

**Ad Hoc Report
Progress on Recommendations Received from 2015 Year Seven Self-
Evaluation Report**

**Prepared for the Northwest Commission on Colleges and Universities
March 2016**



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Introduction

In March 2015, Dawson Community College (hereafter referred to as “the College” or simply DCC) submitted its Year Seven Self-Evaluation Report for reaffirmation of accreditation by the Northwest Commission on Colleges and Universities. The evaluation team reviewed the report, conducted an onsite visit in April 2015, then gave three commendations and made four recommendations.

Recommendation #1

The Evaluation Committee recommends that Dawson Community College develop, implement and publish a policy for the relationship between its general operations funds and auxiliary enterprise funds, including the transfers between the two funds. (Standard 2.F.6)

Recommendation #2:

The Evaluation Committee recommends that Dawson Community College take immediate steps necessary to address a material weakness of internal controls related to account reconciliation that has been cited in biannual financial audits since 2011 and an annual audit in 2014. (Standard 2.F.4, E.R. 19)

Recommendation #3:

The Evaluation Committee recommends that Dawson Community College continue to develop and implement its Institutional Effectiveness System (IES). While significant work has occurred to establish a new operational framework for institutional excellence, its processes must be iterated and institutionalized for long-term continuity, and additional work is needed to ensure that the data collected are the best available to inform and document improvement in programs and services. (Standards 4.A, 4.A.5, 4.A.6, 4.B.1)

Recommendation #4:

The Evaluation Committee recommends that Dawson Community College, while now in substantive compliance with Recommendation 2 from its Spring, 2012 Year Three Resources and Capacity Peer-Evaluation Report, accelerate the implementation of its Program Review process across all of its degree programs including its Core/General Education programs and begin to immediately document the use of assessment data for the improvement of instruction and educational outcomes at the course, program and institutional levels (Standards 2.C.1, 2.C.10, 4.A.2, ER22).

In its letter of June 30, 2015 the Commission requested DCC prepare an ad hoc report to address the concerns stated in Recommendation 1 and 2 in the spring of 2016. Recommendations 3 and 4 will be addressed in an ad hoc report due in the spring of 2018.

Response to Recommendation 1

The Evaluation Committee recommends that Dawson Community College develop, implement, and publish a policy for the relationship between its general operations funds and auxiliary enterprise funds, including the transfers between the two funds. (Standard 2.F.6)

Standard 2.F.6 General Operations and Auxiliary

The institution defines the financial relationship between its general operations and auxiliary enterprises, including any use of general operations funds to support auxiliary enterprises or the use of funds from auxiliary services to support general operations.

Response: Immediately following the NWCCU April 2015 onsite evaluation visit, the administration developed and proposed Board Policy 5-11 titled Relationship Between Funds (Appendix A) to the DCC Board of Trustees. The Board approved and implemented the policy May 18, 2015. The policy outlines proper procedures for transfer of funds and references Montana State Code 20-9-208, which provides state provisions for transfer of funds. The approval of the policy was publically noticed in the agenda, noted in the minutes and promptly posted with Board Policies on the DCC website. The policy addresses the NWCCU need to document proper approval for transfer of funds and also complies with state statute.

As the audit for FY2015 was closed out and in consultation with auditors, ending entries included multiple transfers by the Controller to reconcile balances and close out inactive funds. These transfers will be presented to the Board for approval in February 2016 (Appendix B). As processes improve within the Business Department, procedures going forward will include a Board calendar reminder in September of each year for the Board to review and approve reconciling transfers of funds before the year is closed out and audit fieldwork begins. Additional transfers may be necessary upon completion of the audit; these transfers will be forwarded to the Board as appropriate.

The College has complied with the NWCCU Evaluation Committee's recommendation to develop, implement and publish a policy for the relationship between its general operations funds and auxiliary enterprise funds, including transfers between the two funds.

Response to Recommendation #2:

The Evaluation Committee recommends that Dawson Community College take immediate steps necessary to address a material weakness of internal controls related to account reconciliation that has been cited in biannual financial audits since 2011 and an annual audit in 2014. (Standard 2.F.4, E.R. 19)

Standard 2.F.4 Timely and Accurate Financial Information

The institution ensures timely and accurate financial information through its use of an appropriate accounting system that follows generally accepted accounting principles and through its reliance on an effective system of internal controls.

It is difficult to fully explain efforts to address Standard 2.F.4 without detailing recent history in the College's Division of Administration prior to spring 2015. The College recognized the need for a student records, financial aid, student accounts and financial management system that conformed to current standards and had potential for future growth prior to FY2010. The College—in partnership with the Office of Commissioner of Higher Education and the Board of Regents—began the process of implementing the *SunGard Banner Ellucian* (Banner) integrated database in 2010. This process was expected to take one year with a completion date of July 2011. However, planning and implementation strategies were woefully inadequate. The process was extremely challenging with major glitches in software, technology, employee turnover and very limited resources allocated to the conversion and implementation. These challenges resulted in a timeline that extended well into the 2014 fiscal year. As a result, the audit for FY2011 and FY2012 was not completed nor was it presented to the Montana Legislative Audit Committee or DCC Board of Trustees for approval until March 2014. These biannual audits received multiple material weakness comments dealing with account reconciliations, internal controls, and recording of fixed assets.

The DCC Board of Trustees made the decision in early 2013 to reorganize the College and as a result, hired a new President who assumed duties in July 2013. Within months, new administrators were hired in Academics, Student Services and Finance. The current VP of Administration was hired as the Executive Director of Business and Finance and began work the last week of October 2013. Audit drafts for FY2012 and FY2011 had been completed internally but not yet approved by the Montana Legislative Audit Committee. The audit for FY2013 had not yet been scheduled and closing and reconciling entries had not yet been completed.

Due to the material weakness comments in the FY11 and FY12 audits, the challenges experienced in the implementation of Banner and the lack of timely, accurate financial data available, the new administration at DCC conducted a search of accounting firms in the area that had the qualified personnel and experience with Banner required to bring reconciliations up to date. The College hired Anderson ZurMuehlen & Co. P.C. to assist in closing out FY13, reconcile cash and identify areas of internal control weaknesses, address comments in FY11 and FY12 audits and prepare FY13 financial statements. Anderson ZurMuehlen & Co CPAs spent over a week conducting fieldwork on campus and several months working with Business Department staff to reconcile FY2013 balances, identifying Banner setup errors, and investigating and recommending changes in internal control procedures (Appendix C).

As a result of the work between Anderson ZurMuehlen & Co. P.C. accountants and the College's Business Office, the College was able to address many of the issues stated in the FY2011 and FY2012 audits. Although the efforts of the Business Staff should be commended, the College received a material weakness comment in FY2013 for account reconciliations due to timing. The fiscal year had been over for five months before Anderson ZurMuehlen & Co. P.C. was hired, and therefore the reconciliations were not completed until January 2014. The efforts of the Business Staff could not be recognized nor realized for the FY2013 yet, as they were not conducted until mid-point FY 2014.

The College continued to work with Anderson ZurMuehlen & Co. in FY2014 in an effort to address account reconciliations and internal control inadequacies. The efforts were fruitful—during this time many auditors’ concerns were addressed and the recommendations from Anderson ZurMuehlen were put into place. Business Office job descriptions were reviewed and updated. Training occurred within the Business Office on documentation requirements and how to recognize and correct errors in the finance module of Banner. The Business Office provided training to employees (outside the Business Office) on how to access financial and budget information on their own; tasks unavailable for several years. Training was conducted and continues regularly campus-wide to remind employees of purchasing policies, documentation requirements, and how to access financial information. Recurring information is provided on how to correct errors and who to approach in case employees do not understand the numbers resulting from financial queries. Capital Assets are now tracked and logged, as required.

Work continued into FY2015 improving internal control procedures as cross-training occurred across several positions in the Business Office. Back-up abilities are now available in (each of the) payroll, accounts payable, and human resource functions. Documenting daily processes was a focus of many of the business office and human resources personnel during FY2015. “Documentation” was included as outcomes in many of the individual Institutional Effectiveness Plans (IEPs) created for FY2015 and FY2016. This documentation and cross training has proved useful as employee turnover occurs and new employees are hired.

In addition to improving daily operating procedures, the administration focused on providing more timely and accurate information to the Board of Trustees. The VP of Administration began in FY2014 (and continues) to provide General Fund Budget to Actual reports to the Board on a quarterly basis. In addition, more detailed information is provided to the Finance Committee on a monthly basis—with summarized reports then provided to the entire Board. The proposed FY2016 budget was created and moved through the Institutional Effectiveness Committee Structure for discussion and approval. It was presented to the Board of Trustees a month earlier than previous years in order for Trustees to have plenty of time to ask questions and give input. The trustees appreciated the fact it had been vetted in the IES committee structure, a narrative was provided with the budget and additional time was given to review. The College will continue this process going forward.

Though the efforts of Business Office personnel should be commended, the difficulty in completing daily and monthly reconciliations using a firm from over 700 miles away was recognized. The need for a full time Controller was apparent. The College posted the position early in FY2014 and began recruiting efforts to find and hire a qualified individual. The goal proved challenging as the economy made it difficult to hire individuals away from the booming oil fields in Eastern Montana and Western North Dakota. Not only were wages difficult to match but available housing for new employees was limited and cost prohibitive as well.

Immediately following the NWCCU April 15-17, 2015 Year Seven on campus visit, Dawson Community College amped up efforts to hire a Controller and/or execute a contract with a local CPA firm to assist with account reconciliations. By the beginning of May, the position of Controller was filled by a local CPA with over 20 years experience in public accounting and

auditing. This individual was interested in a short-term interim position with an option to become permanent if both sides agreed. Since the Controller was a temporary hire, a list of expected projects and dates was agreed upon (Appendix D). The Controller started May 5, 2015 and immediately began reconciling accounts and funds. By June 2015, the majority of funds were reconciled. Closing entries were prepared which enabled cleanup of funds in preparation for the FY2015 audit, which began with auditor fieldwork in October 2015.

The process for choosing an independent auditor begins at the State level. The Montana Legislative Audit Division selects independent auditors for the community colleges based on the results of a competitive bid process. Once the independent accounting firm completes the audit draft, it is reviewed and approved by the Legislative Audit Division. It is forwarded to the Montana Legislative Audit Committee for review and final approval. The Legislative Audit Committee is a bicameral and bipartisan standing committee of the Montana Legislature. It consists of six members of the Senate and six members of the House of Representatives. The Audit Committee appoints, consults with, and advises the Legislative Auditor. The Audit Committee reviews the audit reports submitted by the Legislative Auditor, releases the audit reports to the public, and serves as the conduit between the Legislative Auditor and the Legislature. Audits are neither authorized nor distributed until approved by this Committee. Once approved, the DCC Board of Trustees then reviews and accepts the audit results. A lead auditor who worked on the audit calls in and explains results, issues, then addresses concerns and questions by the Board of Trustees.

Audit fieldwork for the FY2015 was conducted in October 2015. It is important to keep in mind the ability of the College to be prepared for audit fieldwork in October is a testament to the amount of work completed in the last two years. In October 2013, DCC had not fully completed audits from FY2011 and 2012. The audit fieldwork for FY2013 had not even been scheduled. The business office staff moved up audit fieldwork from 24 months to 4 months—*in only two years*.

The majority of the closing entries were completed at this time and supporting documentation was provided for all balances. The auditors were able to submit a draft for consideration to the Legislative Audit Division by January 30, 2016. The audit draft is still in the approval process and therefore cannot be attached to this report. The approved audit was expected to be available for the NWCCU onsite team visit (which has been cancelled) in April.

According to the draft submitted to the Legislative Audit Division—*for the first time since prior to FY2011*—**no material weaknesses were found during the audit**. A significant deficiency was noted, again relating to internal controls and regular account reconciliations. The Controller was not hired until May, therefore it was not arguable that monthly reconciliations had been completed and reviewed *on a monthly basis* when we did not have the personnel in place.

Conclusion

DCC has carried out extensive efforts to address the 2015 NWCCU site evaluation team's Recommendation #1 and #2. A policy defining the relationship between funds has been developed and implemented and appropriately published.

Improvements in the Business Department at the College, since the fall of 2013 show continuous, successful efforts to address the need to use generally accepted accounting procedures to provide timely, accurate data. Before the fall of 2013, monthly closing procedures were not in place, the Board of Trustees had not received accurate, timely financial information since the implementation of Banner had begun, and multiple material weaknesses were identified in audits—late audits that were not completed for over 24 months—after fiscal years ended.

Audits are now conducted annually and within adequate timelines, financial information is provided to the Board of Trustees on a regular basis, documentation of procedures and cross training efforts have improved, monthly and reconciliation procedures are being created and maintained, and training has been provided to employees—outside the Business Office—so that they are able to access, analyze, and question financial information pertinent to their departments.

Although, the College is pleased with the efforts of the entire business office staff, there are still issues to address. Cash reconciliations are up to date as of 12/31/2015, however more detailed reports are currently being created to assist in providing the detail administration would prefer in analyzing month end results. Efforts also continue in the documentation of processes; and providing training regarding regular monthly closing and reconciling procedures within set timelines. Reliable payroll reconciliation procedures need to be improved and the correction to the trial-balance (resulting from errors during the original set up of the Banner system) also needs to be addressed. The Business Department is currently working with maintenance technicians to resolve these issues and provide training on monthly closing procedures.

Continuing challenges for the College will be attracting and maintaining qualified personnel needed in the Business Office and maintaining recent efforts to keep monthly reconciliations, procedure documentation, and cross training up to date. The College has posted the position of full time Controller in order to be able to transition out the current Controller, who has agreed to stay on until a full time replacement can be found. She will then continue as a consultant to maintain the monthly reconciliations and create financial statements before audit fieldwork is conducted. In the meantime, this Controller will work to train Business office staff in monthly reconciliation procedures and timelines.

The administration continues to focus efforts in this area and make improvements. Use of the IEPs and institutional effectiveness committee structure as the process evolves into a more robust decision-making process will continue to assess and improve our business office functions. The College will continue to use input from all personnel in budgeting, tracking of actual expenses, regular monthly reconciling procedures, back up training, and providing timely accurate information to Board members and external stakeholders. Use of the Budget and Strategy Committee, along with concentrated efforts to provide information to all employees, Board

Trustees and external stakeholders will improve the College's ability to provide timely accurate information for decision-making purposes and transparency.

This ad hoc report demonstrates the steps Dawson Community College has taken to ensure that Recommendations #1 and #2 from the 2015 NWCCU site evaluation have been addressed and that Dawson Community College is in compliance with NWCCU standards.

APPENDIX A

DCC BOARD POLICY 5-11

(Online at <https://www.dawson.edu/policy-manual/relationship-between-funds/>)

BOARD POLICY BP 5-11

APPROVED: May 18, 2015

EFFECTIVE DATE: May 18, 2015

REFERENCES: Mont. Code Ann. § 20-9-208

RELATIONSHIP BETWEEN FUNDS

Unless otherwise authorized by a specific provision in Montana Code and this policy, the college will not execute (a) transfers from the general fund to any other fund, (b) transfers to the general fund from any other fund, (c) transfers from the retirement fund to any other fund, and (d) transfers from the debt service fund to any other fund.

Whenever the President determines that the appropriated amount of an item of a budgeted fund of the final budget or a budget amendment is in excess of the amount actually required during the school fiscal year for the appropriation item, he or she may transfer any of the excess appropriation amount to any other appropriation item of the same budgeted fund. The President will notify the Board of Trustees at its next regular meeting following the transfer. The Board of Trustees must approve transfers made between different funds or between the final budget and a budget amendment prior to the execution of the transfer.

The Board of Trustees may execute transfers from one budgeted fund to another budgeted fund or between the final budget and a budget amendment for a budgeted fund whenever the trustees determine, in their discretion, that the transfer of funds is necessary to improve the efficiency of spending within the district or when an action of the Board results in savings in one budgeted fund that can be put to more efficient use in another budgeted fund or when the trustees determine that the transfer of funds between one nonbudgeted fund and another nonbudgeted fund is necessary to improve the efficiency of spending within the district.

The Board of Trustees may not transfer funds restricted by federal law unless the transfer complies with any restrictions or conditions imposed by federal law. Before executing a transfer of restricted funds, the trustees shall hold a properly noticed hearing to accept public comment on the transfer.

The Trustees may not transfer funds approved by the voters or with funds raised by a nonvoted levy unless:

- the transfer is within or directly related to the purposes for which the funds were raised and the trustees hold a properly noticed hearing to accept public comment on the transfer;

or

- the transfer is approved by the qualified electors of the district in an election called for the purpose of approving the transfer, in which case the funds may be spent for the purpose approved on the ballot.

SCOPE: This policy applies to Dawson Community College Board of Trustees

PROCEDURES: The President shall promulgate procedures to implement this policy.

APPENDIX B

REQUEST FOR BOARD APPROVAL: TRANSFER OF FUNDS

Transfers FY2015 (Closing Entries)

Description	Amount	Debit/ Credit	Fund	Org	Account	Program	Explanation
YE ADJ RECORD REV LT DEBT STKMN	\$ 97,660.00	D	140124	3010	68701	F40	Annual entry (budgeted) to move funds from Dorm Fund to Long Term
YE ADJ RECORD REV LT DEBT STKMN	\$ 97,660.00	C	173100	3010	582002	F40	Debt to cover annual loan payments
YE ADJ RECD REV LT DEBT MIDRVRS	\$ 8,333.02	D	132404	3010	68701	F40	Annual entry (budgeted) to moved funds from Student Building Fee
YE ADJ RECD REV LT DEBT MIDRVRS	\$ 8,333.02	C	173102	3010	582002	F40	Fund to Long Term Debt to cover annual loan payments
Annual adj record revenue intercap	\$ 58,380.12	D	132404	3010	68701	F40	Annual entry to move funds from Student Building Fee Fund to Long
Annual adj record revenue intercap	\$ 58,380.12	C	173103	3010	582002	F40	Term Debt to cover annual loan payments
ANNUAL TRNSFR FOR STAFF DEVLPMNT	\$ 2,801.56	D	111000	3010	68701	F06	Annual entry to move funds from General Fund to Staff Development
ANNUAL TRNSFR FOR STAFF DEVLPMNT	\$ 2,801.56	C	131285	3010	582002	F06	Fund. If budgets allow, the administration currently reimburses staff
CORR A/R AT 063015	\$ 25,500.00	D	111006		1212		Year end entry to reconcile various Accounts Receivable accounts, close
CORR A/R AT 063015	\$ 46,929.93	D	111006		2196		out inactive accounts
CORR A/R AT 063015	\$ 1,579.59	D	111006		2197		
CORR A/R AT 063015	\$ 16,608.22	C	111006		2199		
CORR A/R AT 063015	\$ 20,203.71	D	111000		2198		
CORR A/R AT 063015	\$ 57,401.30	C	111006	3010	62816A	F01	
CORR A/R AT 063015	\$ 20,203.71	C	111000	3010	62816A	F01	
ADJ PETTY CASH TO ACTUAL	\$ 1,000.00	D	133100		1102AC		Year end reconciling entry - Brings athletic petty cash balances up to
ADJ PETTY CASH TO ACTUAL	\$ 1,000.00	C	133100	3010	62816A	F05	date with actual bank account minimum balances
ADJ PETTY CASH TO ACTUAL	\$ 1,000.00	D	133200		1102AC		
ADJ PETTY CASH TO ACTUAL	\$ 1,000.00	C	133200	3010	62816A	F05	
ADJ PETTY CASH TO ACTUAL	\$ 1,000.00	D	133300		1102AC		
ADJ PETTY CASH TO ACTUAL	\$ 1,000.00	C	133300	3010	62816A	F05	
ADJ PETTY CASH TO ACTUAL	\$ 1,000.00	D	133400		1102AC		
ADJ PETTY CASH TO ACTUAL	\$ 1,000.00	C	133400	3010	62816A	F05	
ADJ PETTY CASH TO ACTUAL	\$ 1,000.00	D	133500		1102AC		
ADJ PETTY CASH TO ACTUAL	\$ 1,000.00	C	133500	3010	62816A	F05	
TRNSFR CASH PERKINS TO NIH	\$ 3,587.00	D	180199	3010	62816A	F06	Annual entry to record activity in Perkins Student Loan accounts
TRNSFR CASH PERKINS TO NIH	\$ 3,587.00	C	131228	3010	582003	F06	
TO CLOSE VB BNK ACCT & TRANS TO GEN	\$ 2,000.00	C	133600		1102AC		Year end entry to close out Volleyball Bank Accounts on Banner to
TO CLOSE VB BNK ACCT & TRANS TO GEN	\$ 3,000.00	D	111000		1203		General Fund
TO CLOSE VB BNK ACCT & TRANS TO GEN	\$ 1,000.00	C	133600	3010	62816A	F06	
	\$ 272,974.93	Total Debits					
	\$ 272,974.93	Total Credits					

Board Policy 5-11 (Relationship Between Funds) requires administration to notify the board and request approval of transfers among funds. The transactions above were completed during FY2015 year end closing. Administration requests approval of the above transfers to complete FY2015 year end closing processes.

APPENDIX C
INTERNAL CONTROL RECOMMENDATIONS

Ms. Kathleen Zander
Executive Director of Business and Finance
Dawson Community College
Glendive, Montana

We have performed consulting procedures as outlined in our engagement letter dated November 15, 2013. Dawson Community College's (the College) management is responsible for designing and implementing internal controls, procedures, and processes for the College as a whole. As part of our consulting engagement, we performed inquiries with business and finance staff to obtain information and assist management in identifying weaknesses in internal control. Below are our observations and recommendations.

Front Office Process

Our inquiries highlighted numerous banking and financial related accounts, some held at Stockman Bank and some with Dawson County. The accounts held at Dawson County are also held at Stockman Bank, but run through the bookkeeping system of the County, requiring transfer memos of instruction from College financial personnel to the County for recordkeeping.

These accounts have dual signature requirements, requiring signatures of the Board Chairman and the President of the College. A stamp with both signatures on it is maintained in the vault and is used by the Assistant Business Manager and the Accounts Payable clerk to process payroll and accounts payable checks. The vault is accessed by the Assistant Business Manager (ABM), the Accounts Payable clerk (AP), the Accounts Receivable and Billing (AR) clerk and the Registrar (REG). Because the dual signatures are on one stamp, accessible and routinely used by three of these four positions, they in effect have signature authority and ultimately, custody of the assets (cash and bank accounts).

Numerous sports and club accounts are held separately and with various coaches and assistant coaches having signature authority. In addition, the ABM and AP have signature authority on most of these accounts.

The vault holds cash in excess of \$5,000 plus all the daily deposits and closing work papers. These funds are held in a locked filing cabinet within the vault, and the ABM, AP and AR have access to the locked filing cabinet.

The ABM, AP and AR all have access to Banner to post journal entries and post cash disbursements and receipts (custody of the financial records). The ABM and AP also reconcile all cash and banking accounts.

This combination of custody of assets and financial records is a classic violation of a properly designed internal control system.

The following steps are for your consideration and would increase efficiency and internal controls:

- Review which accounts have requirements to be held at Dawson County and for those with no compliance requirement, move accounts from Dawson County to a financial institution where the College can maintain direct access and control.
- Request the financial institution to pledge assets to secure any amounts in excess of FDIC or other federal insurance over deposits.
- Centralize athletic and club accounts with the general account and track expenses through the accounting system rather than through separate bank accounts. Implement an expense reimbursement and debit card policy to provide coaches and club leaders with ability to fund expenses while traveling. Use direct billing to the College wherever possible (i.e., hotels, etc.)
- Signature authority for all accounts should be kept to those outside of the accounting system, i.e., the College President, Chairman of the Board, trusted and knowledgeable administrative staff that have no access to the general ledger or responsibilities for reconciliation of accounts. If stamps are used at all, they should be kept by the same people whose signature is on the stamp, and not accessible to those with access to the accounting system. Also, stamps should be kept separate – not two signatures on one stamp.

All mail is currently picked up by a custodian who delivers to the AR in the front office. The AR distributes mail: bank statements to those reconciling the account, invoices and accounts payable statements to AP, checks and receipts to herself as she posts payments. This process, while it may seem efficient, poses risk to the College as control of assets and accounting is in the same hands. Consider the following:

- Mail should be delivered by the maintenance person to the Admissions/Assistant to Financial Aid and Dean of Students (ADM), who has no access to accounting functions. She should distribute mail, noting specifics as follows:
- Bank statements should be distributed to the Executive Director of Business and Finance (ED), reviewed by her, and then passed along to the appropriate person to perform the reconciliation. Reconciliations should be reviewed and initialed by the ED.
- Checks and receipts should be logged in by the ADM before given to the AR, who then posts the receipts into Banner and performs the day end close and reconciliation.
- Invoices and accounts payable statements should be routed to AP for entry into the Banner accounts payable system. All invoices should be entered, even if they aren't intended to be paid immediately. AP then routes to department heads for review and signed approval before flagging for payment in Banner.

- Accounts payable is currently run Tuesday and Thursdays which is a reasonable schedule. A listing of accounts to pay should be printed and approved by the ED before generating checks. Once checks are generated, they should be attached to the voucher packet, including supporting invoices, etc. and given to the ED for review, or given directly to the College President or other authorized signors for review and signature. Signed checks should be given to ADM for stuffing and mailing and voucher packets should be returned to AP for filing.
- Receipts of cash and checks come to the front office throughout the day and are typically received by the AR, who posts the receipts to Banner. Consider having the ADM take in all receipts and issue pre-numbered receipts to payers. The receipt book as well as the log of mailed in receipts should be reconciled to the reconciliation prepared by the AR at the close of business each day.
- Currently deposits are made weekly, as it requires time to take to the County and reconcile with them, prepare transfer instructions, etc. If accounts are held at a financial institution, deposits can be made more often and with less time involved. Consider having the maintenance person or another administrative person outside of the accounting function make the deposits.
- Currently the ABM performs a vault cash count monthly. Backup positions for this function include the AR and AP. Consider limiting access to the vault, and specifically to the cash and receipts filing cabinet, to those outside of the accounting function, i.e., REG, ADM, ED. The ABM could then perform effective surprise cash counts and reconciliations. These cash counts should be documented and maintained for internal control reviews by auditors.
- Meal cards are sold by the AR or the AP who takes in the payment and applies to the cards for students. Currently there is no function to reconcile what is taken in as payment and what is issued on the card. An easy solution for this is to have the ADM take in the payment, issue a receipt as noted above, and have the student take the receipt to the AR who can only issue credit to the meal card at that time. A report from the meal card system should be reconciled to the receipts in the Banner system, specifically identified for meal card payments received. This reconciliation could be performed by the AP who is familiar with the system and would be outside of the process of taking receipts or issuing credit on the cards.

Cash Disbursement Cycle

As noted above, separate accounts are currently kept for all athletic and club accounts. These are maintained in QuickBooks and reconciliations are prepared in QuickBooks by the AP.

- Centralizing these accounts would eliminate separate systems, providing efficiencies by using the accounting system to track rather than separate bank accounts.

Staff development budgeting and monitoring is currently a responsibility of the ABM.

- This should be moved to the Human Resources person (HR), to provide a separation of duties as it relates to issuance of payment for training, and also to charge the HR with a more comprehensive set of responsibilities as it relates to management of employees.

The AP sets up vendors, routes W-9 forms, and generates 1099s. Currently she flags the vendor in the Banner system, which has an appropriate function for 1099 preparation. However, she stamps vouchers of vendors she knows need a 1099 and also tracks on a spreadsheet all year because not all vendors have their W-9 back when first entered into Banner, may not be appropriately flagged, and she is afraid she will miss all the payments made to a vendor.

- Our inquiries indicated there is no formal procedure to authorize a new vendor in the accounting system. We believe this constitutes a deficiency in internal control. Accordingly, we recommend management implement a procedure for authorizing vendors that includes verification of the potential new vendor (such as obtaining a Form W-9, reviewing a copy of a business license, checking references, etc.). There should be an approval/setup form developed that lists the name of the individual seeking to add the new vendor and a signature line for the individual(s) approving the new vendor. A space should be included for a signature or initial of the individual who sets up the new vendor.
- We recommend the business office conduct a review of existing vendors.
- Consider using the system provided by Banner for 1099 tracking and if a spreadsheet is maintained, use it only as a temporary tickler file to track those vendors that need to be revisited to enter 1099 information. Run 1099 reports and forms from Banner and eliminate the manual system. It is inefficient to keep a manual system where no reconciliation of Banner to the manual system can be properly executed.

Department information is available in Banner, both by the AP and for Department heads to monitor. The AP noted that they have not closed any years in Banner, so the Department reports require subtracting out all prior years' information to determine current year to date information to compare to the budget.

- We recommend consulting with Banner support to determine how to close years in the system and clean up the department level reporting to make a more reliable and effective report. Reports should be sent to departments monthly with a budget to actual analysis. They should be reviewed for errors and acknowledged by the Department heads.

A purchase order and requisition system is currently required for all purchases over \$300. While an effective control, the AP keeps a manual spreadsheet of all completed purchase orders. Also, requisitions are manually typed on a typewriter. Each department is responsible for documenting purchase approvals and coding their own expenses. AP has no responsibility or authority for these functions, an appropriate control.

- We recommend researching Banner options for generating, maintaining and closing purchase orders and requisitions. Duplication of data, as is required with manual systems such as typewriters and manual spreadsheets outside of the Banner system, subject the college to errors as well as more work involved in reconciling duplicate systems.

A credit card is kept in the office to place orders, reserve hotels, etc. The credit card is in the name of the ABM and accessed by the AP as well.

- The credit card should be kept at a level that is not involved in day to day financial transactions and accounts payable. Consider keeping this at the ED level or perhaps in the Assistant to the President's office.

Bank reconciliations are currently prepared by the AP or the ABM on a manual spreadsheet as they say the Banner bank reconciliation doesn't work well.

- We recommend contacting Banner support to determine how to effectively use the reconciliation features in Banner. Eliminating accounts and simplifying the banking account structure will also simplify the reconciliation process and Banner may function more effectively without the Dawson County accounts.

AP currently files all accounts payable vouchers and support by check or voucher number. This requires researching in the system to drill down by check number to locate any transaction.

- Bank statements already track transactions by check number and vouchers can easily be located in the Banner system. Consider a different filing method, such as by vendor name, to ease research and retrieval of documentation.

AP currently shuts down purchasing on May 15th to provide adequate time to receive invoices, statements and information for ongoing expenses before a June 30th close. Upon inquiry, we discovered that invoices are entered in to the system when they are paid, requiring a year end analysis for accounts payable accruals. AP manually tracks activities between May 15th and June 30th on a spreadsheet to determine this accrual.

- All invoices should be entered into the accounts payable system when they are received. They don't need to be flagged for payment until coding, approvals, etc. are obtained; however, they should be listed in accounts payable to be in accordance with generally accepted accounting principles. This should be occurring daily, as interim reporting is not on a GAAP basis unless these liabilities are accrued.

AP currently receives timesheets from all employees. She enters the info onto a handwritten form, breaking out worked hours for regular time, vacation time, comp time, overtime. This handwritten worksheet then goes to the ABM to prepare payroll. Either the AP or the ABM enters the info into Banner for processing of paychecks. There are several back and forth review processes between these two positions to ensure payroll is right, including a final review of the "payroll file" to the manual worksheet with the ABM and the ED.

The AP tracks all leave balances in a manual form, handwritten. Paycheck stubs are currently reporting a balance for each employee, but the AP and ABM are not certain those balances are correct.

- As noted throughout these recommendations, manual systems are fraught with risk for errors, are not protected by disaster recovery systems such as network backups, and are generally inefficient and a great deal of work. Banner has systems to track vacation and sick leave balances. Consider contacting Banner support, or a peer user such as the University of Montana, to determine an efficient method of maintenance of these crucial balances. These balances should be reconciled to the general ledger every month, and all reconciliations reviewed by an appropriate supervisor, independent of the reconciliation.

- Use HR to perform some of the tasks in the payroll process and to provide separation of duties.

Payroll process

The HR is responsible for posting and advertising for an open position. She collects applications, organizes search committees, schedules interviews, and sits in on interviews to provide equal opportunity coverage. The HR also obtains W-4, I-9 and medical and other necessary paperwork from new hires. She sets them up as a new employee in Banner and prepares an employment contract. Supervisors sign off on annual contracts or step increases that are communicated through a pay change notice. The ABM prepares these annually, and then holds them in files until ready to issue. The ABM gives a copy to the employee, files a copy in the payroll file, and sends a copy to the unions.

- Preparation of annual contracts and step increase pay change notices could be prepared by the HR. Files should be maintained in the HR offices.
- Consider reviewing what is sent to the unions. At this point, all contracts are sent to all unions, regardless of whether employees are union members.

All employees are considered to be classified hourly, with few exceptions; the President, ED, Vice President of Instruction and Interim Dean of students. Overtime and compensatory time must be pre-approved by a supervisor. Per inquiry, many employees have reached and some have exceeded the maximum accruals for vacation and compensatory time. The payroll department is unsure about policies and enforcement in this area. There are differences in interpretation of the policy.

- We acknowledge that the President is currently working on getting all policies on the College website for employees and staff to view. This will eliminate outdated paper versions of policies in circulation. The standard updated version will be the website version.
- Consider consulting with an employment law attorney or consultant to review policies to ensure they are in compliance with State and Federal law, and to determine if implementation is appropriate.

The AP receives timesheets after approval by supervisors. She recalculates them for mathematical accuracy, enters them onto a manual worksheet, which is then given to the ABM for review and entry into the time system in Banner. The ABM runs a payroll register report, reviews and highlights unusual items including leaves, changes in deductions, garnishments, etc., then reviews with the ED. The ABM then compiles and prints the checks, sending automatic deposits at the same time. She runs a check issue report and a direct deposit report. She stamps all the checks with the dual signature stamp which she has access to in the vault. She stores the checks in the vault until payday. The ABM, the AP or the AR distributes checks. Written authorization is required for anyone else other than the employee to pick up someone else's check.

- Inquiries indicate Banner has a time keeping module available that feeds directly into the payroll system. Employees enter their time through secure login, supervisors can approve and information is stored for payroll calculation. We strongly encourage management to research the capabilities of this module as it would eliminate the manual worksheets

prepared by the payroll and accounts payable department, as well as the numerous levels of review the entire department currently performs.

- Checks should be distributed by the ADM or someone outside of the payroll preparation cycle.
- See comments and recommendations for general cash management regarding signature stamps and control over assets and financial records.

Payroll tax deposits and quarterly 941s were previously prepared by the ED, a process that included a report from Banner and a manual sheet with liabilities to pay. The AP would prepare warrants (Dawson County account withdrawals) to pay those. The AP would stamp the signatures with the dual signature stamp which she has access to in the vault, then give them to the ED or the ABM. The ABM would take the warrants to Dawson County courthouse or mail them.

- The ABM and ED should review the transaction cycle for payroll and determine that the system is set up correctly to capture various payroll liabilities and data for reporting. Once set up properly, it should be a fairly simple process to run a report and prepare checks or automatic deposits to pay liabilities. Also, 941s should print from the system appropriately. Reconciliation of all liability accounts and 941s should occur monthly and quarterly. These reconciliations should be reviewed and approved by the ED before payments are made or reports are filed.

Student Tuition, Fees and Financial Aid Process

The ADM takes applications for students that wish to attend the College on line or in live classes. Once an application is received, ID # is set up in Banner. An advisor is assigned and an alternate PIN# is assigned to allow them to register for classes. Registering for classes triggers tuition bills. Charges for dorms and meals are assessed when necessary and fees are charged for labs, materials, etc.

The REG obtains a list of current students from InfoGriz and provides to AR to set up accounts with appropriate fees.

The Financial Aid director (FA) calculates any grant or loan awards, using federal guidelines, and outside scholarships, tuition waivers and work study available for students. The FA submits this processed information to the AR who applies these to the various students' accounts. The AR keeps documentation of any third party agreements such as vocational rehabilitation, Action for Eastern Montana or WorkForce, that assist with payment. Students have access to their account on Banner and must accept their bill (including amounts outstanding) to complete acceptance of their financial aid. The finance department is still determining how revenue is recorded in the system.

- Revenue recognition under GAAP requires gross revenues to be recorded, with tuition waivers, grants, and other adjustments to be recognized as contra revenue accounts, if applicable. We recommend management keep these accounting principles in mind as they determine how best to set up Banner to capture and report these various revenue and adjustment accounts in the general ledger.
- The FA performs a unique function, requiring a high level of specific knowledge about compliance and the federal programs. In addition to review of revenue recognition

policies noted in the previous paragraph, consider developing a reconciliation and review process for student accounts in total: tuition revenue, fee revenue, less grants, loans, tuition waivers, and other adjustments. Each of these categories as well as all other fees should be reconcilable to an account in the general ledger, such as, a revenue account, a contra-revenue account, a receivable account, a liability account, etc. This reconciliation would take some planning by the ED, FA and perhaps the AR; however, the benefit of preparing it monthly would be well worth the effort.

- The procedures outlined for student acceptance and set up in the system have an appropriate separation of duties, provided that the collections process noted in the cash receipts cycle (Front Office) above, be adjusted to separate duties for handling receipts and posting transactions.

The AR monitors aging reports of accounts receivable. Certain incentives such as a series of notification letters sent to school and home addresses, shutting meals cards off, elimination from sports and other activities, withholding transcripts, can be used to promote payment; however, the policies have not been consistently applied. The College has been on a system to write off or send accounts older than five years to collection. However these accounts have not been consistently written off in the Banner system, requiring some analysis and manual reconciliation to determine collectible accounts receivable and allowances for doubtful accounts.

- Consistent communication and application of policies are crucial in an effective collections cycle. We recommend the policies be communicated to students and parents via handbooks, catalogs, and the website, similar to the plan for employee policies.
- A consistent methodology should be developed and adopted as to how to determine an allowance for doubtful accounts, processes for collection efforts, and submission for collection agencies and ultimate write off. Consider whether five years is an appropriate cut off point for a community college with a two year program.

Other Comments

Information Systems Review

During our inquiries, we noted several processes that were maintained on local hard drives, including all of the checkbooks kept in QuickBooks for the athletic and club accounts. We also heard conflicting information related to whether upgrades had occurred or not, whether backups were performed and other questions related to overall information system maintenance.

We noted many functions are performed manually as staff either didn't know how to use the Banner system, weren't provided with the proper training, resources and support, or did not have the capacity to learn the software systems. Though implemented over three years ago, many employees still feel the software is new and they are struggling with the learning curve.

- We recommend the College consult with an Information Systems Specialist to perform an in depth review, potentially encompassing stress testing, disaster recovery, maintenance of software upgrades and routine backup procedures, documentation of procedures and evaluation of personnel for qualifications, knowledge and skills.
- Consider minimum competency testing in hiring for business office positions, and in ongoing performance evaluations, determined by the skills required to perform the duties of the position.

- Consider mandatory, periodic training for all financial staff, including basics, such as Excel, as well as more in-depth and task specific training in Banner.
- Develop peer relationships as well as Banner support use. We noted some employees thought the system and the support available was excellent, while others felt they had very little support. Those that used support systems effectively felt more confident in their role, and were perceived to perform at an excellent level by their supervisors and peers.

Bookstore

The bookstore is not currently tracked in the Banner system, but rather financial deposits are given to the front office with reports from the bookstore software and accounting journal entries performed to allocate to appropriate revenue and expense accounts. Inventory is maintained on a separate perpetual system with annual counts and submission to the accounting department.

- We recommend researching Banner to see what opportunities exist for the bookstore; however, we acknowledge the current system is fairly functional.
- Consider increasing controls over inventory counts, review of daily reconciliations of bookstore reports and daily receipts and deposits.
- Consider implementing surprise cash counts periodically and other appropriate involvement of the finance department into the bookstore function, to decrease the sense of isolation and potential control issues that exist with one employee on staff.

Cross Training, Back up Procedures, Succession Planning

We applaud management for the cross training and back up knowledge that is currently in place. As noted throughout, separation of duties is an issue; however, it appears staff could fill in for each other in the accounts payable and payroll function, and to some degree to cover for the accounts receivable function as well. There are several processes on the Campus that are unique in skill set and knowledge, namely the financial aid process, the bookstore, and the information systems area.

- We have made recommendations for your consideration on several of these areas; however, an overall comment would be to develop mid-range plans for ongoing coverage should an unfortunate event occur that would prevent any one of these employees with unique skill sets to not be able to perform their function. Along those lines, a longer range plan should be developed for succession planning for any role in which an employee potentially wouldn't return to their position, whether voluntarily or not. Succession planning is an important part of proper management of any organization.

We would like to thank Kathleen Zander and the staff in the Business Office for spending considerable time and thought in developing their comments and responses to our inquiries. We would be pleased to discuss any of the comments noted in more depth, and to assist you in implementation of recommendations.

We were not engaged to, and did not conduct an audit, the objective of which would be the expression of an opinion, on the College's internal control. Accordingly, we do not express such an opinion. Had we performed additional inquiries in other departments or looked at certain

areas in more depth, other matters might have come to our attention that would have been communicated to you.

This report is intended solely for the information and use of management of Dawson Community College, and is not intended to be and should not be used by anyone other than those specified parties.

Anderson Zurmuehlen & Co., P.C
Helena, Montana
December 16, 2013

APPENDIX D
CONTROLLER WORK PROJECTS AND TIMELINES

Expected duties of Interim Controller, Completion Dates, etc.				
Offer to Shannon -				
Annual Salary	\$ 50,000.00	approx \$24.04/hr		
	\$ 29,166.67			
7 Months	\$ 30,000.00			
May 1st -Nov 30th				
40 hrs/wk	Exempt			
Projects	Expected completion dates			Notes
All Banner Cash Accounts reconciled with statements for July-Nov, documented by month on spreadsheet	July-April, completed by May 31st	June completed with reconciling entries posted by July 31, 2015	remaining months by the 10th of the close of the following month for July/Aug/Sept/Oct	This includes County cash, all imprest cash accounts, athletic, activity, etc - every Banner fund that has a cash balance and Perkins bank account
All payroll liabilities reconciled July-Nov, documented by month on spreadsheet	July-April, completed by May 31st	May, June completed with reconciling entries posted by July 31, 2015	remaining months by the 10th of the close of the following month for July/Aug/Sept/Oct	reconciled for audit - monthly procedures still need to be set up and provided to business dept - expected goal June 2016

Balance Student Accounts Receivable with subsidiary ledger by month, documented by month on spreadsheet and all subsidiary ledgers printed off by end date of month and attached to spreadsheet	July-April, completed by May 31st	May, June completed by July 31st	remaining months by the 10th of the close of the following month for July/Aug/Sept/Oct	Accounts Receivable reconciled, trial balance off from set up errors. As of 02/10/2016 still working with Banner maintenance to correct set up error
All other Banner A/R accounts reconciled to subsidiary ledgers and documented on spreadsheet-quarterly (Grants, Bookstore, Miscellaneous funds)	July-March completed by May 31st	April-June reconciled and documented by July 31st	July-Sept reconciled by Oct 10th, procedures in place so Oct-Dec can be reconciled quickly by Jan 10th	completed for FY15 audit, changed procedures in bookstores to quarterly update inventory and A/R, up to date as of 12/31/2015
Taxes Receivable reconciled by fund and documented on spreadsheets - monthly	July-April, completed by May 31st	May, June completed by July 31st	remaining months by the 10th of the close of the following month	completed for FY15 audit, changed procedures to
Determine appropriate Prepaid Expenses and journal entry accordingly with proper documentation on spreadsheet - quarterly	July-March completed by May 31st	April-June reconciled and documented by July 31st	reconciled by Oct 10th, procedures in place so Oct-	reconciliation for FY15 audit, reviewed quarterly
Accounts Payable - subsidiary documentation for all accounts payable, completed quarterly after year end		Balance as of June 30th - reconciled by July 31st	July-Sept reconciled by Oct 10th, procedures in place so Oct-Dec can be reconciled by Jan 10th	AP reconciled for FY15 audit, only use AP during year end when accruing expenses, will review at year end'

<p>Interfund transactions - have continued to be a problem, believe there is a setup error in Banner</p>		<p>Interfund transactions for year end entered and balanced by July 31st</p>	<p>Closely monitored and documented on a quarterly basis going forward after year end</p>	<p>working with Banner maintenance to correct set up error - with recent coversations in Feb 2016. - transfer journal vouchers presented to Board as per policy</p>
<p>Work with Stephanny Flakker to assist in reconciling accounts</p>				<p>NA</p>
<p>Year End Procedures - (not inclusive)</p>				
<p>Fixed Assets - spreadsheet from AZ updated for annual purchases and annual depreciation determined and entered by journal entry</p>		<p>Updated and journal entry posted for year end entry - August 30th</p>		<p>Completed and ready for auditors - changed procedures with Accounts Payable Clerk to track more regularly</p>

Scholarships, Waivers, Financial Aid - year end reconciliation and proper documentation		Updated and journal entry posted for year end entry - August 30th	may want to visit with Jolene and have July-May reconciled before she leaves in June	Year end reconciliations complete, Controller sent to Financial Aid workshop in December to receive additional information regarding financial aid. Creating regular reconciliation procedures - 02/01/2016
Auxiliary Funds - Bookstore, Dormitories, Food Service		Updated and journal entry posted for year end entry - July 30th	USDA report on dorms due July 30th	Reconciled complete and ready for audit, tracked regularly going forward
Federal Grants/Contracts		Updated and journal entry posted for year end entry - August 30th	after July, procedures in place to document revenue and expenses in each grant, completed monthly by the 10th of each following month	reconciliations completed for FY2015, new procedures being examined for both State and federal grants as far as internal controls, grants going through the institutional effectiveness committee structure, etc.

				reconciliations completed for FY2015, new procedures being examined for both State and federal grants as far as internal controls, grants going through the institutional effectiveness committee structure, etc.
State Grants/Contracts		Updated and journal entry posted for year end entry - August 30th	after July, procedures in place to document revenue and expenses in each grant, completed monthly by the 10th of each following month	
Bookstore Inventory		Supporting documentation prepared and entered posted - 08/31/2015	Procedure documented for consistent year end closings	completed, entered JV and reconciled for audit
Allowance for Doubtful Accounts		Supporting documentation prepared and entered posted - 08/31/2015	Procedure documented for consistent year end closings	completed, entered JV and reconciled for audit
Fixed Assets - spreadsheet from AZ updated for annual purchases and annual depreciation determined and entered by journal entry		Supporting documentation prepared and entered posted - 08/31/2015	Procedure documented for consistent year end closings	completed, entered JV and reconciled for audit
Long Term Debt - Funds reconciled and year end entries posted - transfers between funds and current portion for upcoming year posted appropriately		Supporting documentation prepared and entered posted - 08/31/2015	Procedure documented for consistent year end closings	completed, entered JV and reconciled for audit
Investments - annual entry posted, documentation prepared for audit,		Supporting documentation prepared and entered posted - 08/31/2015	Procedure documented for consistent year end closings	completed, entered JV and reconciled for audit

Compensated Absences - annual entry posted and appropriate documentation available		Supporting documentation prepared and entered posted - 08/31/2015	Procedure documented for consistent year end closings	completed, entered JV and reconciled for audit
OPEB annual year end entry - entered based on information from OCHE		Supporting documentation prepared and entered posted - 08/31/2015	Procedure documented for consistent year end closings	completed, entered JV and reconciled for audit
Complete any other entries required for year end closing		9/30/15	Procedure documented for consistent year end closings	completed, entered JV and reconciled for audit
Review Expenses for Errors		Review complete and correcting entries completed by Sept 30th	Procedure documented for consistent year end closings	Both controller and VP of Admin review both expenses and revenues for accuracy
- Salaries/Benefits - correct coding, proper payment to vendors, verify records of HR for all health benefits and retirement payments		Review complete and correcting entries completed by Sept 30th	Procedure documented for consistent year end closings	Quarterly reconciliations completed for quarterly reports, more detailed reconciliation procedures still need to be created to reconcile payroll payable accounts
- Other operating expenses - review for error		Review complete and correcting entries completed by Sept 30th	Procedure documented for consistent year end closings	Reviewed quarterly in preparation of Board report

- Verify interest income and expense		Review complete and correcting entries completed by Sept 30th	Procedure documented for consistent year end closings	Controller verifying quarterly
- Verify oil and gas postings		Review complete and correcting entries completed by Sept 30th	Procedure documented for consistent year end closings	Contoller verifying quarterly
Completion of SEFA for submission with financial statement		September 30th	Procedure documented for consistent year end closings	SEFA not required this year - however have made arrangements with auditors for interim check on financial aid to be completed summer 2016, prior to audit fieldwork
Prepare notes to financial statements		Draft completed by October 30th, 2015 for audit review in November	Procedure documented for consistent year end closings	Completed
Submit needed information to third party accounting firm for compilation of financial statements, assist to assure completion of draft on hand for auditors for onsite field work		Draft of statements completed no later than 10/31/2015	Procedure documented for consistent year end closings	completed FY2015, current controller will be retained after termination to prepare financial statements prior to audit fieldwork
Miscellaneous				

Assist in budget prep, public notice, distribution of documentation, etc, verification of numbers		July-Sept		complete
Assist in compilation of mill levy amounts, public notice, verification of numbers		August		complete
Prepare and submit annual USDA report for dorm loans after review by KZ		Due 07/31/2015		complete
Assist in preparation of budget and annual report to OCHE		Due 08/12/2015		complete
Complete FISAP report and submit after review by KZ		FISAP report due 10/01/2015 - would like completed by 09/15/2015		complete
Banner Year end procedures				
Roll over Year in Banner after year end entries completed		would like completed by August 15th - before faculty returns		Roll over for FY2015 complete
Enter Budget information into Banner once approved by Board of Regents			9/30/15	Budget approved by DCC Board & BOR, not entered onto Banner
Prepare for audit - onsite fieldwork will be scheduled for November				

Request Foundation audit - so it is onsite when auditors here for fieldwork		September 30, 2015		Communication with Foundation has changed their procedures. FY15 audit will be completed prior to our audit fieldwork beginning in Oct 2016, so information is available when auditors are on site.
Prepare for audit by compiling all needed files for fieldwork		October		completed
Assist auditors onsite during fieldwork		November		completed
Complete any year end entries requested by auditors		as needed		completed
Revise and update SEFA and financials statement drafts as necessary to complete audit				completed