TASK FORCE FINDINGS, FINAL REPORT:
CONTROLLER / FINANCIAL SERVICES
Spring 2006

HILLSBOROUGH COMMUNITY COLLEGE,
HILLSBOROUGH COUNTY, FLORIDA

TASK FORCE MEMBERS
Chair, Bonnie Carr, Controller, HCC
Ellen Canji, Dean of Academic Affairs, HCC
Barbara DeVries, Financial Services Director, HCC
Mike Ermeling, Accountant, HCC
Bruce Judd, VP Information Technology, HCC
Linda Tarrago, Accounting & Business Professor, HCC
Alisa Zujovic, Research Analyst, HCC
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INTRODUCTION

Hillsborough Community College engages in a review of academic, academic support, and administrative areas for the following purposes:

1. To complement the institution’s strategic planning process requiring the internal development of unit plans with an external perspective in the review of those plans and the quality of programs and services.

2. To respond to intrinsic motivations for continuous improvement with a focus on the enhancement of institutional effectiveness and efficiency; student learning outcomes; and client satisfaction.

3. To respond to state mandates and accreditation requirements of the Southern Association of Colleges and Schools calling for a systematic review of all programs and services.

The review is conducted by a Task Force composed primarily of individual outside the unit under review. The chair is a full time employee of the unit under review.

The charge to the Task Force is to identify strengths and weaknesses of the unit as guided by empirical evidence. From the list of strengths and weaknesses, the Task Force is to develop recommendations for improvement to capitalize on strengths and redress weaknesses. The work of the Task Force is to be completed within a fall or spring semester culminating in a final report.

For academic areas, a judgment should also be rendered regarding the continued viability of the program in context of service area demand, enrollment, and critical workforce needs.

Central to the review is an examination of data, including measures of stakeholder satisfaction, to support empirically derived lists of programmatic strengths and weaknesses. These lists form the basis upon which recommendations for improvement are developed.

Subsequently, two brief follow-up reports are to be drafted. The first follow-up report is due in the following semester. The second is due one year later at the conclusion of the semester in which the original review was conducted. Each consists of a listing of the final recommendations with a few statements indicating the status of their achievement.

Recommendations not achieved may become unit planning objectives to ensure a continued focus on their attainment. Objectives that stem from review recommendations should be indicated as such in the Strategic Planning System of the College.
DESCRIPTION OF UNIT

The mission of the Controller / Financial Services Department is to manage the College’s fiscal operations including General Accounting, Payroll, Accounts Payable, Accounts Receivable, Grants, Capital Projects Accounting, Property Records, and Fixed Assets & Cashiering and is responsible for accurate financial reporting to ensure the integrity of the College’s financial operation and that the College objectives and goals are efficiently and economically met.

This unit is responsible for developing and maintaining the college-wide budget.

The Controller’s office prepares the College’s Annual Financial Report and the annual Cost Analysis Report. The office also coordinates external audits and is responsible for maintaining internal controls over the College’s financial resources.

The Financial Services Department is responsible for student billings, collections and bursar offices.
UNIT PLANNING OBJECTIVES

The 2005-07 objectives for the Controller / Financial Services Department are as follows:

1. Develop a Campus Funding Model.
   This supports College Goal #6.
   
   As of 12/30/05 the status of this goal was “Accomplished.”

2. Develop Financial Internal Control Procedures for the College’s revenue generating units.
   This supports College Goal #6.
   
   As of 12/30/05 the status of this goal was “In progress.”

3. Implement electronic payroll earnings reports / advices.
   This supports College Goal #6.
   
   As of 12/30/05 the status of this goal was “In progress.”

4. Enhance the Accounts Receivable Aging Report to provide meaningful information for management, identify delinquent accounts, and improve collections.
   This supports College Goal #6.
   
   As of 12/30/05 the status of this goal was “Accomplished.”

5. Create a web page for the Bursar operation to inform students and staff of important information pertaining to payments and other financial / registration matters.
   This supports College Goal #6.
   
   As of 12/30/05 the status of this goal was “In progress.”

6. Enhance the bank reconciliation to provide a more meaningful format for management.
   This supports College Goal #6.
   
   As of 12/30/05 the status of this goal was “Partially accomplished.”
1. There were no audit adjustments made to the 2004-05 Financial Statements prepared by the unit, and the Auditors opinion was unqualified.

2. According to Faculty and Staff Satisfaction Survey, 89% of respondents rated their satisfaction with the Bursar Office as ‘Satisfied’ or ‘Very Satisfied’. This exceeds the mean response of 80.0%.

3. Respondents to the FSS Survey identified 13 strengths under ‘Administration / Finances’. ‘Quick responsiveness’ was a common comment across campus locations.
   Source: see Appendix E, FSS Survey 2005, comments section.

4. Respondents to FSS identified 21 strengths under ‘Bursar Office’, reporting that employees in this office were very knowledgeable, cooperative, and courteous. This was common across campus locations.
   Source: See Appendix E, FSS 2005, comments section.

5. Operational audit findings decreased from 14 in the 2002 report, to 11 in the 2004 report.

6. College maintains financial stability. In 2003-2004, HCC has the 5th highest asset to liability ratio among the Florida Community Colleges at 5.20:1. In 2004-05, it increased to 6.82:1.

7. Professional staff is highly qualified (staff certifications, advanced degrees, conference attendance, and professional development).
   Source: See Appendix H, Staff profile roster.

8. Department is proactive and timely in complying with local, state and federal regulations.
   Source: See Appendix I, Florida Community Colleges System – Chart of Reports, FY 2005-06 and Transmittal Correspondence
9. Innovative projects are initiated and completed (Higher One Card, TIPS, etc.).
   **Source:** See Appendix J, Higher One information materials.

WEAKNESSES OF THE UNIT

1. 77.1% of FSS respondents rated their satisfaction with the ‘Administration & Finances’ department as ‘satisfied’ or ‘very satisfied’. This is below the overall response of 80.5% Respondents to FSS identified 11 weaknesses in ‘Administration/Finances’. Purchasing and Payroll issues were of primary focus. Respondents to FSS identified 8 weaknesses under the Bursar Office, centering on the availability of Bursar services and Bursar hours of operation.
   **Source:** See Appendix E, FSS Survey 2005, p. 8, comments section.

2. Several Payroll and Payroll-related deficiencies were identified in an independent review of the Payroll process.
   **Source:** See Appendix K, Payroll Process Review Project – Improvement Opportunity Summary, pp. 58-65.

3. There is no standard format for creating General Ledger (GL) reports. Financial reports and budgeting process is not user friendly.
   **Source:** Judgment of the Task Force.

4. There is no internal audit function.
   **Source:** Judgment of the Task Force.

5. There is no established budget training for staff that submits information for processing to the unit. There is overlap between the Purchasing and Human Resource Departments and it is not clear which Department handles what. Intra and Inter communication is lacking (lack of updatable, comprehensive, procedures manual and ineffective budget training). Processes are cumbersome and inconsistent.
   **Source:** Judgment of the Task Force.

6. Number of repeated findings increased from 4 in the 2002 report, to 8 in the 2004 report.
   **Source:** See Appendix F, Operational Audit Report Nos. 2004-069& 2006-065.

7. Technological competencies of staff need development. Lack of appropriate application of accounting technology.
   **Source:** Judgment of the Task Force.
RECOMMENDATIONS FOR IMPROVEMENT

1. Implement recommendations from Payroll Process Review Project.

2. Work with campus student services to develop a survey of bursar operations including but not limited to hours of operation.

3. Create an updatable on-line manual that can also be printed and placed in binders with updated sections clearly designated so that they can be removed and replaced. Budget training should be accomplished through on-campus training sessions and supplemented by on-line refresher module. Regularly scheduled question and answer meetings on each campus to help set up future training as needed (e.g. sites and topics to be determined based on meeting input). Develop/publish procedures for functions/processes that affect staff members throughout the College.

4. Set up a task force to examine and receive input on ways to improve the budget process. Form a focus group of financial report users or distribute a survey to obtain input as to areas of concern and confusion as well as possible solutions. Use process mapping to document current process and to identify areas for improvement. Establish an advisory committee of professional

5. Establish a rotating schedule to review processes/practices to ensure adherence to State/Fed. Regulations and ensure proper internal controls. Look to create an internal audit position that reports directly to the Board of Trustees. Use cross-functional teams to periodically evaluate other departments to ensure compliance with operational procedures.

6. Assign one or more staff to work with OIT in developing a data warehouse (in progress) that provides financial reports via a browser.

7. Periodically scheduled and on-demand training provided using in-house resources geared to specific application needs (Excel spreadsheet, etc.) on site to limit disruption of operations. In addition, on-line refresher modules should be required to be completed with certificates issued and supervisors notified. Contact IT3 (MS office skills) or Datatel (colleague skills) for an analysis of technology training needs across the department and establish annual training and skills goals for all staff needing skill upgrades.

8. Create a website that has links to procedure summaries for commonly used procedures (i.e. budget transfer, expense transfer, invoice submission, check requests, etc.). Communicate to the college where these procedures are located.
DISTRIBUTION LIST OF THE FINAL REPORT

The final report and all follow-ups will be distributed by the chair to the President’s Cabinet, appropriate Deans and/or Directors, Unit Heads, Unit Members, Task Force Members, and all campus libraries. It will be posted to the Public Folders and disseminated electronically to the HCC Community.
APPENDICES

- **Appendix A:** Hillsborough Community College Mission, Vision, 2004-06 College Goals
- **Appendix B:** Organizational Chart 2005-06
- **Appendix C:** Unit Plan 2005-07
- **Appendix D:** Audited Financial Statements for FY ended June 30, 2005 and Proposed Audit Adjustments
- **Appendix E:** FSS Survey 2005, comments section
- **Appendix F:** Operational Audit Report Nos. 2004-069 & 2006-065
- **Appendix G:** FY 2005-06 Fiscal Health ratio from CST document, pp. 21-22
- **Appendix H:** Staff profile roster
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Vision

Hillsborough Community College will deliver education of the highest standards enabling a diverse community of life-long learners to achieve their maximum potential in a global society.

Mission

Hillsborough Community College, a public, comprehensive institution of higher education, empowers students to excel through its superior teaching and service in an innovative learning environment.

2004-2006 College Goals

1. Promote institutional learning through excellence in teaching, support services, and instructional delivery systems.

2. Foster partnerships with the local and global communities to position the College as a premier educational institution for college transfer, career workforce and economic development, lifelong learning, and community initiatives.

3. Enhance access, flexibility, and responsiveness to meet the changing educational needs of the students and the community.

4. Provide the resources and skills necessary to prepare students, faculty, and staff to function effectively in a technologically-driven world.

5. Promote an institutional culture that values the individual; fosters diversity; and encourages professional development, action, creativity, and risk taking.

6. Continuously improve programs and services while aggressively seeking and effectively managing human, financial, physical, and technological resources.
Financial Services

Budget and Accounting
Business & Finance
District Administrative Offices

Controller

Dir. Financial Svcs
B. De Vries

Staff Assistant, Sr
M. Richters

Receivables
Mgr. Financial Svcs
Y. Konishi

Accountant, Sr
L. Callihan

Accountant
T. Collins

Accounting Tech
C. McDowell
M. Comas

Accounting Tech
D. Hankins
M. Pick

Bursar
Mgr. Financial Svcs
S. McLaughlin

Fixed Assets/Banking/Audits
Mgr. Financial Svcs
C. Pont

Accountant
S. Jackson

Plant City Campus
Cashier-Fin Svcs, Sr
B. Lambert

Dale Mabry Campus
Cashier-Fin Svcs, Sr
M. Jolly
L. DeHoyos

Brandon Campus
Cashier-Fin Svcs, Sr
A. Harrison
Cashier Clerk/Financ
N. Wilson

District
Accountant
M. Ermeling

Ybor City Campus
Cashier-Fin Svcs, Sr
A. Delatorre
Cashier Clerk/Finance
L. Smith

MacDill
Part-time

DAO-22
Controller

Unit Mission: The Controller's Office manages the College's fiscal operations including General Accounting, Payroll, Accounts Payable, Accounts Receivable, Grants, Capital Projects Accounting, Property Records, Fixed Assets & Cashiering and is responsible for accurate financial reporting to ensure the integrity of the College's financial operation and that the college objectives and goals are efficiently and economically met.

Planning Facilitator(s): Bonnie Carr

Unit Planning Process:
The Finance Department conducts planning within the biennial planning process. The Vice President for Administration/Chief Financial Officer, Controller/Chief Accounting Officer, Director of Financial Services and Accounting Services Officer & Managers are involved in the development of goals and objectives for the department. The accomplishment of the goals are reviewed during the annual performance appraisal.

External Trends:

<table>
<thead>
<tr>
<th>Trend or Event</th>
<th>Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased Enrollment and cost of doing business</td>
<td>Creates need for alternative sources of revenue</td>
</tr>
<tr>
<td>Sarbanes &amp; Oxley</td>
<td>Requires increased internal controls and accountability</td>
</tr>
<tr>
<td>Change from Governmental to Business type operation</td>
<td>Changes focus from Budget Appropriation to increase in Net Assets and alternative revenue sources.</td>
</tr>
</tbody>
</table>

Constituent Needs:
The Controller's Office serves the needs of the District Board of Trustees, College President, District Administrative Offices, Campus Senior Leadership, College Staff, Faculty, and Students as well as Federal, State, Grantors and community agencies. The Controller's office provides budget and other financial information to the departments throughout the College.

Wednesday, May 10, 2006
**Unit Objective:** 1. Develop Campus Funding Model

Objective Type: Information/Com. Technology  Facilities  Diversity

Target date: 8/30/2005  Position responsible: Controller/Accounting Service Officer

*This unit objective supports achievement of the following:*

College Goal: 6. Continuously improve programs and services while aggressively seeking and effectively managing human, financial, physical, and technological resources.

State Performance Standard:

Priority Initiative:

Review Recommendation:

**Total cost to achieve this objective:** $1,000  **Cost exceeds unit base budget:**

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost</th>
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<tbody>
<tr>
<td>Full-time salaries</td>
<td>$0</td>
</tr>
<tr>
<td>Part-time salaries</td>
<td>$0</td>
</tr>
<tr>
<td>Hourly salaries</td>
<td>$0</td>
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<tr>
<td>Contract salaries</td>
<td>$0</td>
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<tr>
<td>Professional development</td>
<td>$0</td>
</tr>
<tr>
<td>Capital costs</td>
<td>$0</td>
</tr>
<tr>
<td>Expenses</td>
<td>$1,000</td>
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</table>

Describe costs:

**Strategies:**

Develop a model and make a recommendation for a Campus Budget Model by January 2005. Modify the model as needed by April 2005. Use the Campus Budget Model to develop the 2005/2006 budget. Input the budget by July 1, 2005.

**Expected Outcomes/Success Criteria:**

Develop an acceptable Campus Funding Model by January 2005.

**Means of Assessment:**

Use of the Campus Funding Model to develop the 2005/2006 fiscal year budget.

**Results of Assessment:**

The new model identified inequities in the existing funding process, inconsistencies in the cost of programs by campus and a cost analysis by campus for comparison to State averages.

**Status:** Accomplished

**Use of Assessment Results:**

The Campus Funding Model will be used to plan and budget the allocation of College resources based on a distribution index that is calculated by the model. The model needs to be updated annually for actual FTE by campus and special projects. The model is intended to provide campus funding in a manner consistent with State funding to the College. The model will be updated as changes are made to the State model.

*Wednesday, May 10, 2006*
Unit Objective: 2. Develop Financial Internal Control Procedures for the College's revenue generating units.

Objective Type: Information/Com. Technology, Facilities, Diversity

Target date: 6/30/2007  Position responsible: Controller/Financial Services Manager - Auditing

This unit objective supports achievement of the following:

College Goal: 6. Continuously improve programs and services while aggressively seeking and effectively managing human, financial, physical, and technological resources.

State Performance Standard:

Priority Initiative:

Review Recommendation:

Total cost to achieve this objective: $0  Cost exceeds unit base budget:

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<tr>
<td>Full-time salaries</td>
<td>$0</td>
<td>Professional development</td>
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<tr>
<td>Part-time salaries</td>
<td>$0</td>
<td>Capital costs</td>
</tr>
<tr>
<td>Hourly salaries</td>
<td>$0</td>
<td>Expenses</td>
</tr>
<tr>
<td>Contract salaries</td>
<td>$0</td>
<td></td>
</tr>
<tr>
<td>Describe costs:</td>
<td></td>
<td></td>
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</tbody>
</table>

Strategies:


Expected Outcomes/ Success Criteria:


Means of Assessment:

No exceptions reported related to financial internal controls in the Operational Audit performed by the State Auditors.

Results of Assessment:

The number of exceptions in the Operational Audit were decreased. There is still room for improvement due to the number of repeat findings.

Status: In progress

Use of Assessment Results:

The results of the Operational Audits demonstrate the strengths and/or weaknesses in our internal control system. We need to continue to develop and monitor desktop procedures.

Wednesday, May 10, 2006
**Unit Objective:** 3. Implement electronic payroll earnings reports

Objective Type: Information/Com. Technology Facilities Diversity

Target date: 6/30/2006 Position responsible: Controller/Accounting Services Officer - Payroll

**This unit objective supports achievement of the following:**

College Goal: 6. Continuously improve programs and services while aggressively seeking and effectively managing human, financial, physical, and technological resources.

State Performance Standard:
Priority Initiative:
Review Recommendation:

**Total cost to achieve this objective:** $0  
Cost exceeds unit base budget:

- Full-time salaries: $0  
- Part-time salaries: $0  
- Hourly salaries: $0  
- Contract salaries: $0  
- Describe costs:

- Professional development: $0  
- Capital costs: $0  
- Expenses: $0

**Strategies:**

**Expected Outcomes/Success Criteria:**

**Means of Assessment:**
85% availability of electronic payroll earnings reports to College employees.

**Results of Assessment:**
Direct Deposit payroll participation is now above 97%. The programming for electronic payroll earnings reports is pending programmers.

**Status:** Partially accomplished

**Use of Assessment Results:** The implementation of electronic earnings reports will reduce cost by eliminating the manpower needed to print and stuff the statements. We will eliminate the cost of paper stock, envelopes and postage or delivery cost.

*Wednesday, May 10, 2006*
Financial Services

Unit Mission: The Financial Services Department supports the mission of the College via the collection of student tuition and fees. The department provides quality support and accurate financial information in the areas of student payments, receivables, banking, and property control. The department's focus is to provide the highest level of customer service to students and other areas of the College.

Planning Facilitator(s): Barbara DeVries

Unit Planning Process:
The Financial Services Department plans in conjunction with the biennial planning process. The Director and Financial Services Managers are involved in the development of goals and objectives for the department. The accomplishment of the goals is reviewed during the annual performance appraisal sessions.

External Trends:

<table>
<thead>
<tr>
<th>Trend or Event</th>
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</tr>
</thead>
<tbody>
<tr>
<td>1. Increasing enrollment.</td>
<td>1. Increased percentage of unpaid balances.</td>
</tr>
<tr>
<td>2. Increase in student tuition and fees.</td>
<td>2. Increase in accounts receivable.</td>
</tr>
<tr>
<td>3. Increased use of technology by students.</td>
<td>3. Serve the students' needs via e-mail and Web vs. in-person.</td>
</tr>
<tr>
<td>4. Additional campuses / sites.</td>
<td>4. Increase in volume of property records.</td>
</tr>
</tbody>
</table>

Constituent Needs:
The Financial Services Department serves the needs of the students as well as federal, state and community agencies who provide financial support for students. We provide information to departments throughout the College on matters pertaining to students, banking information, and College property. The need for our services continues to grow in conjunction with the growth of the College.

Wednesday, May 10, 2006

Page 1 of 4
**Unit Objective:** 1. Enhance the accounts receivable Aging Report to provide meaningful information for management, identify delinquent accounts, and improve collections.

Objective Type: Information/Com. Technology Facilities Diversity

Target date: 6/30/2006 Position responsible: Financial Services Manager - Accounts Receivable

*This unit objective supports achievement of the following:*

College Goal: 6. Continuously improve programs and services while aggressively seeking and effectively managing human, financial, physical, and technological resources.

State Performance Standard:
Priority Initiative:

Review Recommendation:

**Total cost to achieve this objective:** $0 **Cost exceeds unit base budget:**

- Full-time salaries $0 Professional development $0
- Part-time salaries $0 Capital costs $0
- Hourly salaries $0 Expenses $0
- Contract salaries $0

Describe costs:

**Strategies:**
1. The Financial Services Manager will consult with colleagues at other Florida community colleges.
2. The Financial Services Manager will develop methods of analysis to identify areas of improvement.

**Expected Outcomes/Success Criteria:**

An Aging Report will be produced on a monthly basis.

Increase in percentage of revenue collected on annual basis.

**Means of Assessment:**

A copy of the report will be reviewed by the Financial Services Manager on a monthly basis.

Annual Financial Report; decreased accounts receivable.

**Results of Assessment:**

Accounts are being reviewed with the Financial Aid Dept. to determine the cause of the receivable.

In our attempt to control the level of accounts receivable, we are researching data to determine the source.

**Status:** In progress

**Use of Assessment Results:**

Continue to work with the Financial Aid and IT Departments to research the source of the receivable and ensure the accuracy of the accounts receivable balances. Recommend best business practice to reduce accounts receivable.

*Wednesday, May 10, 2006*
**Unit Objective:** 2. Create a web page for the Bursar operation to inform students and staff of important information pertaining to payments and other financial / registration matters.

**Objective Type:** Information/Com. Technology  Facilities  Diversity

**Target date:** 12/1/2006  **Position responsible:** Financial Services Manager - Bursar

**This unit objective supports achievement of the following:**

**College Goal:** 6. Continuously improve programs and services while aggressively seeking and effectively managing human, financial, physical, and technological resources.

**State Performance Standard:**
**Priority Initiative:**
**Review Recommendation:**

**Total cost to achieve this objective:** $0  **Cost exceeds unit base budget:**

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</tr>
<tr>
<td>Expenses</td>
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</table>

Describe costs:

**Strategies:**
1. The Financial Services Manager will attend training on web page development.
2. The Bursar staff will develop a list of items to be included on the department web page.
3. The web page will be reviewed each term and updated, as needed.
4. The website will include a link to allow students to e-mail the Financial Services Manager with questions and comments.

**Expected Outcomes/Success Criteria:**
A web page for the Bursar Office will be put online and connected with the College’s website.

**Means of Assessment:**
The web page will be accessible via the world wide web.

**Results of Assessment:**
NOVUS training has been completed. Development of the site has begun.

**Status:** In progress

**Use of Assessment Results:**
The web site will provide pertinent information for students regarding Bursar Office services.

*Wednesday, May 10, 2006*
**Unit Objective:** 3. Enhance the bank reconciliation to provide a more meaningful format for management.

Objective Type: Information/Com. Technology  Facilities  Diversity

Target date: 12/15/2006  Position responsible: Financial Services Manager - Banking

**This unit objective supports achievement of the following:**

College Goal: 6. Continuously improve programs and services while aggressively seeking and effectively managing human, financial, physical, and technological resources.

State Performance Standard:

Priority Initiative:

Review Recommendation:

**Total cost to achieve this objective:** $0  **Cost exceeds unit base budget:**

- Full-time salaries $0  Professional development $0
- Part-time salaries $0  Capital costs $0
- Hourly salaries $0  Expenses $0
- Contract salaries $0

Describe costs:

**Strategies:**

1. The Financial Services Manager will research the topic and consult with peers.
2. The Financial Services Manager will consult with colleagues at other community colleges in Florida in developing a new format.

**Expected Outcomes/Success Criteria:**

- A bank reconciliation will be completed on a monthly basis that will provide meaningful information for management.

**Means of Assessment:**

- The reconciliation will be reviewed by the Financial Services Manager on a monthly basis.

**Results of Assessment:**

The Financial Services Manager for Banking is revising the format for the monthly bank reconciliation.

**Status:** In progress

**Use of Assessment**  The revised format will allow for timely and efficient reporting.

**Results:**
HILLSBOROUGH COMMUNITY COLLEGE

Financial Audit

For the Fiscal Year Ended June 30, 2005
EXECUTIVE SUMMARY

The audit of the financial statements of Hillsborough Community College for the fiscal year ended June 30, 2005, was conducted pursuant to the provisions of Section 11.45, Florida Statutes, and applicable standards contained in Government Auditing Standards issued by the Comptroller General of the United States.

The scope of this audit included an examination of the financial statements of the College, a component unit of the State of Florida, and a determination as to whether management has complied with applicable laws, administrative rules, regulations, contracts, and grant agreements and other matters that are material to the financial statements. An examination of Federal awards administered by the College is included in our Statewide audit of Federal awards administered by the State of Florida.

The following provides a summary of the findings of our audit of the financial statements of the College:

➤ We found that the College's financial statements presented fairly, in all material respects, the financial positions of the College and its discretely presented component unit as of June 30, 2005; the revenues, expenses, and changes in net assets; and the cash flows for the fiscal year then ended.

➤ We noted no matters involving the College's internal control over financial reporting and its operation that we considered to be material weaknesses.

➤ The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under Government Auditing Standards.
The President of the Senate, the Speaker of the House of Representatives, and the Legislative Auditing Committee

INDEPENDENT AUDITOR'S REPORT ON FINANCIAL STATEMENTS

We have audited the accompanying financial statements of Hillsborough Community College, a component unit of the State of Florida, and its discretely presented component unit as of and for the fiscal year ended June 30, 2005, as shown on pages 14 through 36. These financial statements are the responsibility of the College's management. Our responsibility is to express opinions on these financial statements based on our audit. We did not audit the financial statements of the discretely presented component unit, as described in note 1 to the financial statements, which comprises 100 percent of the transactions and account balances of the discretely presented component unit column. Those financial statements were audited by other auditors whose report thereon has been furnished to us, and our opinion on the financial statements, insofar as it relates to the amounts included for this entity, is based solely upon the report of the other auditors.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in Government Auditing Standards issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit and the report of the other auditors provide a reasonable basis for our opinions.

In our opinion, based on our audit and the report of the other auditors, the financial statements referred to above present fairly, in all material respects, the respective financial position of Hillsborough Community College and of its discretely presented component unit as of June 30, 2005, and the respective changes in financial position and cash flows, where applicable, thereof for the fiscal year then ended, in conformity with accounting principles generally accepted in the United States of America.
As discussed in note 2 to the financial statements, the College changed its method of reporting certain Federal and State student financial aid revenues for the 2004-05 fiscal year in accordance with GASB Statement No. 33, Accounting and Financial Reporting for Nonexchange Transactions. This affects the comparability of amounts reported as operating and nonoperating revenues in the statement of revenue, expenses, and changes in net assets for the 2004-05 fiscal year with amounts reported for the 2003-04 fiscal year.

In accordance with Government Auditing Standards, we have also issued our report on our consideration of Hillsborough Community College's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, administrative rules, regulations, contracts, and grant agreements and other matters included under the heading INDEPENDENT AUDITOR'S REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF THE FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH GOVERNMENT AUDITING STANDARDS. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with Government Auditing Standards and should be considered in assessing the results of our audit.

The MANAGEMENT'S DISCUSSION AND ANALYSIS on pages 5 through 13 is not a required part of the basic financial statements, but is supplementary information required by accounting principles generally accepted in the United States of America. We have applied certain limited procedures, which consisted principally of inquiries of management regarding the methods of measurement and presentation of the required supplementary information. However, we did not audit the information and express no opinion on it.

Respectfully submitted,

William O. Monroe, CPA
December 10, 2005
The President of the Senate, the Speaker of the
House of Representatives, and the
Legislative Auditing Committee

INDEPENDENT AUDITOR'S REPORT ON INTERNAL CONTROL OVER
FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS
BASED ON AN AUDIT OF THE FINANCIAL STATEMENTS PERFORMED
IN ACCORDANCE WITH GOVERNMENT AUDITING STANDARDS

We have audited the financial statements of Hillsborough Community College, a component unit of the State of
Florida, and its discretely presented component unit as of and for the fiscal year ended June 30, 2005, and have
issued our report thereon included under the heading INDEPENDENT AUDITOR'S REPORT ON
FINANCIAL STATEMENTS. We conducted our audit in accordance with auditing standards generally
accepted in the United States of America and the standards applicable to financial audits contained in Government
Auditing Standards issued by the Comptroller General of the United States. Our report on the financial statements
included disclosures regarding our reference to the report of other auditors.

Internal Control Over Financial Reporting

In planning and performing our audit, we considered the College's internal control over financial reporting in
order to determine our auditing procedures for the purpose of expressing our opinions on the financial
statements and not to provide an opinion on the College's internal control over financial reporting. Our
consideration of internal control over financial reporting would not necessarily disclose all matters in internal
control that might be material weaknesses. A material weakness is a reportable condition in which the design or
operation of one or more of the internal control components does not reduce to a relatively low level the risk that
misstatements caused by error or fraud in amounts that would be material in relation to the financial statements
being audited may occur and not be detected within a timely period by employees in the normal course of
performing their assigned functions. We noted no matters involving internal control over financial reporting and
its operation that we consider to be material weaknesses.
Compliance and Other Matters

As part of obtaining reasonable assurance about whether the College's financial statements are free of material misstatement, we performed tests of its compliance with certain provisions of laws, administrative rules, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit and, accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under Government Auditing Standards.

This report is intended for the information of the Legislative Auditing Committee, members of the Florida Senate and the Florida House of Representatives, Federal and other granting agencies, and applicable management. Copies of this report are available pursuant to Section 11.45(4), Florida Statutes, and its distribution is not limited.

Respectfully submitted,

William O. Monroe
William O. Monroe, CPA
December 10, 2005
### Account Title | Audit Adjustments
---|---
**Proposed Adjustments**

(1)  
Cash & Cash Equivalents, Current Fund 1  
Cash & Cash Equivalents, Current Fund 3  
Restricted Cash & Cash Equivalents, Current Fund 2  
Restricted Cash & Cash Equivalents, Current Fund 4  
Restricted Cash & Cash Equivalents, Current Fund 5  
Restricted Cash & Cash Equivalents, Current Fund 6  
Restricted Cash & Cash Equivalents, Non Current Fund 7  
Restricted Cash & Cash Equivalents, Non Current Fund 7  
Restricted Cash & Cash Equivalents, Non Current Fund 8  
Cash and Cash Equivalents, Current  
Restricted Cash and Cash Equivalents, Non Current  

8,353,552.99  
1,055,104.42  
1,873,128.80  
66,651.42  
16,367.37  
680,355.96  
2,188,816.14  
505,164.73  
86,036.18  
20,338,146.23  
656,993.78

**For Financial Statement Purposes Only**  
To reclassify amounts with Cash and Cash Equivalent Current and Restricted Cash and Cash Equivalents to Cash and Cash Equivalent Current, Restricted Cash and Cash Equivalent Current, and Restricted Cash and Cash Equivalent Current, Non Current (WP 6-10)

(2)  
Restricted Cash & Cash Equivalents, Current Fund 7  
Restricted Cash & Cash Equivalents, Non-Current Fund 7  

1,617,858.54  
1,617,858.54

**For Financial Statement Purposes Only**  
To reclassify restricted cash amounts for current liabilities in Fund 7. (WP 6-10)

(3)  
AR Due From Other Agencies  
AR From Primary Government  

186,336.83  
186,336.83

**For Financial Statement Purposes Only**  
To reclassify accounts receivable due from various non state entities. (WP 7-6)

(4)  
Miscellaneous Revenue and Operating Revenue  
Gain on Sale of Land  
Land  

2,524,653.80  
2,510,236.30  
14,417.50

**For Financial Statement Purposes Only**

AU 03 Proposed Audit Adjustments Nov 10
## Account Title

### Audit Adjustments

<table>
<thead>
<tr>
<th>Dr.</th>
<th>Cr.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

To reclassify money received for Ybor land sale to City of Tampa.

(WP 9-8; WP 11-7)

### For Financial Statement Purposes Only

To reclassify Federal financial aid grants from Operating Federal Grants and Contracts to Other Non Operating Gifts and Grants. (PELL, SEOG, CWS)

(WP 11-10/12, 108, 102.1)

### (6)

| Scholarship from State | 2,831,803.70 |
| Other Non Operating Gifts & Grants | 2,831,803.70 |

For Financial Statement Purposes Only

To reclassify Bright Futures Scholarship from Other Non Operating Revenues to Other Non Operating Gifts and Grants.

(WP 11-12)

### (7)

| Bonds Payable - Non-Current | 32,847.65 |
| Interest Payable - Non-Current | 32,847.65 |

For Financial Statement Purposes Only

To reclassify accrued interest payable on SBE Bond per HCC's Financial Statements to Interest Payable.

(PWP F1-5; WP 10-16)

### (8)

| Sales Tax Payable | 5,862.17 |
| Accounts Payable | 5,862.17 |

For Financial Statement Purposes Only

To reclassify sales tax payable per G/L to Accounts Payable.
<table>
<thead>
<tr>
<th>Account Title</th>
<th>Audit Adjustments</th>
</tr>
</thead>
<tbody>
<tr>
<td>(WP 10-16)</td>
<td></td>
</tr>
</tbody>
</table>
Nonacademic Program
Controller/Financial Services

College Satisfaction Rates: Faculty responses

<table>
<thead>
<tr>
<th>FSS Item</th>
<th>FSS 77.1</th>
<th>College wide % 89.0</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration/Finances (6a)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bursar Office (7d)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

FSS survey: % reflects those responding “satisfied” or “very satisfied”

Administration/Finances

**Strength comments**

<table>
<thead>
<tr>
<th>BR</th>
<th>Staff from these areas are very responsive to my department needs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>BR</td>
<td>Understanding/helpful personnel</td>
</tr>
<tr>
<td>DM</td>
<td>Payroll, purchasing, mailroom services are all superb. As a_____ I have recently developed relationships w/purchasing. I am impressed with the response time to phone calls and willingness to help solve problems with vendors. As always, payroll rocks!</td>
</tr>
<tr>
<td>DM</td>
<td>Always positive, helpful staff to assist</td>
</tr>
<tr>
<td>DM</td>
<td>Quick accurate and thorough responses</td>
</tr>
<tr>
<td>YC</td>
<td>Payroll is on time, have had no mistakes, they are knowledgeable.</td>
</tr>
<tr>
<td>YC</td>
<td>Consistent quality work with attention to detail</td>
</tr>
<tr>
<td>YC</td>
<td>I have a lot of dealings with this dept, and all are extra efficient and very helpful &amp; knowledgeable</td>
</tr>
<tr>
<td>DAO</td>
<td>Usually receive quick response to problems</td>
</tr>
<tr>
<td>DAO</td>
<td>Budget &amp; Purchasing have good customer service skills, Payroll is a little less helpful; great turn around under ____ leadership</td>
</tr>
<tr>
<td>DAO</td>
<td>Do a great job</td>
</tr>
<tr>
<td>DAO</td>
<td>Professional staff, leadership helpful solving problems or creating efficiencies, supportive of the Foundation and our work w/scholarships</td>
</tr>
<tr>
<td>DAO</td>
<td>I have had good experiences</td>
</tr>
</tbody>
</table>

**Weakness comments**

<table>
<thead>
<tr>
<th>BR</th>
<th>Very low wages</th>
</tr>
</thead>
<tbody>
<tr>
<td>BR</td>
<td>Administration needs to look at budget allocation process and distribute to campuses.</td>
</tr>
<tr>
<td>PC</td>
<td>Check request process takes a very long time.</td>
</tr>
<tr>
<td>PC</td>
<td>The grants office needs to be more cooperative and work with the different departments.</td>
</tr>
<tr>
<td>YC</td>
<td>Purchasing is a nightmare!</td>
</tr>
<tr>
<td>YC</td>
<td>Payroll: numerous problems with getting paid and proper deductions</td>
</tr>
<tr>
<td>YC</td>
<td>Not being able to get your paycheck cut for you immediately when a problem has occurred.</td>
</tr>
<tr>
<td>YC</td>
<td>Payroll has made policy changes without first advising the part time employees of the change.</td>
</tr>
<tr>
<td>YC</td>
<td>Budget and accounts payable need to work in their system of requisitions and payments of contracts on a much more timely basis. Artists and filmmakers have waited 3-4 months before being paid.</td>
</tr>
<tr>
<td>-------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>DAO</td>
<td>Satisfied with budget &amp; payroll. Purchasing hard to get assistance other than referring me to someone else.</td>
</tr>
<tr>
<td>DAO</td>
<td>Too many discrepancy in procedures. Not enough full time personnel- Lack of communication.</td>
</tr>
</tbody>
</table>

**Improvements comments**

| DM          | Payroll- most semesters have problems with way over load is paid.                                                                                                                                                                                       |

**Bursar Office**

**Strength comments**

<table>
<thead>
<tr>
<th>BR</th>
<th>Always around to help</th>
</tr>
</thead>
<tbody>
<tr>
<td>BR</td>
<td>People friendly and willing to assist with problems and inquiries</td>
</tr>
<tr>
<td>BR</td>
<td>Staff from these areas are very responsive to my department needs</td>
</tr>
<tr>
<td>BR</td>
<td>Staff helpful and friendly</td>
</tr>
<tr>
<td>BR</td>
<td>Very cooperative and student centered</td>
</tr>
<tr>
<td>BR</td>
<td>Very helpful and works with students</td>
</tr>
<tr>
<td>DM</td>
<td>DM Bursar is very quick and very knowledgeable</td>
</tr>
<tr>
<td>DM</td>
<td>Used for payroll distribution &amp; petty cash. Organized and responsive</td>
</tr>
<tr>
<td>DM</td>
<td>Prompt, courteous</td>
</tr>
<tr>
<td>DM</td>
<td>Very quick in answering all questions &amp; concerns. Usually will go the extra mile to find answers!</td>
</tr>
<tr>
<td>PC</td>
<td>Competent</td>
</tr>
<tr>
<td>PC</td>
<td>Courteous</td>
</tr>
<tr>
<td>PC</td>
<td>Quick, personal, knowledgeable</td>
</tr>
<tr>
<td>PC</td>
<td>I can call to the Bursar’s office when need to check on a student’s PERC hold and get information solved without having to call accounting.</td>
</tr>
<tr>
<td>PC</td>
<td>Always someone there willing to help</td>
</tr>
<tr>
<td>PC</td>
<td>Knowledgeable</td>
</tr>
<tr>
<td>PC</td>
<td>Our Bursar is always very helpful and cooperative and pleasant.</td>
</tr>
<tr>
<td>PC</td>
<td>PC Bursar seems well managed</td>
</tr>
<tr>
<td>YC</td>
<td>Prompt, courteous, professional</td>
</tr>
<tr>
<td>YC</td>
<td>Fine daily service</td>
</tr>
<tr>
<td>YC</td>
<td>Ybor Bursar’s office is very efficient</td>
</tr>
</tbody>
</table>

**Weakness comments**

<table>
<thead>
<tr>
<th>BR</th>
<th>Based on student comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>DM</td>
<td>Personnel not pleasant; recently have become more pleasant ( rated dissatisfied). Change machine in library not emptied in timely manner; when machine is full, students generally have to wait several days for Bursar’s office to service machine.</td>
</tr>
<tr>
<td>DM</td>
<td>Rudeness, lack of professionalism</td>
</tr>
<tr>
<td>DM</td>
<td>Need modern equipment ( computer hook up and screens)</td>
</tr>
<tr>
<td>DM</td>
<td>Not flexible with open times</td>
</tr>
<tr>
<td>PC</td>
<td>Nothing available on campus on Fridays- machines are empty</td>
</tr>
<tr>
<td>-----</td>
<td>-------------------------------------------------------------</td>
</tr>
<tr>
<td>YC</td>
<td>Not enough staff to serve students (has been the case for years!!) Wait times for students are too long. Poor customer service attitudes- especially at Ybor</td>
</tr>
<tr>
<td>YC</td>
<td>Bursar is often not in office for long periods of time. Closes early too often</td>
</tr>
</tbody>
</table>

**Improvements comments**

| N/A |
HILLSBOROUGH COMMUNITY COLLEGE
Operational Audit

SUMMARY

The operational audit for the period January 1, 2004, through December 31, 2004, and selected transactions through February 28, 2005, disclosed the following:

Finding No. 1: Federal cash balances maintained by the College were not always adequate to cover disbursements, resulting in the use of other College moneys to cover these disbursements.

Finding No. 2: The College did not provide for adequate controls over electronic transfer of funds.

Finding No. 3: Controls over the assessment and collection of fees at the College's child care centers needed improvement.

Finding No. 4: Overtime payments made to three student activity advisors exceeded the College's established limits.

Finding No. 5: Purchasing card transactions were charged to incorrect expenditure codes.

Finding No. 6: Contrary to College procedures, Accounts Payable personnel did not audit supporting documentation maintained for purchasing card transactions. Also, purchasing card transactions generally were not, of record, reviewed and approved by supervisory personnel.

Finding No. 7: Disbursement processing controls associated with the College's on-line vouchering system needed improvement.

Finding No. 8: Student activity and service fee resources were not spent in a timely manner, which may result in students not benefiting from activities financed with these fees.

Finding No. 9: College records did not always evidence that student activity and service fee expenditures benefited the student body in general.

Finding No. 10: Contrary to College procedures, travel advances were made to a traveler for which there were outstanding, unreconciled travel advances, and travel advances were not reconciled to itemized travel vouchers in a timely manner.

Finding No. 11: The College did not require fingerprint checks for College employees in positions of special trust or responsibility, or of a sensitive nature.

BACKGROUND

The College is under the general direction and control of the Division of Community Colleges, and is governed by State law and State Board of Education rules. A district board of trustees governs and operates the College. The Board constitutes a corporation and is composed of five members appointed by the Governor and confirmed by the Senate. The Board members who served during the audit period are listed on Appendix A.

Hillsborough Community College has campuses in Tampa, Ybor City, Plant City, and Brandon, Florida. Additionally, credit and noncredit classes are offered in public schools and other locations throughout Hillsborough County. The College reported
SCOPE, OBJECTIVES, AND METHODOLOGY

The objectives of this operational audit were to obtain an understanding and make overall judgments as to whether College management controls promoted and encouraged compliance with applicable laws, administrative rules, and other guidelines; the economic and efficient operation of the College; the reliability of financial records and reports; and the safeguarding of assets. Specifically, we reviewed management controls and administration of accounting records and management reporting, cash and investments, capital assets, opticianry clinic services, daycare services, contract administration, purchasing card program, capital outlay and construction projects, and student activity and service fees for the period January 1, 2004, through December 31, 2004, and selected transactions through February 28, 2005.

PRIOR AUDIT FINDINGS

As part of our current audit, we determined that the College had substantially corrected the deficiencies noted in our report No. 2004-069, except as noted in finding Nos. 1, 2, 3, and 5 through 9 of this report.

AUTHORITY

Pursuant to the provisions of Section 11.45, Florida Statutes, I have directed that this report be prepared to present the results of our operational audit.

William O. Monroe, CPA
Auditor General

MANAGEMENT RESPONSE

The College's response is included as Appendix B.
SUMMARY

Finding No. 1: Federal cash balances maintained by the College were not always adequate to cover disbursements, resulting in the use of other College moneys to cover these disbursements.

Finding No. 2: The College did not provide for adequate controls over electronic fund transfers.

Finding No. 3: The College did not conduct a complete inventory of its tangible personal property. The property records also did not include all required information contrary to Chapter 274.02, Florida Statutes, and Chapter 10.400, Rules of the Auditor General.

Finding No. 4: Five employees in the accounts payable department had the capability to perform functions relating to processing disbursements that were incompatible with effective management controls.

Finding No. 5: The College did not comply with applicable statutes and rules relating to a donated land acquisition and infrastructure improvements.

Finding No. 6: The College's purchase of land adjacent to the Dale Mabry campus did not comply with certain statutes and rules.

Finding No. 7: The College has not completed its assessment of the vendors performance on several information technology services projects.

Finding No. 8: The Opticianry Clinic operations included deficiencies related to billing, fee collections, and documentation maintained in customer files.

Finding No. 9: Controls over recording revenue and receivables and collecting fees at the day care center were deficient.

Finding No. 10: Student activity and service fee expenditures were not always expended for the benefit of the student body, contrary to law, or properly accounted for.

Finding No. 11: Student activity and service fee resources were not spent in a timely manner; therefore, students who paid such fees may not benefit from activities financed with these fees.

Finding No. 12: Overtime payments made to two student advisors included time for nonactivity hours, such as rest and sleep.

Finding No. 13: Purchasing card transactions were being charged to incorrect expenditure codes.

Finding No. 14: Contrary to College policy, the accounts payable staff was not performing audits of supporting documentation maintained for purchasing card transactions.

BACKGROUND

The College is under the general direction and control of the Division of Community Colleges, and is governed by law and State Board of Education rules. A district board of trustees governs and operates the College. The Board constitutes a corporation and is composed of five members appointed by the Governor and confirmed by the Senate. The Board
PRELIMINARY AND TENTATIVE FINDINGS

Recommendation: We recommend that the College implement procedures for review of purchasing card transactions by the accounts payable staff as required by its Administrative Procedures.

College's Response:

**HCC concurs with the recommendation.**

The Controller's Office is in the process of implementing the review recommendations of the CPA/Consultants. Additional procedures are being implemented that require documentation to be sent to the accounts payable department for inspection. Supporting documentation is required to be submitted on a monthly basis, within 10 days following the month end. A notice of failure to provide the appropriate documentation will be sent to the purchase card holder and a copy to his/her supervisor along with the Campus President. If the documentation is not received within 30 days of the notice, the accounts payable department will recommend that the use of the card be discontinued until the supporting documents are received. The College Vice President for Administration will make the decision to discontinue card use.

**PRIOR AUDIT FINDINGS**

During our current audit, we found that the College corrected the deficiencies noted in audit report Nos. 01-146, 02-022, and 03-010, except as discussed in findings Nos. 1, 3, 4, and 11.

**OTHER MATTERS**

The Health Insurance Portability and Accountability Act of 1996 (HIPAA), Public Law 104-191, addresses data interchange, privacy, and information security standards for personal health information. Pursuant to HIPAA, the United States Department of Health and Human Services has published regulations on electronic data interchange standards, privacy, and security standards. The final Transaction Rule, which contains electronic data interchange standards, was incorporated as a Federal regulation and has a compliance date of October 16, 2002. The final Privacy Rule was incorporated as a Federal regulation and compliance is required by April 14, 2003. HIPAA also provides for civil and criminal penalties for noncompliance. Because of the significance of these provisions on the handling and transmission of personal health information, the College should continue to evaluate the impact of the HIPAA requirements on the College as new requirements are finalized.

College's Response:
C-7. Fiscal Health

The following three measures are derived from the annual Financial Audit conducted by the office of the State Attorney General. All audits of the last three years bore "unqualified audit opinions." No findings resulted in a financial adjustment for the most recent audit.

Liquidity Ratio

The liquidity ratio demonstrates the ability of the college to pay back short-term liabilities with short-term assets. It is expressed as current assets divided by current liabilities. The higher the ratio the more capable the institution is at paying its obligations. A ratio under 1 suggests that an organization could not pay off its short term obligations if they became due. In 2003-04 the average liquidity ratio among 27 of the 28 community colleges was 3.73:1, in other words, for every dollar of current liability there were $3.73 dollars of current assets.

Unrestricted Fund Balance

The unrestricted fund balance is expressed as a percentage of the current operating budget. This is a measure of the extent to which the institution has discretionary funds to respond to unexpected contingencies or interruptions in revenue. Credit ratings can also be affected by fund balance. A larger fund balance is positive if the institution is carrying a sizeable debt burden (see next measure). The state of Florida requires a minimum unrestricted fund balance of 5.1%.
**Debt to Equity**

A measure of solvency indicating the extent to which the college is leveraged by dividing what is owed by what is owned. The measure is expressed as a percentage by dividing total debt by equity. The debt to equity ratio is watched closely by lenders in their willingness to loan and the favorableness of the cost of borrowing. Comparing the percentage with peers is valuable as well as observing the value over time. An evaluation of the ratio should also consider when debt payments become due.

![Debt to Equity Chart](chart)

**Operational Audit**

The *Financial Audit* provides evidence of the "bottom line" fiscal health of the college. The *Operational Audit* provides evidence that fiscal affairs are conducted according to accepted business practice including the safeguarding of assets; compliance with law; reliability and integrity of financial operations; and the effectiveness and efficiency of operations. Operational audits are performed periodically by the office of the state Attorney General. Data are shown for the two most recent audits.

<table>
<thead>
<tr>
<th></th>
<th>2002</th>
<th>2004</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unqualified opinion (yes or no)</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td># of audit findings</td>
<td>14</td>
<td>11</td>
</tr>
<tr>
<td># of repeat findings from a prior year</td>
<td>4</td>
<td>8</td>
</tr>
</tbody>
</table>
# Hillsborough Community College
## SUMMARY OF FINANCIAL STAFF QUALIFICATIONS

<table>
<thead>
<tr>
<th>Position Title</th>
<th>Name</th>
<th>Education</th>
<th>Experience</th>
<th>Other Qualifications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vice President for Administration/CFO</td>
<td>TBA</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Controller</td>
<td>Bonnie Carr</td>
<td>B.S. Business Administration, Accounting</td>
<td>34 yrs. in Business, Finance, Public and Private Sector Accounting &amp; Auditing, including Big Four CPA firm, Higher Ed. Audit Manager &amp; University &amp; Community College Advisory Boards</td>
<td>Certified Public Accountant</td>
</tr>
<tr>
<td>Director of Purchasing</td>
<td>Vonda Melchior</td>
<td>B.S. - Marketing with concentration in Purchasing &amp; Industrial Management</td>
<td>16 yrs. in Procurement</td>
<td>Certified Professional Public Buyer (CPPB) and Certified Purchasing Manager (CPM)</td>
</tr>
<tr>
<td>Director of Facilities, Planning &amp; Construction</td>
<td>Dave Cabeceiras</td>
<td>B.A. – Business Administration</td>
<td>12 yrs. in Construction &amp; Facilities Management</td>
<td>Florida Licensed (Limited) Building Inspector Plans Examiner</td>
</tr>
<tr>
<td>Director of Financial Services</td>
<td>Barbara DeVries</td>
<td>B.S. – Business Administration M.B.A.</td>
<td>32 yrs. in Business and Finance; 20 yrs. in Higher Ed.</td>
<td>EXCEL Leadership Program.</td>
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<tr>
<td>Name</td>
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<tr>
<td>Wilma Warren</td>
<td>Accounting Services Officer</td>
<td>B.A. - Accounting, M.P.A.</td>
<td>40 yrs. in Payroll, Accounting, Banking and Auditing with IRS; 22 yrs. in Accounting Reporting, including Florida State of Higher Ed.</td>
<td></td>
</tr>
<tr>
<td>Larry Grubbs</td>
<td>Accounting Services Officer</td>
<td>B.S. - Accounting M.P.A.</td>
<td>26 yrs. in Accounting Auditing &amp; Financial Accounting for Grants, including reporting in accordance with OMB Circular A-133</td>
<td></td>
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<tr>
<td>Jana Irvine</td>
<td>Financial Services Manager</td>
<td>B.A. - Business Administration, Accounting</td>
<td>12 yrs. Accounting including Government and Public Accounting</td>
<td></td>
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<tr>
<td>Warren (Dave)</td>
<td>Financial Services Manager</td>
<td>B.A. - Business Administration in Accounting</td>
<td>Excel Leadership Program</td>
<td></td>
</tr>
<tr>
<td>Rhonesia Demard</td>
<td>Senior Accountant</td>
<td>B.S. - Accounting M.B.A.</td>
<td>16 yrs. Accounting; 16 yrs. in Higher Ed.</td>
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<tr>
<td>Name</td>
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<td>Experience</td>
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<tr>
<td>Tessa Mimmfield</td>
<td>Accountant</td>
<td>B.S. - Business Management Accounting</td>
<td>20 yrs. in Accounting</td>
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</tr>
<tr>
<td>Robert Hite</td>
<td>Payroll Manager</td>
<td>B.S. - Accounting</td>
<td>36 yrs. in Accounting including Payroll &amp; Tax Compliance; 33 yrs. in Higher Ed.</td>
<td>Certified Payroll Professional (CPP American Payroll Association)</td>
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<tr>
<td>Sonja Jackson</td>
<td>Accountant</td>
<td>B.S. - Accounting</td>
<td>19 yrs. in Accounting</td>
<td>Enrolled Agent (IRS)</td>
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<tr>
<td>William Swartzbaugh</td>
<td>Accountant</td>
<td>B.S. - Accounting</td>
<td>23 yrs. in Accounting</td>
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<tr>
<td>Sandra Colon</td>
<td>Senior Accountant</td>
<td>B.A. - Accounting</td>
<td>17 yrs. in Accounting &amp; Higher Ed.</td>
<td></td>
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<tr>
<td>Michael Reid</td>
<td>Accountant</td>
<td>B.S. - Accounting</td>
<td>17 yrs. in Accounting &amp; Higher Ed.</td>
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<tr>
<td>Sladen McLaughlin</td>
<td>Accountant</td>
<td>B.A. - Accounting</td>
<td>15 yrs. in Accounting</td>
<td></td>
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<tr>
<td>Yoko Konishi</td>
<td>Financial Services Manager</td>
<td>B.S. Accounting &amp; Computer Info.</td>
<td>15 yrs. in Accounting</td>
<td></td>
</tr>
<tr>
<td>Carol Pont</td>
<td>Financial Services Manager</td>
<td>B.A. Science - Education</td>
<td>23 yrs. Finance, Accounting and Auditing; 15 yrs. in Higher Ed.</td>
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<tr>
<td>B.A. - Accounting</td>
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<td>Experience</td>
<td>Other Qualifications</td>
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<tr>
<td>Senior Accountant</td>
<td>Lillian Callihan</td>
<td>B.A. - Accounting</td>
<td>13 yrs. Accounting &amp; Auditing including Federal and State Government</td>
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<tr>
<td>Accountant</td>
<td>Tiffany Collins</td>
<td>B.S. – Accounting</td>
<td>5 yrs. in Accounting; 3 yrs. in Higher Ed.</td>
<td></td>
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<tr>
<td>Supervisor, Cashier</td>
<td>Charles Mason</td>
<td>B.S. – Aeronautical Engineering; B.A. Industrial Management</td>
<td>29 yrs. in Accounting &amp; Higher Ed.</td>
<td></td>
</tr>
<tr>
<td>Buyer</td>
<td>Rebecca Smith</td>
<td>B.S., Business Administration</td>
<td>14 yrs. in Procurement</td>
<td></td>
</tr>
<tr>
<td>Buyer</td>
<td>Terry Fryman</td>
<td>A.S., Computer Science</td>
<td>15 yrs. in Procurement &amp; Information Systems Support &amp; Higher Ed.</td>
<td></td>
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<tr>
<td>Auxiliary Services Officer</td>
<td>Darson Bullard</td>
<td>B.S. – Health Care Administration; Master of Science Major: Management</td>
<td>21 yrs. in Business Administration; 15 yrs. in Higher Ed.</td>
<td></td>
</tr>
<tr>
<td>Security Coordinator</td>
<td>TBA</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Property Coordinator</td>
<td>Michael Ermeling</td>
<td>B.A., Business Admin.</td>
<td>20 yrs. in Accounting</td>
<td></td>
</tr>
<tr>
<td>Bookstore Manager</td>
<td>William Wimberly</td>
<td>B.A. – Communications; M.A. – Education</td>
<td>28 yrs. in Business &amp; Auxiliary Services; 13 yrs. in Higher Ed.</td>
<td></td>
</tr>
<tr>
<td>Bookstore Fiscal Control Coordinator</td>
<td>Joe Dilorenzo</td>
<td>B.S. – Business Administration; Major in Accounting</td>
<td>35 yrs. in Accounting and Finance; 17 yrs. in Higher Ed.</td>
<td></td>
</tr>
</tbody>
</table>
From: Condry, Everett [Everett.Condry@fldoe.org]
Sent: Monday, August 08, 2005 1:10 PM
To: Yvonne Horner; Anita Pennewell; Ann Denton; Carr, Bonnie; Bragg Farmer; Brandon Gilliand; Dan Figler; Dennis Micare; Edna Ealy; Gina Doeble; Ginger Gibson; Gloria Ford; Jackie Padilla; James Duffie; Jean Mauk; Jerry Schiling; John Froman; John Mercer; John Morris; Karen Kester; Laura Phillips; Lynn Powers; Mark Cherry; Nancy Gonzalez; Peter Elliott; Shanda O'Bryan; Teresa Vorous; Theresa Furnas
Subject: Notes, Investments
Finally,

Notes and MDA did not change from FY 03/04 you can use last years' template for everything except Investments. Use attached file for Investments. Also, the official letter that went to the Presidents had a due date of August 22, 2005, therefore your reports will not be considered late unless received after that date.

Thanks

Everett D. Condry
Director of Financial Services
Community College Budget Office
Department of Education
325 West Gaines Street, Suite 1201
Tallahassee, FL 32399-0400
e-mail: everett.condry@fldoe.org
Phone: 850-245-9385, Suncom: 205-9385
Fax: 850-245-9393 Suncom: 205-9393
Message

From: Gaines, Sophia [Sophia.Gaines@Fl DOE.Org]
Sent: Tuesday, August 16, 2005 1:10 PM
To: Carr, Bonnie
Subject: RE: State AFR

Hi Bonnie,

I received HCC's 2004-05 Annual Financial Report. We will let you know if we have any questions.

Sincerely,

Sophia

---- Original Message ----
From: Carr, Bonnie [mailto:bcarr@hccfl.edu]
Sent: Monday, August 15, 2005 9:03 AM
To: Gaines, Sophia
Cc: Goff, Gary
Subject: FW: State AFR

Sophia,

Attached is the electronic version of the Annual Financial Report for Hillsborough Community College for the fiscal year ended June 30, 2005. If you have any questions or concerns, please contact me.

Bonnie Carr
Controller
Hillsborough Community College
(813) 253-7006
bcarr@hccfl.edu
<table>
<thead>
<tr>
<th>Action Required</th>
<th>Due Date</th>
<th>HCC Contact</th>
<th>OIT Support</th>
<th>Report Name</th>
<th>Report Description</th>
<th>Division Contact</th>
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<td>Yes</td>
<td>1</td>
<td>David Cabceiraas</td>
<td>CIP</td>
<td>Capital Improvement Program</td>
<td>Ron Fahn/Denna Laster</td>
<td></td>
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<tr>
<td>No</td>
<td>4</td>
<td>J. Bullard</td>
<td>Non-PECO Initial Request</td>
<td>Request for Legislative Approval for Non-State Fixed Capital Outlay Projects and Authorization to Extend or Change Certain Projects for Community Colleges- Initial Request</td>
<td>Ron Fahn</td>
<td></td>
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<tr>
<td>No</td>
<td>5</td>
<td>David Cabceiraas</td>
<td>X</td>
<td>IDB</td>
<td>Room/Space Utilization, Faculty Load Distance Learning</td>
<td>Robert McMullen/Gene Kovacs</td>
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<td>No</td>
<td>5</td>
<td>Karen Griffin</td>
<td>OA2</td>
<td>Student Acceleration</td>
<td>Cesar Regazzoni</td>
<td></td>
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<td>Yes</td>
<td>8</td>
<td>Jerry Inman</td>
<td>X</td>
<td>PDB</td>
<td>Personnel Data Base Annual Salary and Fringe Benefits (4E) Record Types 6 &amp; 7 - Submission Load (See Attachment B for a detailed list of reports generated from data submission)</td>
<td>Robert McMullen / Gene Kovacs</td>
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<td>Yes</td>
<td>10</td>
<td>D.Cabeceiraas / J. Bullard</td>
<td>OCNF-1</td>
<td>Operating Cost of New Facilities-Initial Request</td>
<td>Ron Fahn</td>
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<td>Yes</td>
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<td>David Cabceiraas</td>
<td>FECPG-1</td>
<td>Facility Enhancement Challenge Grant Program - Initial Request</td>
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<td>No</td>
<td>12</td>
<td>David Cabceiraas</td>
<td>FCPSREN001</td>
<td>Maintenance and Renovation Report (Sum-of-the Digits Report)</td>
<td>Gene Kovacs/Ron Fahn</td>
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<tr>
<td>Yes</td>
<td>15</td>
<td>Jan Bullard</td>
<td>AFR</td>
<td>Annual Financial Report</td>
<td>Ron Fahn</td>
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<td>Maridru Clark</td>
<td>PDB-Cert.</td>
<td>Personnel Data Base Annual Salary and Fringe Benefits (4E) Record Types 6 &amp; 7 - Certification Forms</td>
<td>Robert McMullen / Gene Kovacs</td>
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<td>No</td>
<td>24</td>
<td>Maridru Clark / Jan Schwartz</td>
<td>AA1A, AA1B, AA1C</td>
<td>Annual Enrollment, Pre-Program, Awaiting Limited Access Programs Enrollments, Special Categories, Special Needs, Apprenticeship Enrollments</td>
<td>Joan Roddenberry</td>
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<td>Yes</td>
<td>26</td>
<td>Jan Schwartz</td>
<td>IPEDS</td>
<td>IPEDS 2005-2006 Registration</td>
<td>Judith Thompson</td>
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<tr>
<td>No</td>
<td>26</td>
<td>Maridru Clark</td>
<td>FETIP</td>
<td>Winter/Spring End-of-Term Enrollment for Continuing Education Follow-up</td>
<td>Cesar Regazzoni</td>
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<tr>
<td>Yes</td>
<td>29</td>
<td>David Cabceiraas</td>
<td>X</td>
<td>FCODB</td>
<td>Facilities Data Base Summer End-of-Term (1E) - Submission Open</td>
<td>Robert McMullen/Gene Kovacs</td>
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<tr>
<td>Yes</td>
<td>29</td>
<td>Jerry Inman</td>
<td>X</td>
<td>PDB</td>
<td>Personnel Data Base Summer End-of-Term (1E) - Submission Open</td>
<td>Robert McMullen / Gene Kovacs</td>
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<td>Yes</td>
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<td>Maridru Clark</td>
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<td>SDB</td>
<td>Student Data Base Summer End-of-Term (1E) - Fall Beginning-of-Term (2B) - Submission Open</td>
<td>Robert McMullen / Cesar Regazzoni</td>
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<td>No</td>
<td>30</td>
<td>Jan Schwartz</td>
<td>PBPP</td>
<td>Performance Based Program Budgeting Data for Highest Level of College Preparatory Success</td>
<td>Judith Thompson / Bill Carman</td>
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<td>No</td>
<td>31</td>
<td>Jan Schwartz</td>
<td>PBPP</td>
<td>Performance Based Program Budgeting Data for Measure 1 and 2</td>
<td>Joan Roddenberry/Patti Askins</td>
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## FLORIDA COMMUNITY COLLEGE SYSTEM - CHART OF REPORTS - 2005-2006

**SEPTEMBER, 2005**

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<th>Report Name</th>
<th>Report Description</th>
<th>Division Contact</th>
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<td>No</td>
<td>1</td>
<td>Jan Schwartz</td>
<td>LRPP</td>
<td>Long Range Program Plan</td>
<td>Pat Windham / Gary Yancey</td>
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<td>No</td>
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<td>Jan Schwartz</td>
<td>CO &amp; DS Units Actual Prior Year</td>
<td>Report on Actual CO&amp;DS Instructional Units for Prior Year</td>
<td>Patti Askins / Ron Fahs</td>
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<td>No</td>
<td>13</td>
<td>Maridru Clark</td>
<td>K-20</td>
<td>Enrollment and Completions Adult and Adult Vocational</td>
<td>Joan Roddenberry</td>
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<td>No</td>
<td>13</td>
<td>Maridru Clark</td>
<td>WORKFORCE COMPLETION</td>
<td>Workforce completions for funding formula</td>
<td>Joan Roddenberry / Bill Carman</td>
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<tr>
<td>Yes</td>
<td>15</td>
<td>Jan Bullard</td>
<td></td>
<td>Annual Cost Analysis Report</td>
<td>Everett Condy / Patti Askins</td>
<td></td>
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<td></td>
<td>16</td>
<td>Adrienne Garcia</td>
<td></td>
<td>Dr. Phillip Benjamin Matching Program for Community Colleges - Initial Request for estimates</td>
<td>Maybelle Montford</td>
<td></td>
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<td>Yes</td>
<td>19</td>
<td>Dave Cabecieras</td>
<td>X</td>
<td>FCODB</td>
<td>Robert McMullen/Gene Kovacs</td>
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<td>19</td>
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<td>PDB</td>
<td>Robert McMullen/Gene Kovacs</td>
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<td>SDB</td>
<td>Robert McMullen/Cesar Regazzoni</td>
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<td>J. Bullard/C. Johns</td>
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<td>Student Financial Aid Fee Report</td>
<td>Everett Condy / Patti Askins</td>
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<td>Workforce Financial Aid Fee Report</td>
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<td>Jan Schwartz</td>
<td>Maridru Clark</td>
<td>2005 Accountability Data Reports - Final Data review</td>
<td>Judith Thompson / Bill Carman</td>
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<td>Yes</td>
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<td>Maridru Clark</td>
<td>NRS</td>
<td>Tables 1-4 &amp; 7 of adult NRS</td>
<td>Joan Roddenberry / Bill Carman</td>
<td></td>
</tr>
</tbody>
</table>
August 12, 2005

Mr. Everett Condry
Community College Budget Office
325 W. Gaines St., Suite 1201
Tallahassee, FL

Dear Mr. Condry:

Enclosed are two copies of Hillsborough Community College’s Annual Financial Report, which has also been sent electronically, for the fiscal year ending June 30, 2005.

If you have any questions concerning the enclosed, please contact me at (813) 253-7006.

Sincerely,

Bonnie J. Carr
Controller

ps

Enclosures

Cc:  Dr. Gwendolyn W. Stephenson
     Mr. Gary Goff
September 12, 2005

Ms. Sophia Gaines
Division of Community Colleges
325 West Gaines Street, Suite 1314
Tallahassee, FL 32399-0400

Dear Ms. Gaines:

Enclosed is a hard copy of Hillsborough Community College’s Cost Analysis report for the 2004-2005 Fiscal year. The electronic version of this report has been submitted by email. If you should have any questions, please advise me.

Thank you for your continued cooperation.

Sincerely,

Gwendolyn W. Stephenson, Ph.D.
President

Enclosure

cc: Bonnie J. Carr
Vice President for Administration/CFO
Your Refunds Are Easier With The HCC OneCard

The HCC OneCard signifies your status as an active student at Hillsborough Community College and provides you options on how to receive your financial refund.

How are HCC refunds delivered to students?
Each registered Hillsborough Community College student will receive an HCC OneCard. Your card will arrive in the mail at your primary address on file with the College. To receive your refund, you must activate your HCC OneCard. During card activation, you will choose how to receive your refund money. If you want faster access to your funds, simply choose to have your refunds deposited directly into your HCC OneAccount. Activate your HCC Debit Card and make your refund selection online at www.HCCOneCard.com.

What are my options for receiving financial aid or other refunds?
Your options include having your refund:
1. Directly deposited to your HCC OneAccount (1 day or less).
2. Deposited to another bank of your choice (2 - 3 business days).
3. Mailed, as a paper check, to the address you designate (5 - 7 business days).

The HCC OneAccount? What’s that?
The HCC OneAccount is a full functioning FDIC insured FREE CHECKING account that allows you to access your refunds quicker and easier than ever before. The HCC OneAccount has no minimum balance, no monthly fees, and free Internet banking features. With it, you can use your HCC OneCard to make purchases anywhere MasterCard Debit® is accepted. You can also get cash with no fee at a Higher One ATM located on each campus.

What are the advantages of having my refunds deposited directly to my HCC OneAccount?
1. Depositing your refund to your HCC OneAccount is the quickest way to gain access to your money. In order to have your refund directly deposited, activate your HCC OneAccount as soon as you can. If you expect to receive financial aid, and your HCC charges have been paid, remaining funds will be released by the College and directly deposited to your HCC OneAccount.
2. You can use the HCC OneCard as a debit card (NOT A CREDIT CARD) to make purchases at all MasterCard Debit locations, access cash at an ATM, pay bills, send money electronically and so much more.
3. There is no charge to you for receiving your refund directly in your HCC OneAccount. There is no monthly fee or minimum balance for the OneAccount.

How will I know when my financial aid or other refund has been directly deposited to my HCC OneAccount?
You will receive an e-mail when your financial aid refund or any refund has been directly deposited to your HCC OneAccount. Additionally, you will be able to see details of your HCC OneAccount by accessing your HCC OneAccount Statement on the website.
Can I have my refund deposited to another bank account?
If you prefer, you may have your financial aid refund or other refunds deposited to the bank of your choice. In order to have your refund deposited to your bank, you must first activate your HCC Debit Card as soon as you receive it at www.HCCOneCard.com. For this option, you will need to complete, print and mail the third party form to the designated address. The form is available on the Web site.

Can I select a paper check instead?
You may choose to have a paper check sent to you via regular mail. However, a paper check may take up to 5-7 days from the day the College releases the funds. Regardless of how you choose to receive your funds, you still need to activate your card at www.HCCOneCard.com.

Why the MasterCard Debit® logo on the new HCC Debit Card?
The HCC OneCard is the card you use to access your funds if you choose to accept the HCC OneAccount. With the MasterCard Debit logo on it, you can use the card as a debit card wherever MasterCard Debit is accepted. The card is NOT a credit card. It is a DEBIT card.

Is this my Student ID Card?
No. You may have an official HCC picture ID Card made at any campus. This serves as your personal identification for all College related activities.

What if I have additional questions?
For more information about the HCC Debit Card and refunds, please visit www.HCCOneCard.com. Or, if you prefer, contact the Bursar Office on your campus.
Payroll Process Review Project
Improvement Opportunity Summary

There are short-term opportunities and long-term opportunities. The following recommendations are the major categories that need to be addressed to improve the overall efficiency and effectiveness of the payroll process:

- Reorganize HR-Compensation to include Payroll Calculation group
- Enforce more rigid policies regarding late time report submission, employee deduction changes
- Exception reporting from Datatel system to highlight missing time reports, unreasonable hour/dollar amounts
- Proactive notification/confirmation of events that impact an employee's payroll
- More flexibility in Datatel system to handle fundamental payroll processing situations (e.g. proration of amounts in the middle of pay cycles, payroll calendar changes
- Better education of full-time and part-time employees about payroll process during new hire orientation
Improvement Opportunity Summary

- Full review of Datatel security levels and access to highlight any areas that can be restricted
- Position budgeting needs to occur earlier in process so offers are not extended before budget approvals are received
Improvement Detail Schedules with Timing

• Process Improvement Opportunities

<table>
<thead>
<tr>
<th>Opportunity No.</th>
<th>Process Improvement Opportunity</th>
<th>Opportunity Category</th>
<th>Timeframe</th>
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<tbody>
<tr>
<td>1</td>
<td>Checks &amp; balances of timesheets against HCC time reporting policy and rules: sufficient checks and balances for hours reported for hourly employees</td>
<td>Time &amp; Attendance</td>
<td>Short-term</td>
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<tr>
<td>2</td>
<td>Timely receipt of information from campuses; better communication with campuses</td>
<td>Communication</td>
<td>Short-term</td>
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<td>3</td>
<td>Verify Position Budgeting for F/T &amp; P/T employees earlier in the new hire process</td>
<td>Budgeting</td>
<td>Long-term</td>
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<td>Ability to prevent or verify several people in one F/T position</td>
<td>Budgeting</td>
<td>Long-term</td>
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<td>Proactively communicate and train employees on processes and procedures</td>
<td>Training</td>
<td>Short-term</td>
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<td>(those with HR and Payroll Impact)</td>
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<tr>
<td>6</td>
<td>Notification of cancellation of stipends</td>
<td>Communication</td>
<td>Short-term</td>
</tr>
<tr>
<td>7</td>
<td>New hire paperwork: full-time non-regular employees do not go to new hire orientation - when is opportunity to collect paperwork?</td>
<td>Communication</td>
<td>Short-term</td>
</tr>
<tr>
<td>8</td>
<td>Part timers never come up to process</td>
<td>Training</td>
<td>Short-term</td>
</tr>
<tr>
<td>9</td>
<td>New Hire orientation (notification, details, timing)</td>
<td>Communication</td>
<td>Short-term</td>
</tr>
<tr>
<td>10</td>
<td>Notification of benefits (online; an opportunity to review benefits information before new hire gets to orientation (or information sent along with employment offer documentation)</td>
<td>Communication</td>
<td>Long-term</td>
</tr>
<tr>
<td>11</td>
<td>Notification/confirmation on employee benefits/benefits selected</td>
<td>Communication</td>
<td>Long-term</td>
</tr>
<tr>
<td>12</td>
<td>Payroll codes – limited to 4 digits (payroll codes and descriptions are sent out annually); pay advice/pai check only shows payroll codes</td>
<td>Communication</td>
<td>Short-term</td>
</tr>
<tr>
<td>13</td>
<td>New form for direct deposit (w/ sample check &amp; info – instructions for finding bank routing number, account number). Form could also include space to provide contact information (not required to attach voided check (privacy issues, fraud issues; illegible writing or other issues with direct deposit form cause a check to be issued vs. direct deposit with no employee communication)</td>
<td>Forms</td>
<td>Short-term</td>
</tr>
</tbody>
</table>
# Improvement Detail Schedules with Timing

## Process Improvement Opportunities

<table>
<thead>
<tr>
<th>Opportunity No.</th>
<th>Process Improvement Opportunity</th>
<th>Opportunity Category</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>14</td>
<td>Hiring authority does not send a notification to HR when an employment offer is accepted (HR usually finds out when the paperwork for employee is received. Is this usually at new hire orientation?)</td>
<td>Communication</td>
<td>Short-term</td>
</tr>
<tr>
<td>15</td>
<td>List of Forms/checklist of what is needed prior to orientation (new hire)</td>
<td>Forms</td>
<td>Short-term</td>
</tr>
<tr>
<td>16</td>
<td>Privacy concern – delegation of responsibility to hiring authority who then delegates responsibility for employee paperwork and other processing (time and leave information). Forms have employee’s social security number.</td>
<td>Security</td>
<td>Long-term</td>
</tr>
<tr>
<td>17</td>
<td>Define the purpose of the position authorization memo. Authorization memo must be signed by President before HR will advertise for the position. Position has already been established and approved.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>Leave Form revision- SSN is listed on form; employee privacy</td>
<td>Security</td>
<td>Short-term</td>
</tr>
<tr>
<td>19</td>
<td>Improved process for account setup - liability and expense accounts for Benefits/Payroll related items</td>
<td>Financials</td>
<td>Short-term</td>
</tr>
<tr>
<td>20</td>
<td>Procedures/Reporting - instances where employee is working without being hired/set up as an employee in the system (paperwork may have been received but not yet processed but employee timesheet in Payroll or may not have been received).</td>
<td></td>
<td>Short-term</td>
</tr>
<tr>
<td>21</td>
<td>Policy regarding timesheet approval and employee certification</td>
<td>Time &amp; Attendance</td>
<td>Short-term</td>
</tr>
<tr>
<td>22</td>
<td>Overloads/Adjuncts - Notification to HR that class is cancelled (to avoid the potential for person to be paid when they shouldn't be)</td>
<td>Communication/Reporting</td>
<td>Short-term</td>
</tr>
<tr>
<td>23</td>
<td>Overloads/Adjuncts - Ability to audit/review points for a session and amount for any discrepancies</td>
<td>Reporting</td>
<td>Short-term</td>
</tr>
</tbody>
</table>
### Improvement Detail Schedules with Timing

#### System Improvement Opportunities

<table>
<thead>
<tr>
<th>Opportunity No.</th>
<th>Systems Improvement Opportunity</th>
<th>Category</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Ability to track and enter time daily</td>
<td>Time &amp; Attendance</td>
<td>Long-term</td>
</tr>
<tr>
<td>2</td>
<td>One point of entry/creation for employee time - reduce (or eliminate) dual entry of time on timesheet form and into the system - On-line Time Entry</td>
<td>Time &amp; Attendance</td>
<td>Long-term</td>
</tr>
<tr>
<td>3</td>
<td>Imaging System - paperwork reduction, document management strategy</td>
<td></td>
<td>Long-term</td>
</tr>
<tr>
<td>4</td>
<td>Electronic Workflow package - approvals, document routing</td>
<td></td>
<td>Long-term</td>
</tr>
<tr>
<td>5</td>
<td>System security - who has access to what information in the system</td>
<td>Security</td>
<td>Short-term</td>
</tr>
<tr>
<td>6</td>
<td>Ability to report budget to actual on each position</td>
<td>Reporting</td>
<td>Short-term</td>
</tr>
<tr>
<td>7</td>
<td>Method to detect missing time or timesheets</td>
<td>Reporting</td>
<td>Short-term</td>
</tr>
<tr>
<td>8</td>
<td>System driven analysis of bi-weekly payroll (e.g. zero hours, unreasonable amounts (five digit payments). The review is totally manual.</td>
<td>Reporting</td>
<td>Short-term</td>
</tr>
<tr>
<td>9</td>
<td>Method/process for verification of terminal paychecks (e.g. errors in computing final pay)</td>
<td>Payroll calculation/Reporting</td>
<td>Long-term</td>
</tr>
<tr>
<td>10</td>
<td>Notification of benefits (online; an opportunity to review benefits information before new hire gets to orientation (or information sent along with employment offer documentation)</td>
<td>Communication</td>
<td>Short-term</td>
</tr>
<tr>
<td>11</td>
<td>Trigger/some type of notification for annuity eligibility status change</td>
<td>Communication</td>
<td>Short-term</td>
</tr>
<tr>
<td>12</td>
<td>Calculation of days worked (system has the contract amount, does not have days b/c days change each year. Datatel software has a calendar but not for use of days worked)</td>
<td>Payroll calculation</td>
<td>Long-term</td>
</tr>
</tbody>
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### Improvement Detail Schedules with Timing

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<tr>
<td>13</td>
<td>Flexibility for prorated &amp; bi-weekly salary (standard Datatel software functionality to handle faculty systematically)</td>
<td>Payroll calculation</td>
<td>Long-term</td>
</tr>
<tr>
<td>14</td>
<td>Leave issue – Datatel software runs on an annual basis (cannot change at point in time – i.e. 9 day leave/policy. Must force system into accruing on the 10th month</td>
<td>Time &amp; Attendance</td>
<td>Long-term</td>
</tr>
<tr>
<td>15</td>
<td>Reimbursement of employee expenses as part of payroll (currently a separate check is generated)</td>
<td>Payroll calculation</td>
<td>Long-term</td>
</tr>
<tr>
<td>16</td>
<td>Internal procedure for bank password changes</td>
<td>Security</td>
<td>Short-term</td>
</tr>
<tr>
<td>17</td>
<td>Leave updates - can only have 1 earning code against leave; must update leave/sick and then make an adjustment</td>
<td></td>
<td>Long-term</td>
</tr>
<tr>
<td>18</td>
<td>Can not refund taxes - must set up deductions with the same tax structure as the liability</td>
<td></td>
<td>Long-term</td>
</tr>
<tr>
<td>19</td>
<td>W2 - prior year information: how to capture (easily); save 1 year (prior year)</td>
<td>Reporting</td>
<td>Long-term</td>
</tr>
<tr>
<td>20</td>
<td>Overloads/Adjuncts - Notification to HR that class is cancelled (to avoid the potential for person to be paid when they shouldn't be)</td>
<td>Communication</td>
<td>Short-term</td>
</tr>
<tr>
<td>21</td>
<td>Overloads/Adjuncts - Duplicate entry can result in being paid twice</td>
<td>Reporting</td>
<td>Short-term</td>
</tr>
<tr>
<td>22</td>
<td>W4 - changes and information can be entered by HR and Payroll</td>
<td>Security</td>
<td>Short-term</td>
</tr>
<tr>
<td>23</td>
<td>Accrual not working properly for some people</td>
<td>Reporting</td>
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### Improvement Detail Schedules with Timing

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<tr>
<td>24</td>
<td>Termination/re-hire functionality - HR does not use termination functionality b/c they would have to go back into each record when employee is re-hired</td>
<td></td>
<td>Long-term</td>
</tr>
<tr>
<td>25</td>
<td>Direct deposit issue with re-hired employees</td>
<td></td>
<td>Long-term</td>
</tr>
<tr>
<td>26</td>
<td>Collection of premiums over 26 pay periods</td>
<td>Payroll calculation</td>
<td>Long-term</td>
</tr>
</tbody>
</table>
Next Steps

In order to begin to see improvement in the Payroll Process, the following tasks need to be performed:

- Obtain management approval for changes that can be implemented immediately
- Begin analysis with Datatel to determine the impact of system changes
- Develop detailed impact analysis describing how each improvement opportunity could be implemented
- Consider future business plan for Hillsborough Community College and impact on Payroll process (e.g. additional campus)
- Conduct review meetings to build consensus among staff about the priority sequence of each improvement opportunity
- Develop project workplan and project budget for the implementation effort
- Conduct senior management review session with Dr. Stephenson to finalize approval for implementation effort