

Finance and Taxation Directorate

University of Pisa

Paola Fabiani

A short presentation of my role and our activities

Introducing myself

- Good morning, my name is Paola Fabiani.
- I hold a degree in Economics and Business Administration.
- After my studies, I worked for a short period as an accountant for a private company.
- Later, I worked for about two years at the Business Register of the Pisa Chamber of Commerce.
- I have been working at the University of Pisa since 1998:
 - Until 2014, I was at the Department of Computer Science as an administrative coordinator;
 - Since 2015, I've been working in the Finance and Taxation Directorate.



Directorate activities

- Coordinates, supervises and supports management centres with managerial, administrative, and negotiating autonomy regarding accounting and tax matters.
- Ensures compliance with accounting standards and tax regulations.
- Supports governance in decision-making by providing financial and economic information, and detailed analysis of data.



My role at the University of Pisa



- The Directorate is organised into 10 specialised units.
- I coordinate six of them mainly related to budgeting, financial statements, management control, analytical accounting systems, and asset accounting.

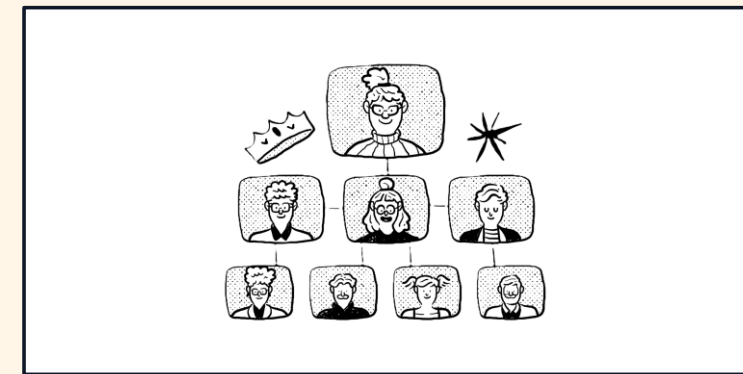
Directorate structure

Units I coordinate

- Budgets and Financial Statements Unit
- Consolidated and Reclassified Financial Statements Section
- Budget Management Unit for Departments, Systems and Autonomous Structures
- Management Control Unit
- Analytical Accounting Systems and Procedures Section
- University Asset Accounting Unit

Other units and offices

- Cash Management and Cashier Institution Relations Unit
- Budget Management Unit for Directorates
- Taxation Office
- Commercial Section



Budgets and Financial Statements Unit (1)

- Prepares the University's **annual and three-year forecast budgets**, supporting the governance in the decision-making process.
- **Annual budget:** authorises expenditure — only approved expenses can be incurred.
- **Three-year budget:** demonstrates medium-term economic and financial sustainability.
- Both forecast budgets include an economic budget and a capital budget.



Budgets and Financial Statements Unit (2)

Economic budget

+ Revenues
– Costs
= Economic result

Capital budget

Planned investments
=
Financing sources

- The economic budget includes forecasts of revenues and costs for the following year and estimates the expected economic result.
- Given that the result must break even, if a deficit is expected, it must be covered by net asset reserves.
- The capital budget plans investments in durable goods and shows the resources needed to finance them.



Budgets and Financial Statements Unit (3)

- After approval of the budget by the Board of Directors, the Unit makes the allocated budget available to the different management centres.
- During the year, it implements budget adjustments:
 - when funding changes compared with the approved budget;
 - when the type of expenditure to be incurred changes.
- This keeps the authorised budgets aligned with the University's actual needs and with the resources available.



Budgets and Financial Statements Unit (4)

- Prepares the **Annual Financial Statements**, which are composed of the following documents:
 - **Balance Sheet:** reports the University's assets, liabilities, and net assets at year-end.
 - **Income Statement:** shows revenues, costs, and economic result (surplus or deficit) over the year.
 - **Statement of Cash Flows:** reports cash inflows and outflows during the year, showing the reasons for their generation.
 - **Notes to the Financial Statements:** explain accounting policies and technical disclosures.
 - **Management Report:** illustrates the activities carried out by the University during the year within its strategic fields, connecting financial data with institutional results.



Consolidated and Reclassified Financial Statements Section



- Drafts **Consolidated Financial Statements** by aggregating the financial statements of the University and those of its controlled entities, such as Pisa University Press in the past.
- Prepares **reclassified financial statements**.
For example, one type of reclassification allows public-sector financial data to be consolidated at a national level.

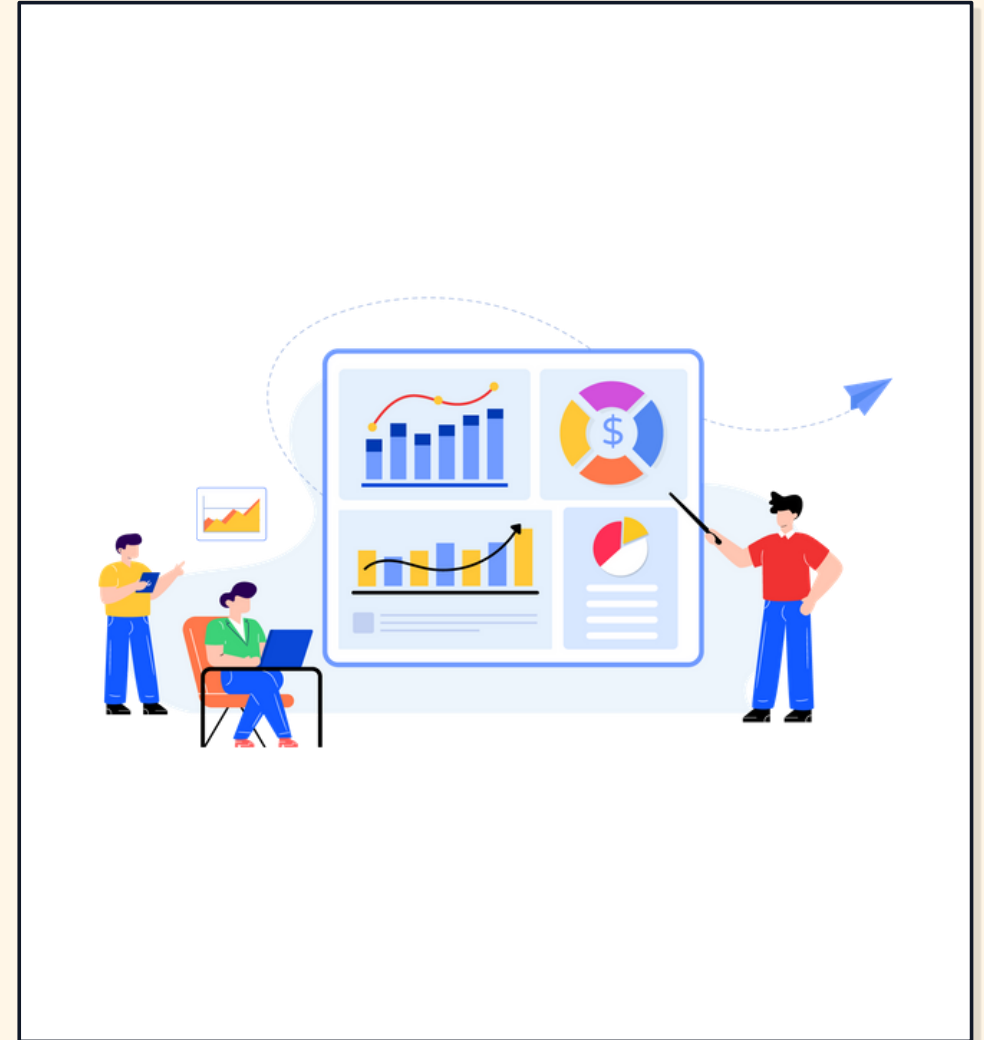
Budget Management Unit for Departments, Systems and Autonomous Structures

- Manages revenue-cycle accounting for Departments, Systems and Centres, based on the funding and contract documentation uploaded by the University Structures to a dedicated portal (<https://pratiche.adm.unipi.it>)
- Records revenues, related receivables and subsequent collections, mainly concerning:
 - competitive research funding
 - contract research and consultancy services
 - other grants for research and learning activities.
- Executes budget adjustments to make new resources available to research projects and learning activities.



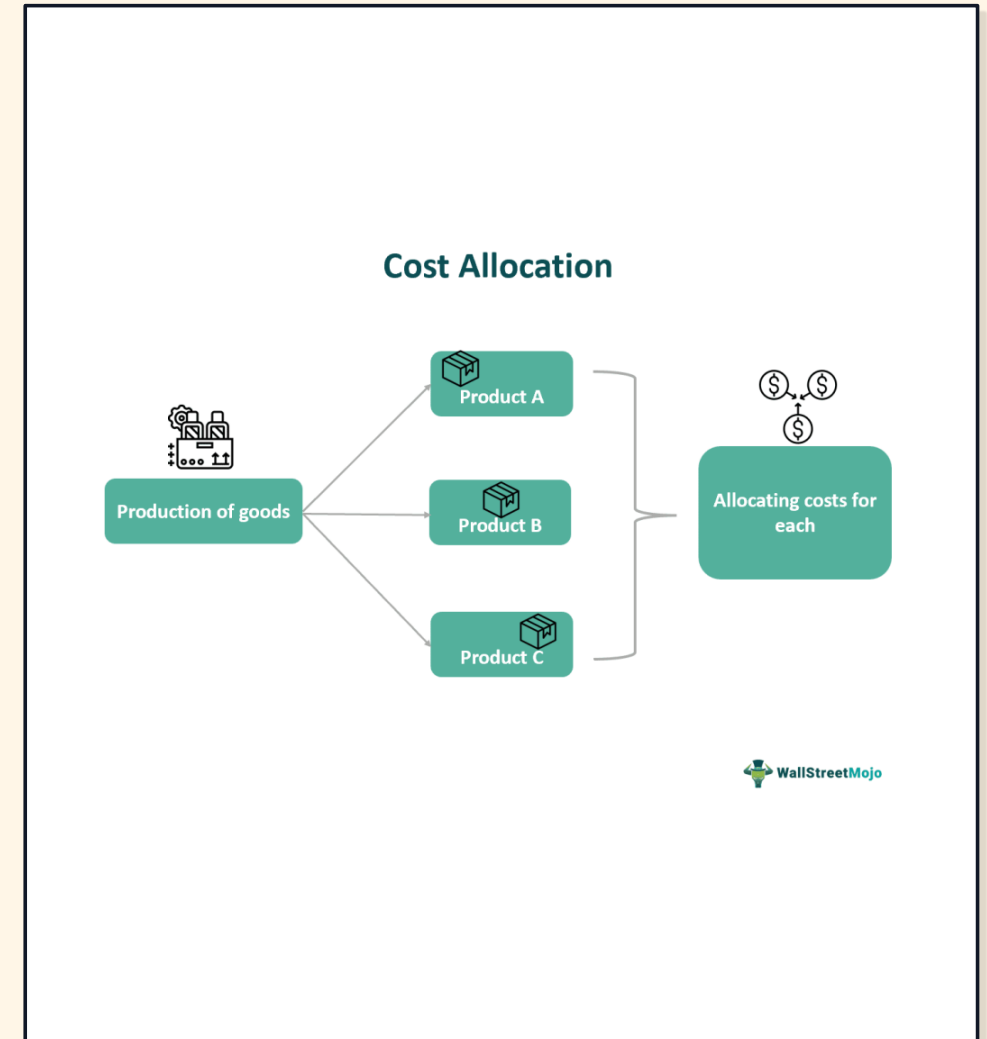
Management Control Unit

- Prepares interim financial and economic reports to monitor budget utilisation.
- Analyses variances between budgeted and actual results to identify trends and support corrective actions.
- Evaluates financial results by responsibility centres, projects, products or services.
- Supports year-end forecasts and the preparation of future budgets using interim reports and historical data.



Analytical Accounting Systems and Procedures Section

- Supervises cost accounting systems and procedures.
- Analyses costs by responsibility centres or services, as identified by Governance.
- Defines cost tracking and allocation models for the identified cost centres.
- Calculates unit service costs to define fee schedules.



University Asset Accounting Unit

- Supervises and coordinates asset accounting for movable, immovable and financial assets.
- Manages inventory operations for University assets, including buildings, furniture, equipment and other assets.
- Records acquisitions, disposals and depreciation.
- Capitalises extraordinary maintenance costs as assets, when they increase the value or useful life of the asset.



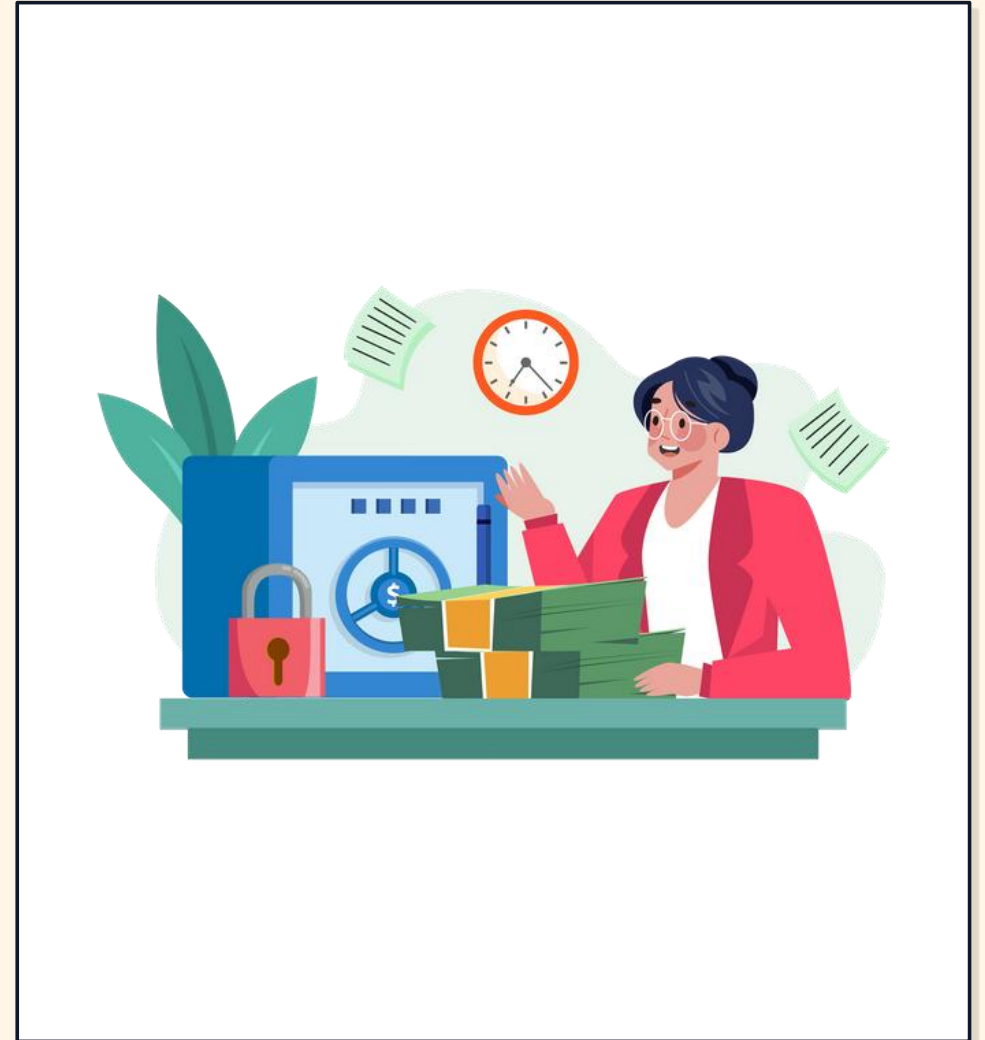
Budget Management Unit for Directorates

- Checks the accounting and tax compliance of payment orders issued by the Directorates.
- Manages the Central Administration petty cash fund through the Imprest Administrator.
- Manages revenue-cycle accounting, based on the funding and contract documentation uploaded by the Directorates to a dedicated portal (<https://pratiche.adm.unipi.it>), and on data available into ministerial portals (<https://www.mur.gov.it>).
- Records revenues, related receivables and subsequent collections concerning:
 - Student tuition and fees for attending university courses, such as Bachelor's Degrees, Master's Degrees, Professional Masters.
 - Ministry grants for university operations, staff recruitment, and other specific purposes (Ordinary Financing Fund - FFO).
 - Ministry grants for university building construction or major equipment purchases.
 - Ministerial and other public or private entities' grants for PhD scholarships, specialist training contracts, etc.



Cash Management and Cashier Institution Relations Unit

- Monitors cash flows to ensure sufficient liquidity for operational needs.
- Submits collection and payment orders to the treasury bank.
- Manages relations with the treasury bank.



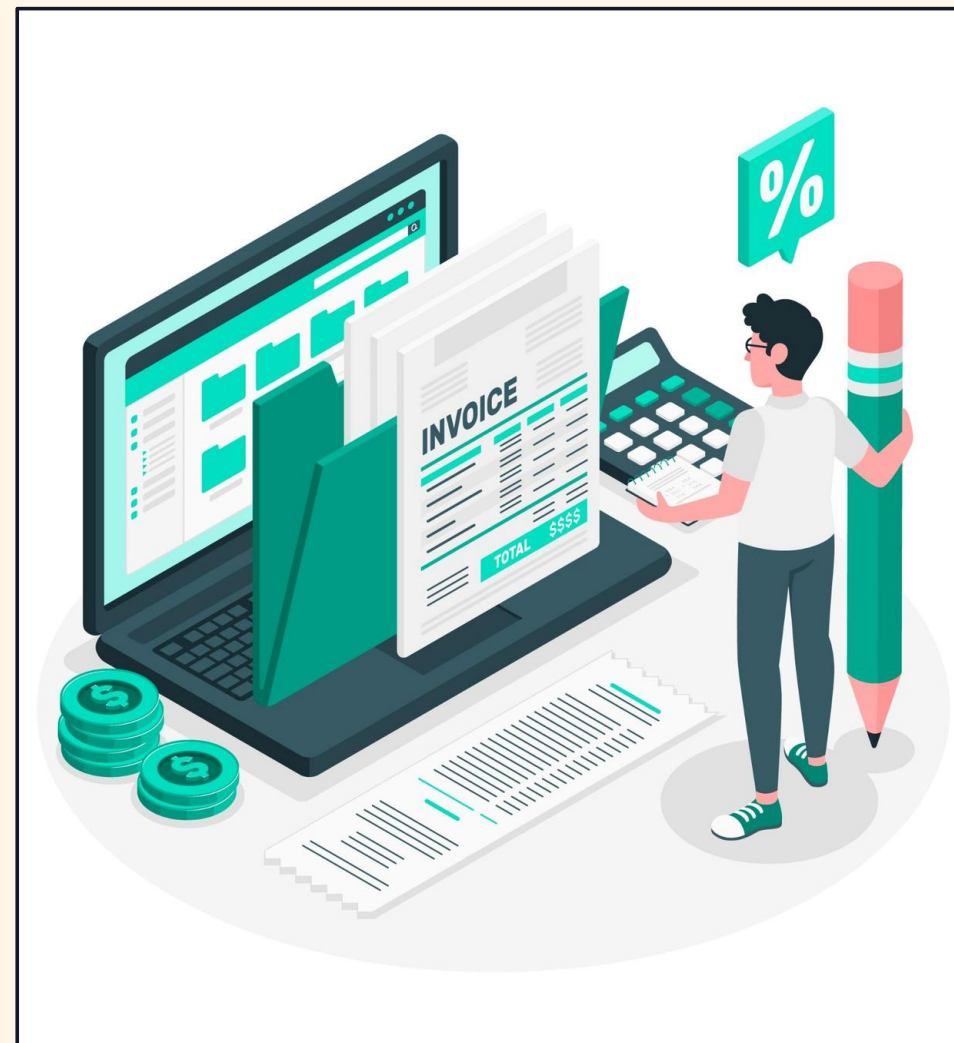
Taxation Office

- Manages tax obligations for the entire University.
- Prepares and files tax returns.
- Pays social security contributions and taxes to the State.
- Processes payments to independent contractors.
- Provides assistance and technical advice to management centres on tax matters.



Commercial Section

- Issues sales invoices for services rendered to public and private clients by management centres.
- Receives invoicing requests through a dedicated portal (<https://pratiche.adm.unipi.it>).
- Provides assistance and technical advice to the management centres on VAT matters.
- Calculates and pays monthly VAT.



How to contact the Directorate's offices

- Preferred method: ticketing system.
- It registers all support requests and routes them to the competent unit by subject matter.
- For more complex requests, consultations are also available by phone or in person.

Thank you very much for your attention!
Are there any questions?
..... Easy ones only, please! 😊

