** form (see page 11) needs to be filled out for all non-course related billings and submitted to ILR Customer Service at ilrcustomerservice@cornell.edu for entry into the accounts receivable system. That office will also review the document to ensure that a contract is in place and the amount to be billed is aligned with the billing scheduled in the contract. Examples of non-course related billings are custom training programs, non-sponsored research, arbitration, consulting and technical assistance.
- A **Contract Class Billing** form (see page 12) needs to be filled out for on-site programs (customized/specialized trainings for groups of people from an organization) and submitted to ilrcustomerservice@cornell.edu. The Outreach Registrar assigns the related course numbers then forwards the forms to the NYC Accounts Representative for input into our accounts receivable system. Instructor names and the projected number of participants need to be included with the contract class billing form. If a roster becomes available, it should be submitted to the customer service email address for entry into Salesforce. The Accounts Representative also ensures that there is a contract in place and if there is none, alerts the Director of Finance so s/ can follow it up from the Extension Associate. If there are discrepancies on the information, the Accounts Representative contacts the staff for clarification. Once entered in Salesforce, the Accounts Representative scans the contract class form and sends it to the Accounts Receivable Specialist. The A/R Specialist processes the invoices entered by Accounts Representative in order to be emailed to the clients.
- Once the **Assess-a-Fee** or **Contract Class Billing** forms are submitted, an invoice will be entered in the receivable system within 72 hours and automatically generated and sent to the client within 7 days (if there is a balance due), unless instructions are provided on the special billing instructions section on the bottom of the form to delay the billing or to issue the billing immediately.
- In the event that a revenue contract is modified or cancelled, notification must be sent to accounts receivable as well as the Associate Dean for Finance ...by email at ilrcustomerservice@cornell.edu so that our records can be appropriately updated.
- For all Revenue contracts – Accounts Receivable will monitor the activity and notify the Finance Manager / Thematic Lead when payments have not been received in a timely manner.

- **Refunds and credits** for participants in open enrollment classes will be processed by the Registrar with respect to un-enrolling the participant in a course, and, if a refund is necessary, it will be processed by the Accounts Receivable unit. If a credit is issued so that the participant can enroll in a program at a later date, the credit will be processed in a similar fashion with the Registrar initiating the request and the Accounts Receivable unit making the changes in the billing system within Salesforce.

III. **Expense Contracts**

Expense contracts are typically associated with non-Cornell services that are purchased by ILR to design or deliver a training program or to purchase other services such as marketing studies, design services, conference and hotel services, etc. For example, if ILR or Cornell does not have an expert in change management on staff, the Thematic Lead or Extension Associate will seek expertise outside of ILR to deliver the change management services that a client desires as part of the professional development program. Another example is the purchase of eCornell courses to provide a blended learning experience for a client.

Independent Contracts for Instructors: Managers, Thematic Leads and Extension Associates are required to use ILR's standard independent contractor form to engage outside instructors. The form and instructions are available at:

<http://www.ilr.cornell.edu/fiscal/policies/index.html>, and are also attached here.

These contracts establish the terms and conditions under which the independent contractors will work and describe the intellectual property provisions for the services they are rendering as well as whether they are covered by Cornell's professional liability rider. Again, either the Director of Finance or Associate Dean of Finance, Administration, and Corporate Relations are authorized to sign these contracts. Part of the review process is to ensure these contractors should perform their work as contractors rather than as temporary employees.

In developing the client proposal, the Extension Associate would have had to receive a preliminary quote from the independent contractors in order to develop a price for the overall proposal or contract for the client. However, as negotiations with the client deepen, the scope of services sometimes expands and the cost for the independent contractor's services also grows. It is important to closely synchronize the scope of services provided to the client with the scope of services and costs of the independent contractors.

Working with the Outreach units, the Associate Dean for Finance, Administration, and Corporate Relations has established a payment/fee schedule for independent contractor instructors in order to standardize and rationalize the cost structure.

Other Service Contracts: Other service contracts include such services as consulting, technical services, program design services, research, translation services, marketing studies, web design studies, coaching services, hotel, conference, food & beverage, media production, and other services. For these non-instruction contracts, the Resident and Outreach staff simply need to inform ILR Finance about the person or firm that is being retained, the proposed fee for the services, the scope of work, and the dates of delivery and the ILR Finance contracts specialist will then process the IC agreement and forms. All these services must be reviewed and approved by either the Associate Dean for Finance or the Finance Director and all contracts must be signed by them.

All international independent contractor agreements (researchers, translators, data services) will be processed by the ILR Finance Specialist – Contracts and Services will be submitted through the Icertis and Global Operations platform.

Independent contractors should generally not be used as substitutes for work that should be done by ILR employees. The IRS and Cornell University have a 20-point test to determine if services are truly classified as independent contractors or if the services should be performed by employees. See the link below for the independent contractor test, as well as for complete instructions regarding the contracting process and standard contract templates, which should be used whenever possible.

<https://www.dfa.cornell.edu/procurement/tools-forms/forms/contracts>

Although Finance staff will take the lead on procurement efforts, it is expected that any ILR employee or designate involved with expense contracts will be conversant with the policies included in the Cornell University Buying Manual, which can be found at:

<https://www.dfa.cornell.edu/procurement/buyers/manual>

Single/Sole Source Justifications: Some of the independent contractors and service providers we use are uniquely qualified to perform the work we are seeking them to do. Accordingly, some of the relationships will be based on “sole sourcing” and not gathering competitive quotes, bids, or RFP’s. Note that SSSJs are required only on contracts greater than \$10,000, and should include not only the technical justification, but justification for the pricing level.

Also, when the Office of Procurement and Payment Services has contractors listed on their web site that provide such services, the ILR unit must use that preferred vendor or send a justification to the Associate Dean for Finance and Administration or the Finance Director as to why that contractor cannot perform that service. Approved vendors can be found at:

<https://www.dfa.cornell.edu/procurement/tools-forms/tools/find-a-supplier>

The Office of Procurement and Payment Services will have to approve the sole source justification, and this will add some minor additional time for qualifying the independent contractor.

This document can also be found at the site listed above for Other Service Contracts.

Payment Process: Virtually all expense contracts will be paid by Purchase Order or Disbursement Voucher. Administrative staff need to work with the Director of Finance and/or the ILR Finance staff to process an I Want Doc to create a Purchase Order. A copy of the expense contract or quote must be submitted in all cases.

The following documents need to be furnished to the Finance Staff when requesting a Purchase Order for services:

Executed copy of Independent Contractor Agreement, Professional Services Agreement, or Other Services Contract (signed by the vendor, Extension Associate and Finance Director/Associate Dean for Finance and Administration)

Service Provider Questionnaire

Service Provider Evaluation worksheet (to be filled out by the department)

Single Sole Source Justification Form (PO request for more than \$10,000)

Approval Authority for Expense Contracts:

Under \$25,000: Director of Finance is authorized to sign all expense contracts under \$25,000. In the Director's absence, these contracts can be signed by the Budget Director or the Manager of Outreach.

\$25,000 to \$250,000: Associate Dean of Finance, Administration, and Corporate Relations, will sign all expense contracts between \$25,000 - \$250,000 for the Resident and Extension Divisions.

IV. Sponsored Research

All sponsored research submissions must be reviewed and approved by Manager of Sponsored Research. RASS is Cornell's internal sponsored research system for the Office of Sponsored Programs (OSP). The Director of Finance has been delegated authority to sign these forms on behalf of the Dean and the Associate Dean for Finance, Administration, and Corporate Relations.

Also, all indirect cost recovery waivers, reductions, and cost sharing agreements need to be approved by the Dean of the ILR School, upon review and recommendation by the Associate Dean

for Finance, Administration, and Corporate Relations to the Dean and to the Associate Dean for Outreach. Thematic Leads and faculty are required to first send their requests to the ILR Sponsored Research Office. This office will then distribute the requests to the appropriate parties.

V. International Agreements and MOU's

The ILR Dean is the only person within ILR with authority to execute international agreements and these agreements always require the review of University Counsel's Office and the Office of Vice Provost for International Affairs. All international agreements are reviewed by the Associate Dean for Finance, Administration and Corporate Relations before they are sent outside of ILR for review.

VI. Signing Authority Delegation

The Dean hereby delegates **revenue contract** (transaction) signing authority to the following Finance staff members within ILR with acknowledgement that contracts greater than \$999,999 are approved by central administration leaders:

Board of Trustees	\$5 million and greater
Executive Vice President	\$1 million - \$4,999,999
Dean and Associate Dean for Finance	\$0 - \$999,999
Director of Finance	\$0 - \$25,000
Director of Budget and Internal Control	\$0 - \$25,000
Manager of Outreach Funds	\$0 - \$25,000

Payment authority for **expense contracts** is delegated by the Dean to the following Finance staff:

Associate Dean for Finance and Administration	\$0 - \$249,999
Director of Finance	\$0 - \$25,000
Director of Budget and Internal Control	\$0 - \$25,000
Manager of Outreach Funds	\$0 - \$25,000

VII. Naming and storing "Final Signed Contracts"

Once a contract has all the required signatures, it should be stored in the unit's "ILR Final Contract" shared file. The naming convention for all contracts should be as follows:

Unit.customername.contract#.mmddyear

Example: HCD.ABCcompany.(Salesforce contract number).12052013

Note: All ILR Revenue Contracts **MUST be entered into Salesforce**

Appendix A

CORNELL UNIVERSITY – ILR School Extension and Outreach

Assess-A-Fee Form

For Non-Course Related Billing

Please submit the information below to ilrcustomerservice@cornell.edu

Name of Program/Service _____

Prepared by _____ Date Prepared _____

Account Number - - - - -

Bill the following Organization

Company/Union Name	
# & Street	
City, State, Zip	
Contact Person	
Contact Area Code and Phone	

Description of Charges

Program/Services Provided	
Program/Service Location	
Program/Service Date(s)	

Total Amount to be Billed

Program fee(s)	
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Special Billing Instructions/Breakdown of Fees/Billing Schedule

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Document Attached

☐ Purchase Order Number _____ ☐ Non-Credit Registration

Appendix B

CORNELL UNIVERSITY –ILR School Extension and Outreach

Contract Class Billing Form

For On-site Programs

Please submit the information below to ilrcustomerservice@cornell.edu

Name of Program/Service _____
Prepared by _____ Date Prepared _____
Account Number _____

Bill the following Organization

Company/Union Name	
# & Street	
City, State, Zip	
Contact Person	
Contact Area Code and Phone	
Participant Names: Please attach roster, if available	
Projected Number of Students	

Description of Charges

Program/Services Provided	
Program/Service Location	
Program/Service Date(s)	
Instructor Name	

Total Amount to be Billed

Program fee(s)	
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Special Billing Instructions/Breakdown of Fees/Billing Schedule

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Document Attached

☐ Purchase Order Number _____ ☐ Non-Credit Registration

Appendix C

Current Assignments as of October 2019

Dean of ILR	Alex Colvin	ajc22
Associate Dean for Finance, Administration, and Corporate Relations	Joe Grasso	jeg68
Associate Dean of Outreach	Ariel Avgar	aca27
Director of Finance	Wil Stringer	wes226
Director of Budget and Internal Control	Jon Horn	jph3
Manager of Outreach Funds	Renee Cook	rlo4
Manager of Sponsored Research	Erika Rose	ear245
Finance Contracts Specialist	Christine Cotton	cc336
Outreach Registrar	Jasminy Joe	jd51
Accounts Receivable Specialist	Dianna Dean-Tucker	dd86
Accounts Representative NYC	Mickey Khounthavong	mmk48

Appendix D

Process for Entering and Maintaining Opportunities in Salesforce:

As each Program Manager or Director has discussions with outside entities regarding future programs or other revenue generating activities, an Opportunity needs to be added to Salesforce. This enables each unit to track the work that they have done and log the organizations' interests in our programs. It also allows the Department heads, Finance Unit, and Deans to view potential clients and help forecast year-end revenues.

This goal of this process is to standardize the Opportunity creation process across all outreach units in order to gain the most value from Salesforce. The individuals working with the clients to try to meet their educational needs are responsible for entering or delegating the task to their assistant or other staff. These are usually the Directors, Program Managers, and Program Coordinators.

Entering an Opportunity in Salesforce

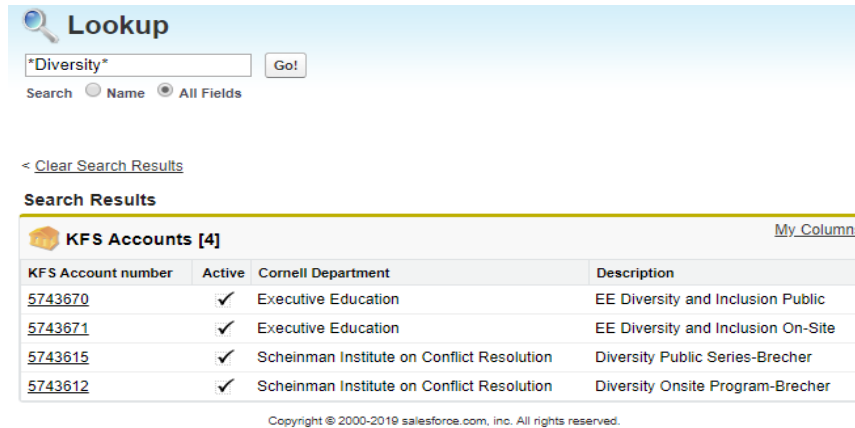
1. Ensure that an Account (client) and Contact are already set up in Salesforce by searching for them first using the search bar at the top. Search for both their name and their email address, as it is a more unique identifier than the person's name. Add them if needed as follows.
 - a. If the Contact doesn't exist, click on the Contacts tab, and click New
 - i. Select Exec Ed Contact, Continue
 - ii. Fill in as much information as possible; the only required field is Last Name, but ideally First Name, Address, Email and Account Name should also be entered

- iii. Select Save
 - b. If no Account exists, click on the Accounts tab, then new
 - i. Select External Organization, then click continue
 - ii. Fill in the Account Name using the full business name of the company (For example if the company uses an acronym, you should spell the entire company name), and business address along with any other information that is available then save
2. When both Account and Contact are set up, click on Opportunities in the Menu Bar
3. On the Opportunities page, click on New
4. Fill in all required information and click on Save (Required Fields – Opportunity Name, Account Name, Department, Close Date, Delivery Date, and Stage). See page 2 for table of stages.
5. On the Opportunity Page, scroll down to the Contact Roles Header
6. Click on New
7. From the table, choose the primary contact (an Account can have several different contacts – choosing the contact then ties him/her to the specific opportunity)
8. Choose their appropriate role from the dropdown list (Business User, Decision Maker, Economic Buyer, Economic Decision Maker, Evaluator, Executive Sponsor, Influencer, Technical Buyer, Other)
9. Click on the Save button
10. On the Opportunity Page, click on Edit
11. In the Primary Contact Field, click on the magnifying glass and search for the correct contact
12. Click on the Save button when done
13. As the discussions with the Account progress, the unit is responsible for changing the stage to match the level of commitment with the Account contact. For example, if you are in early discussions, you would update the Opportunity to “Needs Analysis”, and when you have an agreement from the client, but the contract still needs to be worked, you would select, “Proposal/Price Quote”.

The table below outlines all stages of Opportunities in Salesforce, and when you would use them:

Prospecting	No estimated budget, it will be considered a lead until we start a needs analysis
Needs Analysis	20% Scoping the program
Preliminary Quote	50% Estimate of potential budget
Proposal/Price Quote	70% Agreement of engagement and firm quote provided
Contract Review/Approval Phase	90% Contract initiated and being reviewed
Closed Won	100% Contract signed
Closed Lost	0% No contract

14. Once the status has been changed to Closed Won, the KFS Account and Type of Opportunity will be required before the Opportunity record can be saved.
15. If you are unsure of your KFS Account number, click on the magnifying glass, and enter the first two digits of your account number (57*) in the search bar, which will bring up all KFS account numbers beginning with 57. You can also enter a portion of your KFS Account name such as *Diversity* and select the all fields button, then click go, see below:



The screenshot shows the Salesforce 'Lookup' interface. At the top, there is a search bar with the text '*Diversity*' and a 'Go!' button. Below the search bar, there are radio buttons for 'Search', 'Name', and 'All Fields', with 'All Fields' selected. Below this, there is a link '< Clear Search Results'. The main section is titled 'Search Results' and contains a table of 'KFS Accounts [4]'. The table has columns for 'KFS Account number', 'Active', 'Cornell Department', and 'Description'. There are four rows of results, all with 'Active' status checked. The table also includes a 'My Columns' link in the top right corner.

KFS Account number	Active	Cornell Department	Description
5743670	✓	Executive Education	EE Diversity and Inclusion Public
5743671	✓	Executive Education	EE Diversity and Inclusion On-Site
5743615	✓	Scheinman Institute on Conflict Resolution	Diversity Public Series-Brecher
5743612	✓	Scheinman Institute on Conflict Resolution	Diversity Onsite Program-Brecher

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16. Once the contract is finalized, the Finance Contracts Specialist will attach the contract to the Opportunity.
17. From then the programs can be set up and managed, and invoicing can be done in Salesforce.