

## Cash Management

### SUPPORT SERVICES ADMINISTRATIVE REVIEW 2004-2005

#### MISSION OF SUPPORT SERVICE UNIT:

1. State the mission of the support service unit.

To develop, maintain and enhance the College's financial resources, physical facilities and technological tools and equipment to support student instructional needs and technological demands with accountability and responsibility.

2. How does the mission of the service unit support the overall Mission of the College as adopted by the Board of Regents?

The expectation is that the College will benefit from the receipt of higher investment returns. Effective cash management is essential to good fiscal management; by diversification of investments to minimize risk while maximizing interest earning will enhance the College's financial resources.

#### SERVICE UNIT GOALS:

1. State the goals and expected results of the service area. With each goal stated, an expected result should be identified that is measurable.

GOAL: Standard of Care .... To consider the safety of capital and probable income to be derived.

MEASURABLE: Bench marking and summarizing investment income for each quarter.

2. Provide copies of the unit plans & assessments of unit plans for the service area for the past three years.

See Attachment – A

#### EVALUATION:

1. What methods have been used to evaluate the success of the service area in carrying out its mission and stated goals?

See attachment - Exhibit B (quarterly reports)

2. Summarized how successful the area has been in carrying out its mission. See Exhibit B
3. How has the area used these evaluations? What changes have been made as a result?

Internal Controls & procedures were put in place to insure that principal is protected and by investing and diversification. Also by preparing cash flow reports to meet the anticipated liquidity needs.

**PROFESSIONAL DEVELOPMENT:**

1. What professional development activities have staff members participated in during the past three years? (List conferences, workshop, seminars, courses attended, degrees or certificates attained, etc.)

Annual Financial Reporting Requirement Workshop	Certificate
GTOT Summer Treasury (Uof North Texas)	Certificate
Advance Investment Training TACCBO	Certificate
Cash Management Training	Certificate

**FACILITIES & EQUIPMENT:**

1. Are available general use facilities, such as office & work spaces, adequate to support the service area? Yes
2. Is available dedicated space adequate to support the service area? Yes
3. Is equipment to support the service objective? Yes
4. Is available equipment up to date? Yes
5. Are additional facilities or equipment required to support the service area? No

**BUDGET & EXPENDITURES:**

1. Indicate service area expenditures for the past three years for operating expenses & equipment.

	<b>BUDGET</b>	<b>EXPENDITURES:</b>
08/31/03		\$ 195,679.44
08/31/04		\$ 153,868.21
08/31/05		\$ 201,572.00

2. Does the service area generate revenue? If yes, please explain.

Treasury management = The primary goal is to provide for actions that minimize the amount of idle cash held to meet the needs of the College while investing available funds in a manner that would yield the highest possible return of investment.

3. Is service area budget adequate to meet department needs? Yes.

**ACCREDITATION:**

1. Is the service unit subject to accreditation by state, regional or national accrediting agencies? If yes answer the remaining questions for this section. NO
2. What is the service unit's accreditation status?
3. Indicate the recommendations of the most recent accreditation evaluation of the service area and corrective actions taken or planned.

**SERVICE UNIT GOALS:**

1. State the goals and expected results of the service area. With each goal stated, an expected result that is measurable. For example, if the goal is to provide efficient service, the expected result might be written as "90" percent of requests for services will be handled within three working days."

The goal is to increase yield by perhaps three percent from the previous yeas.

Measurable: Comparative analysis reports.

2. Provide copies of the unit plans and assessments of unit plans for the service area for the past three years. (See attachments).

**SERVICE UNIT EVALUATION SUMMARY & RECOMMENDATIONS:**

**Service Area Strengths:**

Earnings from investments were a major source of budget funding.

Utilization of Advisory Services. Patterson & Associates

**Service Area Weaknesses:**

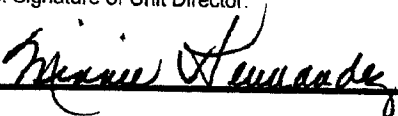

None

Recommendations – List and comments on suggestions & recommendations for improvements:


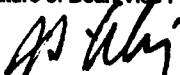
Continue to monitor activities and provide this office with an Assistant Director so that the Director will have more time to perform the various financial analyses and accounting functions to ensure effective cash management and cash investments.



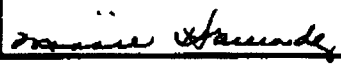
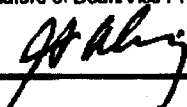
**Del Mar College**  
**Assessment of Institutional Effectiveness Unit Plans**  
**2005-2006**

1. Unit: <b>Cash Management</b>	2. Division: <b>Business &amp; Finance</b>
3. College Mission Addressed: <b>By encouraging &amp; supporting continuing excellence in instruction &amp; institutional support services at a reasonable student cost, the college will fulfill its mission within the limitations of its physical &amp; financial resources</b>	
4. Unit Purpose: <b>To maintain a liquidity position for Del Mar College and to ensure that sufficient funds are on hand at all times in order to make timely deposits and disbursements.</b>	
Links to Other College Documents: 5. Strategic Plan: Goal #      Objective # 6A. Unit Goal # B      OR      6B. Student Learning Objective #	Links to Core Curriculum: 7A. Component Area:      7C. Intellectual Competency: 7B. Exemplary Educational Objective:      7D. Perspectives:
8. Proposed Completion Date:	
9. Expected Results: <b>Cash flow forecasting</b> <b>Cash flow management</b> <b>Investment portfolio management</b>	
10. Strategies (Activities) Completed: <b>Managing the daily liquidity including daily cash position, executing all funds transfers as authorized..</b> <b>Controlling the DMC's disbursements and monitoring cash receipts to maximized cash balances.</b> <b>Reviewing and analyzing all bank accounts.</b> <b>Diversification and investing cash to obtain attractive returns while minimizing risk</b>	
11. Assessment Procedures Used: <b>Diversification and investing cash to obtain attractive returns while minimizing risk.</b> <b>Monitoring market rates - daily</b> <b>Ensuring compliance with DMC's Investment Policy including types of investments and investment levels with brokers</b>	
12. Status: <input type="checkbox"/> No progress <input type="checkbox"/> Limited progress <input type="checkbox"/> Limited progress due to budget restraints <input type="checkbox"/> In progress <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Near completion <input type="checkbox"/> Completed	13. Results of Assessment: <b>Cash management continues to successfully target the rate of return on all investments.</b> <b>Also, maximizing the cash position of DMC including managing cash and investments, keeping management informed of cash positions.</b>
14. Use of Assessment Findings: <b>To generate and enhance the College's financial resources.</b>	
15. Signature of Unit Director: 	Date: <b>05/03/2006</b>
16. Signature of Dean/Vice President: 	Date:

**Del Mar College**  
**Assessment of Institutional Effectiveness Unit Plans**  
**2004-2005**



1. Unit: <b>Cash Management</b>	2. Division: <b>Business &amp; Finance</b>
3. College Mission Addressed: <b>By encouraging &amp; supporting continuing excellence in instruction &amp; institutional support services at reasonable student cost, the College will fulfill its mission within the limitations of its physical &amp; financial resources.</b>	
4. Unit Purpose: <b>To develop, maintain &amp; enhance the College's financial resources, physical facilities &amp; technological tools &amp; equipment to support student instructional needs &amp; technological demands with accountability &amp; responsibility.</b>	
5. Link to Strategic Plan: Goal #      Objective #	6. Proposed completion date: <b>August 2005</b>
7. Link to Unit Goal # B      OR Student Learning Objective #	
8. If Core Curriculum Component Area, indicate area and Exemplary Educational Objective #	
9. Expected Results:  <b>Cash Management is a financial function that involves the following:</b> * Structuring a portfolio & program unique to Del Mar College * Diversification - preservation & safety of principal by diversifying its portfolio into several investment categories to maintain risk within limits.  <b>Review of Investment Policy - both policy compliance &amp; legal compliance.</b>  <b>Managing Banking Services - maintaining sound banking &amp; investing consulting services.</b>	
10. Strategies (Activities) Completed:  <b>Structuring a portfolio &amp; program unique to Del Mar College.</b>  <b>Diversification - preservation &amp; safety of principal.</b>  <b>Review of Investment Policy - compliance with policy &amp; legal.</b>  <b>Managing Banking Service - maintaining sound banking &amp; investing consulting services.</b>	
11. Assessment Procedures Used:  <b>Monitoring Market Rates - daily monitoring</b>  <b>Monitoring Cash Activities - daily cash flow projections</b>  <b>Comparative Analysis - daily monitoring &amp; quarterly reports</b>	
12. Status: <input type="checkbox"/> No progress <input type="checkbox"/> Limited progress <input type="checkbox"/> Limited progress due to budget restraints <input type="checkbox"/> In progress <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Near completion <input type="checkbox"/> Completed	13. Results of Assessment:  <b>Cash management continues to successfully target the rate of return on various investments. Even in a "low interest environment" a well managed cash investment portfolio can generate incremental earnings.</b>
14. Use of Assessment Findings:  <b>To generate and enhance the College's financial resources.</b>	
15. Signature of Unit Director:   August , 2005	16. Signature of Dean/Vice President:   8-29-05

**Del Mar College**  
**Assessment of Institutional Effectiveness Unit Plans**  
**2003-2004**

1. Unit: <b>Cash Management</b>	2. Division: <b>Business &amp; Finance</b>
3. College Mission Addressed: By encouraging & supporting continuing excellence in instruction & institutional support services at reasonable student cost, the College will fulfill its mission within the limitations of its physical & financial resources.	
4. Unit Purpose: To develop, maintain & enhance the College's financial resources, physical facilities and technological tools & equipment to support student instructional needs & technological demands with accountability and responsibility.	
5. Link to Strategic Plan: Goal # <u>D</u> Objective # <u>3</u> 7. Link to Unit Goal # <u>B</u> OR Student Learning Objective #	6. Proposed completion date: <b>06/15/2004</b>
8. If Core Curriculum Component Area, indicate area and Exemplary Educational Objective # 9. Expected Results: Cash Management is a financial function that involves the following: <ul style="list-style-type: none"> <li>• Cash-flow forecasting - liquidity &amp; management (manage funds flows)</li> <li>• Cash-management - upholding policies covering liquidity, funds management &amp; investment</li> <li>• Investment of Surplus Funds - at the highest possible rate within prescribed levels of risk &amp; maturity</li> <li>• Managing Banking relationship - to develop a long term 'win-win' situation to foster the relationship</li> </ul>	
10. Strategies (Activities) Completed: <ul style="list-style-type: none"> <li>• Structuring a portfolio &amp; program unique to Del Mar College:</li> <li>• Diversification - preservation &amp; safety of principal by diversifying its portfolio into several investment categories to maintain risk within limits.</li> <li>• Financial Advisors - maintaining sound banking &amp; investing consulting relationship</li> <li>• Review of Investment Policy - report liquidity, investments, policy compliance &amp; legal compliance.</li> </ul>	
11. Assessment Procedures Used: <b>Comparative Analysis - quarterly comparative analysis reports to Board</b> <b>Monitoring Cash Activities - daily by using a daily cash flow projection as a planning tool to better predict/prepare for future cash requirements.</b> <b>Market Rate Comparison - monitoring interest rates on daily basis</b>	
12. Status: <input type="checkbox"/> No progress <input type="checkbox"/> Limited progress <input type="checkbox"/> Limited progress due to budget restraints <input type="checkbox"/> In progress <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Near completion <input type="checkbox"/> Completed	13. Results of Assessment: Although we have been a "relative low interest rate environment" Cash management continues to successfully targeted the rate of return on several investments. Cash management also actively manages the investment portfolio by employing sound management techniques to improve earnings potential for DMC.
14. Use of Assessment Findings: <b>To generate and enhance the College's financial resources.</b>	
15. Signature of Unit Director: 	Date <b>05/24/2004</b>
16. Signature of Dean/Vice President: 	Date <b>5-25-04</b>


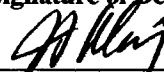
**Del Mar College  
Assessment of Institutional Effectiveness Unit Plans  
2002-2003**

ADM 036 03 1

<b>1. Unit:</b> <b>Cash Management</b>	<b>2. Division:</b> <b>Business &amp; Finance</b>
<b>3. College Mission Addressed:</b> By encouraging and supporting continuing excellence in instruction & institutional support services at reasonable student cost, the College will fulfill its mission within the limitations of its physical and financial resources.	
<b>4. Unit Purpose:</b> To develop, maintain and enhance the College's financial resources, physical facilities and technological tools and equipment to support student instructional needs & technological demands with accountability and responsibility.	
<b>5. Link to Strategic Plan: Goal #</b> B <b>Objective #</b> 1,2	<b>6. Proposed completion date:</b> 06/30/2003
<b>7. Link to Unit Goal #</b> B <b>OR Student Learning Objective #</b>	
<b>8. Expected Results:</b>  Cash Management is a financial function that involves the following: <ul style="list-style-type: none"> <li>* Cash-flow forecasting</li> <li>* Cash-management</li> <li>* Investment of Surplus cash</li> </ul>	
<b>9. Strategies (Activities) Completed:</b>  Structuring a portfolio & program unique to Del Mar College: <ul style="list-style-type: none"> <li>* Diversification - Preservation &amp; safety of principal by diversifying its portfolio into several investment categories to minimize risk of loss</li> <li>* Financial Advisors - maintaining sound banking and investing consulting relationship</li> <li>* Review - investment policies ; and review strategies not less than quarterly</li> </ul>	
<b>10. Assessment Procedures Used:</b>  <ul style="list-style-type: none"> <li>* Comparative Analysis - prepare and distributed quarterly comparative analysis reports to the Board of Regents</li> <li>* Daily monitoring of cash activities - by using a daily cash flow projection as a planning tool, cash managers are better able to better predict/prepare for future cash requirements</li> <li>* Market Rate Comparison - Yield (target rate of return by obtaining interest rates on daily basis)</li> </ul>	
<b>11. Status:</b> <input type="checkbox"/> No progress <input type="checkbox"/> Limited progress <input type="checkbox"/> Limited progress due to budget restraints <input type="checkbox"/> In progress <input checked="" type="checkbox"/> On going <input type="checkbox"/> Near completion <input type="checkbox"/> Completed	<b>12. Results of Assessment:</b> Although the Federal Reserve cut interest rates , Cash Management successfully targeted the rate of return on several investments. Cash Management also actively manages the College's investment portfolio by employing sound management techniques. These services and techniques promote efficiency and improve earnings potential for DMC.
<b>13. Use of Assessment Findings:</b>  To generate and enhance the College's financial resources.	
<b>14. Signature of Unit Director:</b> 	<b>Date:</b> 4/29/03
<b>15. Signature of Dean/Vice President:</b> 	<b>Date:</b> 6-23-03



**Del Mar College**  
**Assessment of Institutional Effectiveness Unit Plans**  
**2001-2002**

<b>1. Unit:</b> Cash Management	<b>2. Division:</b> Business & Finance
<b>3. College Mission Addressed:</b> The College affirms that excellence in instruction & institutional support services at reasonable student cost is its highest priority and that it will fulfill its mission within the limitations of its physical and financial resources.	
<b>4. Unit Purpose:</b> To develop, maintain and enhance the College's financial resources, physical facilities, and technological tools and equipment to support student instructional needs and technological demands with accountability and responsibility.	
<b>5. Link to Strategic Plan: Goal # D Objective # D-2</b>	<b>6. Proposed completion date:</b> Ongoing
<b>7. Link to Unit Goal # B OR Student Learning Objective #</b>	
<b>8. Expected Results:</b> <ul style="list-style-type: none"> <li>• <b>Effective Cash &amp; Investment Management:</b></li> <li>• Improving the overall cash management process, by improving the ROI</li> <li>• <b>Cash Activation</b> – working on tomorrow's cash by activating the internal process to speed the flow of cash into portfolio for investing purposes</li> <li>• <b>Investments</b> – monitor and evaluate cash flow for efficiency &amp; effectiveness ( a/r, cashiering, etc)</li> <li>• <b>Cashflow Analysis</b> – cash availability to fund regular operations daily</li> </ul>	
<b>9. Strategies (Activities) Completed:</b> <ul style="list-style-type: none"> <li>• <b>Structuring a Portfolio &amp; Program unique to Del Mar College</b> <ul style="list-style-type: none"> <li>○ <b>Diversification</b> - Preservation &amp; safety of principal by spreading risk into several investment categories</li> <li>○ <b>Financial Advisors</b> – maintaining sound bank and investing consulting relationship</li> <li>○ <b>Review</b> - investment policies &amp; strategies annually</li> </ul> </li> </ul>	
<b>10. Assessment Procedures Used:</b> <ul style="list-style-type: none"> <li>• <b>Comparative Analysis</b> – prepared and distributed quarterly comparative analysis reports to the Board of Regents</li> <li>• <b>Daily monitoring of Cash Activity</b></li> <li>• <b>Market Rate comparison</b> – Yield (target rate of return by obtaining interest rates daily)</li> </ul>	
<b>11. Status:</b> <input type="checkbox"/> No progress <input type="checkbox"/> Limited progress <input type="checkbox"/> Limited progress due to budget restraints <input type="checkbox"/> In progress <input type="checkbox"/> On going <input type="checkbox"/> Near completion <input type="checkbox"/> Completed	<b>12. Results of Assessment:</b> Although the Federal Reserve has cut interest rates several times during the year, Cash Management successfully targeted the rate of return on several investments. Cash management also actively manages the College's investment portfolio by employing sound management techniques. These services and techniques promote efficiency and improve earnings potential for DMC.
<b>13. Use of Assessment Findings:</b>  To generate and enhance the College's financial resources.	
<b>14. Signature of Unit Director:</b> 	<b>Date:</b> 8/6/02
<b>15. Signature of Dean/Vice President:</b> 	<b>Date:</b> 8-13-02

**Del Mar College  
Institutional Effectiveness Unit Plans  
2006-2007**

1. Unit: <b>Cash Management</b>	2. Division: <b>Business &amp; Finance</b>												
3. College Mission Addressed: <b>By encouraging &amp; supporting continuing excellence in instruction &amp; institutional support services at reasonable student cost, the college will be able to fulfill its mission within the limitations of its physical and financial resources.</b>													
4. Unit Purpose:  <b>First, maintaining the liquidity (assets that can be converted easily into cash) position of Del Mar College and ensuring that sufficient funds are on hand at all times to make timely deposits &amp; disbursement. Secondly, to seek to maximize ROI on all funds not currently needed for current expenditures.</b>													
Links to Other College Documents: 5. Strategic Plan: Goal #      Objective # 6A. Unit Goal # <b>B</b> OR      6B. Student Learning Objective #	Links to Core Curriculum: 7A. Component Area:                      7C. Intellectual Competency: 7B. Exemplary Educational Objective:      7D. Perspectives:												
8. Proposed Completion Date: <b>06/15/07</b>													
9. Assessment Question and Expected Results:  <ul style="list-style-type: none"> <li>* <b>Cash-flow forecasting</b></li> <li>* <b>Cash-flow management</b></li> <li>* <b>Investment of Surplus Funds</b></li> </ul>													
10. Strategies (Activities Planned) :  <ul style="list-style-type: none"> <li>* <b>Cash-flow forecasting - helps to ensure surplus cash is invested in ways that maximizes ROI</b></li> <li>* <b>Cash-flow management - safeguarding procedures &amp; maintaining control over timing of disbursements to establish the amount of cash regularly available to fund Operating Expenses such as payroll; accounts payable; debt services;etc.</b></li> <li>* <b>Diversification - spreading investments over a large number of securities in order to reduce financial 'risk'</b></li> </ul>													
11. Assessment Procedures (how will you measure for results and who is responsible for conduct of this assessment):  <b>A well managed cash program can generate substantial earnings to maintain enough liquidity to meet anticipated needs &amp; budgeted goals. Income contributions will be measured by:</b> <ul style="list-style-type: none"> <li>* <b>Benchmarking - an identifier of risk (judging performance on quarterly basis)</b></li> <li>* <b>Quarterly Reports - Market analysis</b></li> <li>* <b>Comparative Analysis - Budget to actual</b></li> </ul>													
12. Budget Cost Impact, if any (does not assure budget approval):  <table style="width:100%; border: none;"> <tr> <td style="padding: 2px;">Personnel</td> <td style="padding: 2px;">\$</td> <td style="padding: 2px; text-align: right;">0.00</td> </tr> <tr> <td style="padding: 2px;">Equipment</td> <td style="padding: 2px;">_____</td> <td></td> </tr> <tr> <td style="padding: 2px;">Other</td> <td style="padding: 2px;">_____</td> <td></td> </tr> <tr> <td style="padding: 2px;">Total</td> <td style="padding: 2px;">\$</td> <td style="padding: 2px; text-align: right;">0.00</td> </tr> </table>		Personnel	\$	0.00	Equipment	_____		Other	_____		Total	\$	0.00
Personnel	\$	0.00											
Equipment	_____												
Other	_____												
Total	\$	0.00											
13. Use of Assessment Findings (how will you use the findings): <b>Initially, goals &amp; objectives for the DMC portfolio are set based on cash flows. Cash flow analysis tells how far extended the portfolio can be with the individual securities. Keep in mind that benchmark is an identifier of risk( outperform or under-performed you benchmark).</b>													
14. Signature of Unit Director: 	Date <b>05/03/06</b>												
15. Signature of Dean/ Vice President: 	Date												

**RECEIVED**  
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 DEL MAR COLLEGE  
 CASH MANAGEMENT

**Del Mar College**  
**Institutional Effectiveness Unit Plans**  
**2005-2006**

1. Unit: <b>Cash Management</b>	2. Division: <b>Business &amp; Finance</b>
3. College Mission Addressed: <b>By encouraging &amp; supporting continuing excellence in instruction &amp; institutional support services at a reasonable student cost, the college will fulfill its mission within the limitations of its physical &amp; financial resources.</b>	
4. Unit Purpose: <b>To maintain a liquidity position for Del Mar College and to ensure that sufficient funds are on hand at all times in order to make timely disbursements &amp; deposits.</b>	
Links to Other College Documents: 5. Strategic Plan: Goal #      Objective # 6A. Unit Goal # <b>B</b> OR      6B. Student Learning Objective #	Links to Core Curriculum: 7A. Component Area:                      7C. Intellectual Competency: 7B. Exemplary Educational Objective:                      7D. Perspectives:
8. Proposed Completion Date: <b>August 2005</b>	
9. Assessment Question and Expected Results:  <b>Cash flow forecasting</b>  <b>Cash flow management</b>  <b>Investment Portfolio Management</b>	
10. Strategies (Activities Planned) :  <b>Cash flow forecasting - helps to ensure surplus cash is invested in ways that maximizes ROI</b>  <b>Cash flow management - safeguarding procedures &amp; perceived capacity to meet all obligations whenever due. Ability to meet known near-term &amp; projected long-term funding commitments.</b>  <b>Investment Portfolio Management - ability to assess investment information and to have the resources required to settle transactions, account for those transactions &amp; report those transactions.</b>	
11. Assessment Procedures (how will you measure for results and who is responsible for conduct of this assessment):  <b>Benchmark - comparison use for judging performance</b>  <b>Comparative analysis - budget to actual</b>  <b>Quarterly Reports - Market Analysis</b>	
12. Budget Cost Impact, if any (does not assure budget approval):  Personnel    \$ <u>    0.00</u> Equipment    _____ Other        _____ Total        \$ <u>    0.00</u>	
13. Use of Assessment Findings (how will you use the findings):  <b>Although investment risks are earned by taking a combination of risks such as interest risk, liquidity risk, as a cash manager, one must analyze each revenue source &amp; each expenditure group in order to establish objectives and establish priorities such as safety, liquidity, ROI.</b>	
14. Signature of Unit Director:  <i>Minnie Hernandez</i>	Date  <b>8/26/05</b>
15. Signature of Dept/Vice President:  <i>[Signature]</i>	Date  <b>8-29-05</b>

**Del Mar College  
Institutional Effectiveness Unit Plans  
2003-2004**

<p>1. Unit: <b>Cash Management</b></p>	<p>2. Division: <b>Business &amp; Finance</b></p>												
<p>3. College Mission Addressed: <b>By encouraging &amp; supporting continuing excellence in instruction &amp; institutional support services at reasonable student cost, the College will fulfill its mission within the limitations of its physical &amp; financial resources.</b></p>													
<p>4. Unit Purpose: <b>To maintain the liquidity position of Del Mar College by ensuring that sufficient funds are on hand at all times to make timely disbursements and deposits. Also, to seek to maximize ROI on funds not currently needed for current expenditures.</b></p>													
<p>5. Link to Strategic Plan: Goal #      Objective #</p> <p>7. Link to Unit Goal # <b>B</b>      OR Student Learning Objective #</p>	<p>6. Proposed completion date:  <b>06/30/2004</b></p>												
<p>8. If Core Curriculum Component Area, indicate area and Exemplary Educational Objective #:</p>													
<p>9. Assessment Question and Expected Results:</p> <ul style="list-style-type: none"> <li>* Cash-flow forecasting -</li> <li>* Cash-flow management -</li> <li>* Investment of Surplus Cash -</li> </ul>													
<p>10. Strategies (Activities Planned):</p> <ul style="list-style-type: none"> <li>* Cash-flow forecasting - forecasting helps to ensure surplus cash is invested in ways that maximizes ROI</li> <li>* Cash-flow management - safeguarding procedures &amp; maintaining control over timing of disbursements to establish the amount of cash regularly available to fund operations such as a/p; p/r; debt services, etc.</li> <li>* Investment of Surplus Cash - investing in accordance with the College's investment policy. Diversifying the use of various pools &amp; market mutual funds.</li> </ul>													
<p>11. Assessment Procedures (how will you measure for results and who is responsible for conduct of this assessment):</p> <p><b>As cash managers, maintaining enough liquidity to meet anticipated needs and trying to earn enough interest to meet budgeted goals for income contribution will be measured by:</b></p> <ul style="list-style-type: none"> <li>* Benchmarking - Judging performance qtrly</li> <li>* Quarterly Rpt - Market analysis</li> <li>* Comparative Analysis - Budget to Actual</li> </ul>													
<p>12. Budget Cost Impact, if any (does not assure budget approval):</p> <table style="width: 100%; border: none;"> <tr> <td style="padding-right: 10px;">Personnel</td> <td style="padding-right: 10px;">\$</td> <td style="border-bottom: 1px solid black; width: 100px;">0.00</td> </tr> <tr> <td>Equipment</td> <td>\$</td> <td style="border-bottom: 1px solid black;"> </td> </tr> <tr> <td>Other</td> <td>\$</td> <td style="border-bottom: 1px solid black;"> </td> </tr> <tr> <td>Total</td> <td>\$</td> <td style="border-bottom: 1px solid black;">0.00</td> </tr> </table>		Personnel	\$	0.00	Equipment	\$		Other	\$		Total	\$	0.00
Personnel	\$	0.00											
Equipment	\$												
Other	\$												
Total	\$	0.00											
<p>13. Use of Assessment Findings (how will you use the findings):</p> <p><b>Evaluation of Cash-flow:</b> <b>By analyzing each revenue source &amp; each expenditure group, cash management must define objectives and establish priorities - safety, liquidity &amp; ROI.</b></p>													
<p>14. Signature of Unit Director: <i>Debra Hernandez</i></p>	<p>15. Signature of Dean/Vice President: <i>[Signature]</i></p>												
<p>Date: <i>4/22/03</i></p>	<p>Date: <i>6/22/03</i></p>												

**Del Mar College**  
**Institutional Effectiveness Unit Plans**  
**2002-2003**

<b>1. Unit:</b> Cash Management	<b>2. Division:</b> Business & Finance
<b>3. College Mission Addressed:</b> By encouraging and supporting continuing excellence in instruction & institutional support services at reasonable student cost, the College will fulfill its mission within the limitations of its physical and financial resources.	
<b>4. Unit Purpose:</b> To develop, maintain and enhance the College's financial resources, physical facilities and technological tools and equipment to support student instructional needs & technological demands with accountability and responsibility.	
<b>5. Link to Strategic Plan: Goal #            Objective #</b>	<b>6. Proposed completion date:</b> 06/30/2003
<b>7. Link to Unit Goal # B   OR Student Learning Objective #</b>	
<b>8. Assessment Question and Expected Results:</b>  Cash Management is a financial function that involves the following: <ul style="list-style-type: none"> <li>• Cash-flow forecasting</li> <li>• Cash-flow management</li> <li>• Investment of surplus cash</li> </ul>	
<b>9. Strategies (Activities Planned) :</b> <ul style="list-style-type: none"> <li>• <b>Cash-flow forecasting:</b> Forecasting helps to ensure surplus cash is invested in ways that maximize ROI</li> <li>• <b>Cash-flow management:</b> Safeguard procedures &amp; maintaining control over timing of disbursements (a/p; p/r; debt services).</li> <li>• <b>Investment of Surplus Cash:</b> Fund will be invested in accordance with the College's Investment Policy. The portfolio shall be diversified as to market sector and maturity to protect against market risk. Diversification can be augmented by the use of a pool or money market mutual fund.</li> </ul>	
<b>10. Assessment Procedures (how will you measure for results and who is responsible for conduct of this assessment):</b> <ul style="list-style-type: none"> <li>• <i>ECONOMIC UPDATE:</i> Even though we have been in a "relative low interest rate environment" a well managed cash management program can generate substantial earnings.</li> <li>• Benchmarking            Quarterly</li> <li>• Quarterly Rpt            Market Analysis</li> <li>• Comparative Analysis    Budget to Actual ROI</li> </ul>	
<b>11. Budget Cost Impact, if any (does not assure budget approval):</b>  Personnel    \$ _____ Equipment    _____ Other            _____ Total            \$ _____	
<b>12. Use of Assessment Findings (how will you use the findings):</b>  Evaluation of Cash Flow:  By analyzing each revenue source & each expenditure group, cash management will be able to determine where to make improvements to maximize cash flow.	
<b>13. Signature of Unit Director:</b>  <i>Dennis Hamerday</i>	<b>Date</b>  8/10/02
<b>14. Signature of Dean/Vice President:</b>  <i>[Signature]</i>	<b>Date</b>  8-13-02

**Del Mar College**  
**Institutional Effectiveness Unit Plans**  
**2001-2002**

<b>1. Unit:</b> Cash Management	<b>2. Division:</b> Business & Finance
<b>3. College Mission Addressed:</b>  By encouraging and supporting continuing excellence in instruction and institutional support services at reasonable student cost, the College will fulfill its mission within the limitations of its physical and financial resources.	
<b>4. Unit Purpose:</b>  To develop, maintain and enhance the College's financial resources, physical facilities and technological tools and equipment to support student instructional needs & technological demands with accountability and responsibility.	
<b>5. Link to Strategic Plan: Goal # D      Objective # D.2</b>	<b>6. Proposed completion date:</b> <b>Ongoing</b>
<b>7. Link to Unit Goal # B      OR Student Learning Objective #</b>	
<b>8. Assessment Question and Expected Results:</b>  Improving the "overall" cash management process, therefore improving the Return on Investments.  Cash Activation Investments Outflow of Cash	
<b>9. Strategies (Activities Planned) :</b>  <b>Cash Activation:</b> Working on tomorrow's cash by <b>activating</b> the internal processes to speed the flow of cash into portfolio for Investment purposes.  <b>Investments:</b> Evaluating cash flow for efficiency & effectiveness (such as billings, receivables, cashiering, depositing) to assure that funds are flowing into portfolio where it 's available for investment purposes.  <b>Cashflow Analysis:</b> Complete a cashflow analysis to determine when funds are to be available to cover anticipated and unanticipated Liabilities. Upon completion of cashflow analysis, investments can be purchased to cover specific liabilities such as debt services & payroll.	
<b>10. Assessment Procedures (how will you measure for results and who is responsible for conduct of this assessment):</b>  <b>ECONOMIC UPDATE:</b> Even though we have been in a "relative low interest rate environment," a well-managed cash management program can generate substantial earnings.  Comparative Analysis – Budget to actual investment return Quarterly Reports      - Market analysis; quarterly reports Benchmarking              - Quarterly benchmarking	
<b>11. Budget Cost Impact, if any (does not assure budget approval):</b>  Personnel      \$ _____ Equipment      _____ Other            _____ Total            \$ _____	

**12. Use of Assessment Findings (how will you use the findings):**

**Evaluation of Cash Flow:**

By analyzing each revenue source and each expenditure group, cash management will be able to determine where to make improvements to maximize cash flow.

**13. Signature of Unit Director:**

**Date**

*Debbie Starnes*

06/14/01

**14. Signature of Dean/Vice President:**

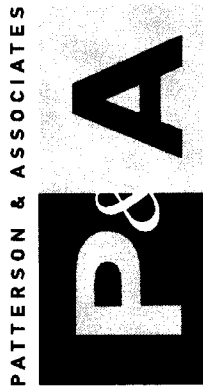
**Date**

*A. H. H. H.*

6-14-01



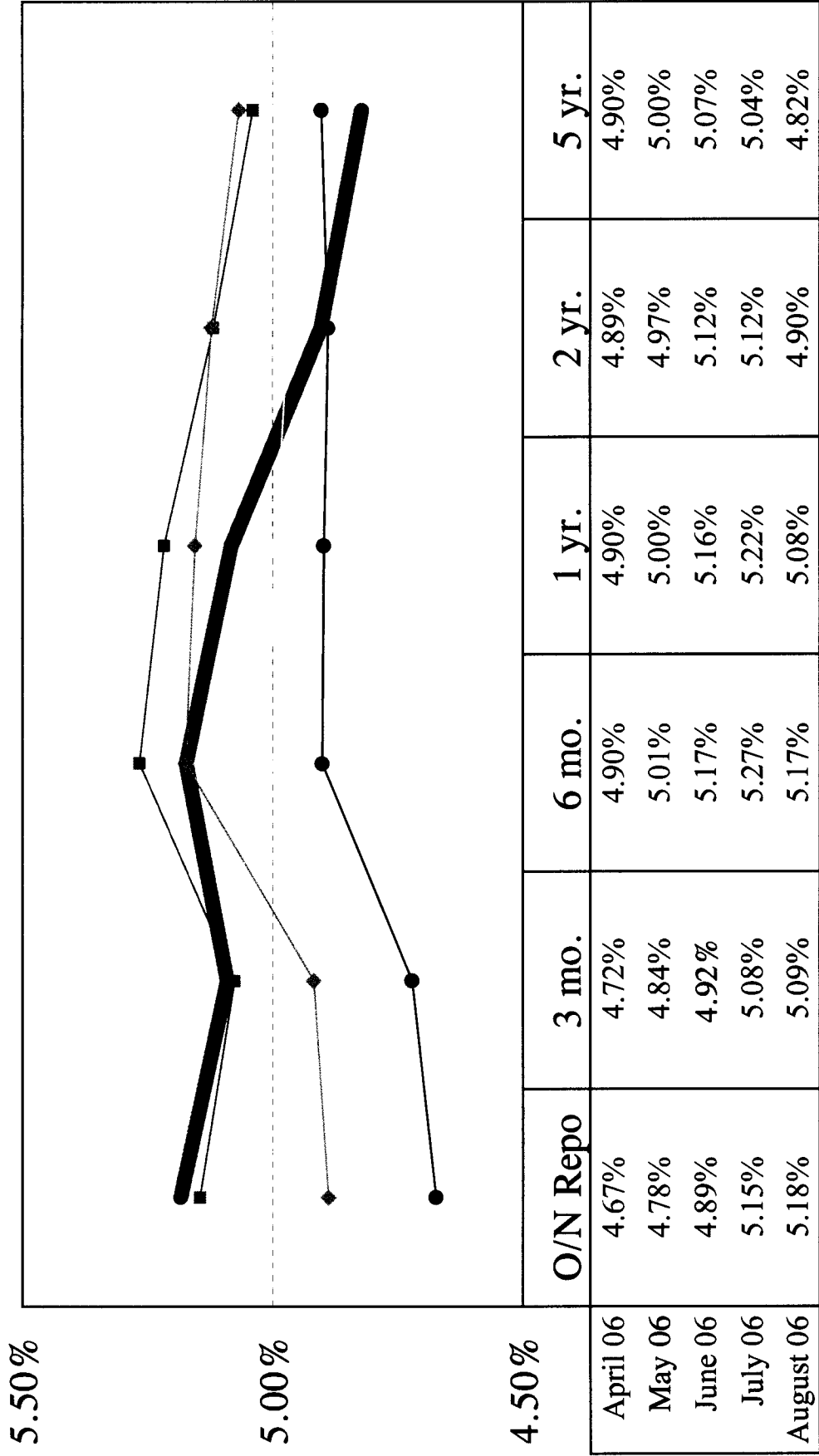
**Quarterly Investment Report**  
**June 1, 2006 – August 31, 2006**





# Treasury Yield Curve Comparison

Average yields by month



● April 06    ♦ May 06    ◆ June 06    ■ July 06    ■ August 06

# Del Mar College

## Portfolio Summary Management Report

June 1, 2006 – August 31, 2006

This quarterly report is in compliance with the investment policy and strategy as established for Del Mar College and the Public Funds Investment Act (Chapter 2256, Texas Government Code).

### Various Pooled Funds

#### Portfolio as of 05/31/06:

Beginning Book Value	\$ 35,544,657
Beginning Market Value	\$ 35,525,690
Unrealized Gain/Loss	\$ (18,967)
<sup>1</sup> WAM at Beginning Period Date	63 days
<b>Average Yield for Quarter:</b>	<b>4.962%</b>
<b>Average Yield 3 month T-Bill:</b>	<b>5.028%</b>
<b>Average Yield 6 month T-Bill:</b>	<b>5.202%</b>

#### Portfolio as of 08/31/06:

Ending Book Value	\$ 31,748,740
Ending Market Value	\$ 31,746,466
Accrued Interest Receivable	\$ 0
Unrealized Gain/Loss	\$ (2,274)
WAM at Ending Period Date	47 days
<sup>2</sup> Change in Market Value	\$ (3,779,224)

### 2003/2006 Tax Bond Fund

#### Portfolio as of 05/31/06:

Beginning Book Value	\$ 50,645,915
Beginning Market Value	\$ 50,645,605
Unrealized Gain/Loss	\$ (310)
<sup>1</sup> WAM at Beginning Period Date	6 days
<b>Average Yield for Quarter:</b>	<b>4.735%</b>
<b>Average Yield 3 month T-Bill:</b>	<b>5.028%</b>
<b>Average Yield 6 month T-Bill:</b>	<b>5.202%</b>

#### Portfolio as of 08/31/06:

Ending Book Value	\$ 41,660,396
Ending Market Value	\$ 41,660,396
Accrued Interest Receivable	\$ 0
Unrealized Gain/Loss	\$ 0
WAM at Ending Period Date	1 day
<sup>2</sup> Change in Market Value	\$ (8,985,209)

  
 Ms. Minnie Hernandez  
 Assistant to Vice President of Business/Finance – Del Mar

Mr. Alaniz  
 Vice President, Business/Finance – Del Mar



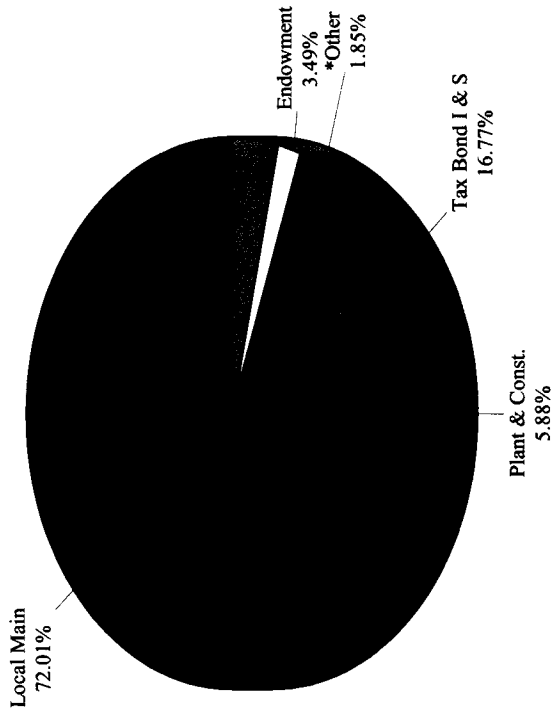
Patterson & Associates, Ms. Linda T. Patterson, President  
 Investment Advisor to Del Mar College

Notes: <sup>1</sup> Patterson & Associates has assisted in the preparation of this consolidated quarterly report, with additional input provided by Del Mar College. WAM represents weighted average maturity. <sup>2</sup>Change in Market Value is required data, but will primarily reflect the receipt and expenditure of the College's funds from quarter to quarter.

# DEL MAR COLLEGE

## Quarterly Portfolio Change - Various Pooled Funds

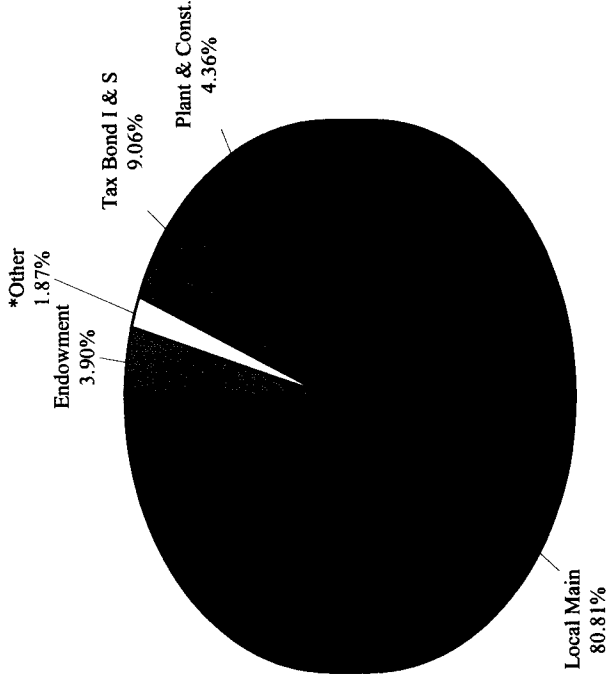
**Portfolio Assets as of 05/31/06**



**Average Portfolio Yield:** 4.779%  
**Average Portfolio Maturity:** 63 days

\*Other includes: College Agency: 1.416%  
 Revenue Bond I & S: .0000%  
 Cap Acquisition I & S: .0000%  
 TPEG: .4391%

**Portfolio Assets as of 08/31/06**



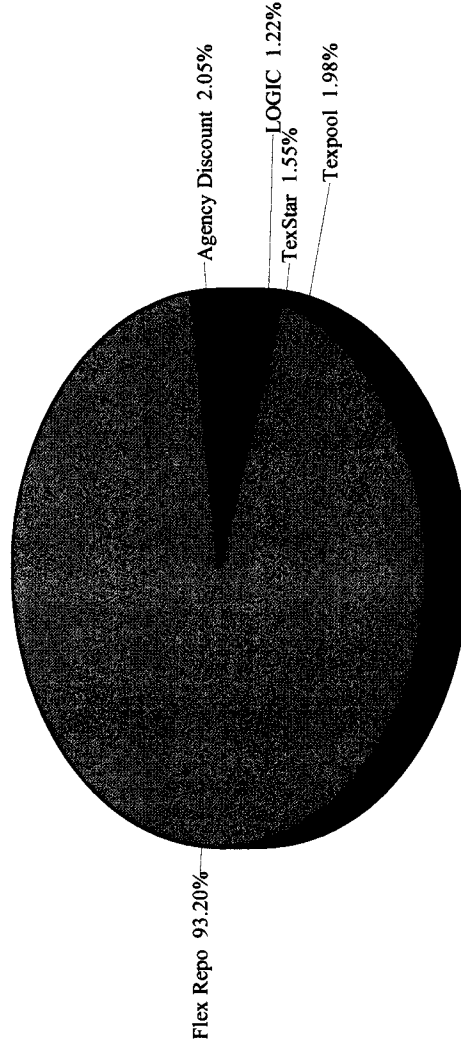
**Average Portfolio Yield:** 4.962%  
**Average Portfolio Maturity:** 47 days

\*Other includes: College Agency: 1.4290%  
 Revenue Bond I & S: .0009%  
 Capital Acquisition I & S: .0000%  
 TPEG: .4448%

# DEL MAR COLLEGE

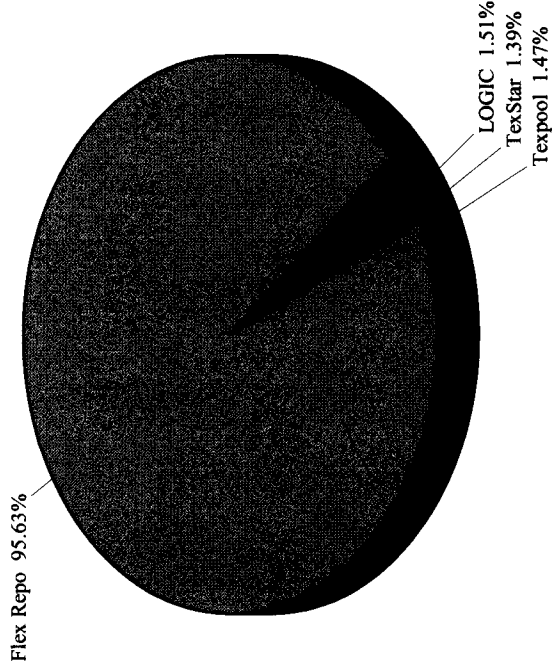
## Quarterly Portfolio Change - 2003/2006 Tax Bond Fund

### Portfolio Assets as of 05/31/06



Average Portfolio Yield 4.658%  
Average Portfolio Maturity: 1 day

### Portfolio Assets as of 08/31/06



Average Portfolio Yield: 4.735%  
Average Portfolio Maturity: 1 day

