



# Southwestern Oregon Community College

## Success Indicator 15 Fiscal Cash Flow Responsibilities

2012- 2013

### ACHIEVEMENT

**A. Achieved 97% = Green**

### CORE THEME

Sustainability

### 1. OBJECTIVE

S.1: Southwestern provides responsible fiscal management

### INDICATOR

Success Indicator 15 – Cash Flow: S.1.1

Measured by the Cash Flow Statement and the general fund ending fund balance threshold from final audited figures

### Indicator Thresholds

Green: 85% or greater

Yellow: Between 70% and 84%

Red: Below 70%

### Purpose and Meaning

Supports responsible fiscal management of the general fund by a combination of achieving a positive cash flow throughout the year and meeting the target ending-fund-balance for the general fund. Meeting this measure indicates the control of daily operating expenditures and liabilities and in totality, the implementation of the planned general fund budget of revenue and expenditures were realizable

### WHAT WAS ACHIEVED AND WHAT IS PLANNED FOR THE FUTURE

General Fund ending fund balance was \$1,945,716 for FY13 not reaching the targeted balance of \$2,000,000 Unrestricted cash was consolidated into the General Fund in FY11 which resulted in the jump in the ending fund balance.

For the fiscal year FY10, 11, 12, to show cash flow, the data used is the ‘unrestricted cash from all funds’ taken from monthly financial reports presented at Board of Education meetings on a quarterly basis. The unrestricted cash follows the same pattern each year with the 3<sup>rd</sup> quarter being the highest and the first quarter typically being the lowest. Following the change to Jenzabar, this data is not readily available but the one year-end number from the Financial Audit is.

The College has an established line of credit for immediate use if available cash falls short of needs. Due to decreased spending and intense monitoring of payables and accounts, no borrowing was necessary for 2010-2011 and 2011-2012. However, due to the second year of the biennium CCSF (State Community College Support Fund) payment deferred from April to July, the College did borrow in June 2013.

The 2012-2013 Adopted Budget has a planned ending fund balance for general fund of \$2,000,000 but the ending fund balance fell short by \$46,020. This was due to the reduction in enrollment of 5%; this was lower than other community colleges in the system.

### FACTORS AFFECTING RESULTS/PROGRESS

The College’s budget has been stripped to essential services with the corresponding reductions in personnel, materials, services, and all other categories.

To balance the budget, some one-time money was used. Two known consequences of using cash reserves (one-time money) is 1) the budget next year will required finding the funds and, 2) reduction in unrestricted cash-on-hand that may require borrowing.

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## NWCCU Accreditation Recommendation Response: Continue to refine thresholds

Based on recommendations from the peer evaluators to the Year One Report to the Commission (NWCCU) to refine indicator thresholds, the method of measurement starting in 2013-2014 is modified as follows to accurately reflect the calculation utilized to determine the established thresholds:

Measured by the actual to the target amount as a percent associated with the threshold level achieved for the General Fund Ending Fund Balance and Unrestricted Cash balance as derived from final audited figures and Board of Education Reports.

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### Planning Priorities

**Strategic Goal - 6:** Support college growth through appropriate planning, budgeting, and assessment.

**Annual Priority – 6.1:** Provide effective fiscal management through responsible financial resource stewardship, ethical leadership, and responsive college-wide support.

**Institutional Planned Accomplishment – 6.1C:** Explore additional resource opportunities for the college

**Annual Priority – 6.2:** Pursue and maintain endeavors to develop revenue streams to support financial independence.

### Unit Planning

Monitoring of expenditures by unit and group.  
Increase/maintain billing credits and FTE.

### Budget Impact

Implementation of the adopted budget as planned without having to borrow due to low cash reserves.

### Achievement Analysis

Ending fund balance and cash flow analysis.

Fiscal Cash Flow Responsibilities:

Measured by the Cash Flow Statement showing positive growing cash flow to meet ending fund balance target

General Fund Ending Fund Balance

	Actual	Target	% of Target
FY10	1,303,718	Set Baseline	
FY11	2,278,609	900,000	253%
FY12	2,375,000	1,000,000	238%
FY13	1,953,980	2,000,000	98%
FY14			

Data Source: **Preliminary** Financial Audit

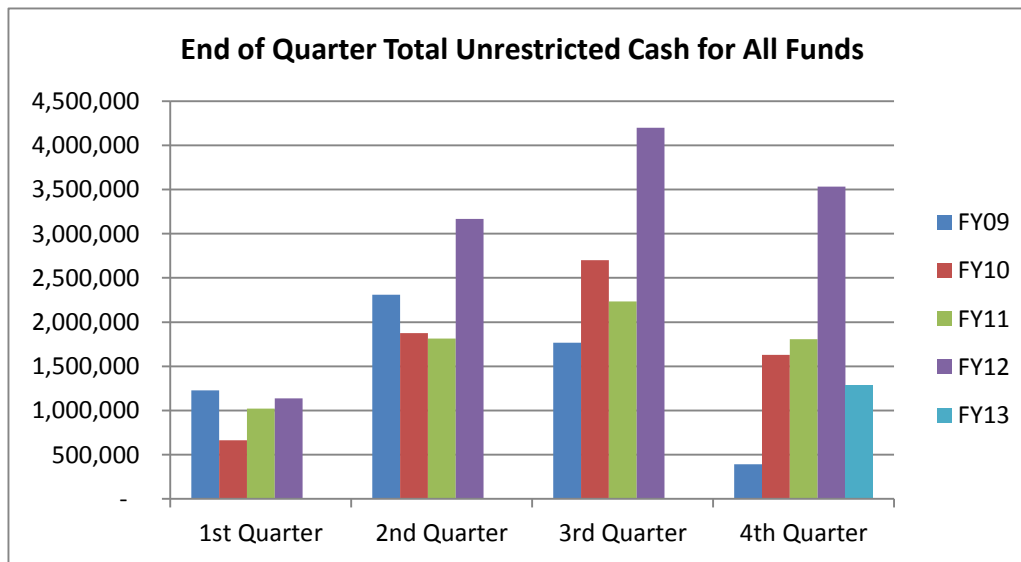
Note: FY11 consolidation of unrestricted cash

End of Quarter Total Unrestricted Cash for All Funds

	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
FY09	1,226,662	2,308,377	1,765,853	391,251
FY10	664,248	1,875,192	2,701,128	1,628,964
FY11	1,021,516	1,814,759	2,232,727	1,805,620
FY12	1,135,570	3,165,997	4,197,945	3,533,914
FY13				1,284,521

Source of Data: Monthly Board Financial Statements (FY10, 11, 12)

FY13 data only available from audit



**DATA DOCUMENTATION**

**Documentation Posted:**

SOCC Mission Fulfillment Reports Website at: SOCC Mission Fulfillment Reports Website at:

<http://www.socc.edu/ie/pgs/success-indicators/index.shtml>

TracDat Assessment Software: Success Indicators 2012-13 folder

***Data References:***

Annual financial audit and monthly Board reports.

**ABOUT THE DATA**

The report and chart information was prepared and coordinated by Linda Kridelbaugh, Vice President Administrative Services and Robin Bunnell, Institutional Researcher.

Contributions to the narrative were supplied by Linda Kridelbaugh, Vice President Administrative Services.

**Requirements**

NWCCU Accreditation

For more detailed information, contact the Institutional Research office - [ir@socc.edu](mailto:ir@socc.edu)