

BOARD  
OF  
GOVERNORS



**AGENDA**  
**FAIRMONT STATE UNIVERSITY**  
**BOARD OF GOVERNORS' MEETING**  
**AUGUST 18, 2011, 9:00 A.M.**



- I. CALL TO ORDER**
  - A. Roll Call
  - B. Public Comment
  - C. Approve Agenda..... *Action Item*
  
- II. APPROVAL OF MINUTES OF JUNE 16, 2011.....** Tab 1 *Action Item*
  
- III. CHAIRPERSON’S REPORT**
  
- IV. PRESIDENT’S REPORT**
  
- V. REPORTS AND PRESENTATIONS**
  - A. Foundation (Kim Pellillo)
  - B. Institutional Advancement (Devanna Corley)  
Presentation of Marketing Plan
  
- VI. CONSENT AGENDA**
  - A. Financial Report ..... Tab 2 *Action Item*
  - B. Capital Projects FY 2011..... Tab 3 *Action Item*
  
- VII. ACADEMIC AFFAIRS/ADMISSIONS (Janet Crescenzi, Chair)**
  
- VIII. STUDENT LIFE COMMITTEE (Skip Tarasuk, Chair)**
  
- IX. FINANCE COMMITTEE (Jim Kettering, Chair)**
  - A. Moody’s Bond Ratings..... Tab 4 *Action Item*
  - B. Audit for Applying Agreed Upon Procedures  
Over Cash/Depositing Practices..... Tab 5 *Action Item*
  - C. Capital Appropriation Request for 2013..... Tab 6 *Action Item*
  - D. State Appropriation request for 2013..... Tab 7 *Action Item*

(There will be handouts at the meeting for items C. & D. above.)
  
- X. EXECUTIVE COMMITTEE (Ron, Tucker, Chair)**
  
- XI. BY-LAWS COMMITTEE (Shirley Stanton, Chair)**
  
- XII. POSSIBLE EXECUTIVE SESSION**
  
- XIII. ADJOURNMENT**

**NEXT MEETING: OCTOBER 20, 2011**



**FAIRMONT STATE UNIVERSITY  
BOARD OF GOVERNORS  
MEETING MINUTES  
JUNE 16, 2011**

**I. Call to Order**

**A. Roll Call**

Chairman Rocco Muriale convened a meeting of the Fairmont State University (FSU) Board of Governors held on June 16, 2011, beginning at approximately 9:00 a.m. in the Board Room at the Falcon Center, 1201 Locust Avenue, Fairmont, West Virginia.

Present for the meeting were board members Janet Crescenzi, Zach Hammett, Matt Jacques, Jim Kettering, Robert Mild, Rocco Muriale, Mark Pallotta, Shirley Stanton, Skip Tarasuk, Bryan Towns, Ron Tucker, and Bob White. Also in attendance were FSU President Rose and President's Council members Devanna Corley, Bill Finley, Christina Lavorata, Rick Porto, Amantha Cole, David Tamm and Dean Van Dempsey from the School of Education and Dean Richard Harvey from the School of Business.

At the request of Chairman Muriale, Judy Biafore conducted a roll call of the Board of Governors. All members were present.

**B. Public Comment**

Member Ron Tucker reported that no one signed up for public comment.

**C. Approval of Agenda**

Mark Pallotta made a motion to approve the agenda. Ron Tucker seconded. Motion passed.

**D. Presentation**

Chairman Muriale presented a plaque on behalf of the Fairmont State University Board of Governors to outgoing student representative board member Zach Hammett in appreciation of his dedicated service to the students, faculty, and staff of Fairmont State University.

## **II. Approval of Minutes**

Bob Mild moved approval of the minutes of the meeting held on April 28, 2011, as provided in the agenda materials. Skip Tarasuk seconded. Motion passed.

## **III. Chairman's Report**

- A.** Chairman Muriale announced that Fairmont State received national recognition by the NCAA. Last season's Community Engagement Initiative, "Put Your Best Fairmont Forward," was named the "Best In the Nation" earlier this month at the annual Division II Community Engagement Workshop. This is the second year in a row that Fairmont State has been judged as best in the conference.
- B.** Chairman Muriale congratulated Rusty Elliott, Adam Zundell, the Athletic Department, Alumni Association, Foundation, and Institutional Advancement, for their efforts to plan and coordinate with the campus and the community to successfully execute this initiative. He also thanked the community for supporting the Fighting Falcons.
- C.** Fairmont State and Pierpont were able to once again host the Marion County Relay for Life on campus and Chairman Muriale was appreciative of the University's involvement.
- D.** Fairmont State was well represented at the annual Teaming to Win conference. This conference provided our deans, faculty, and staff opportunities to network with business leaders and government agencies to discuss future partnership opportunities such as internships and collaborative projects.
- E.** Follett, the new campus bookstore, officially opened on June 6, 2011. Chairman Muriale reported that this process has been a great collaborative effort between Fairmont State and Pierpont.

Both institutions worked together during the selection process and now have collaborated to create the bookstore's banner for the website. Beginning in the fall 2011 semester, students from both institutions will be encouraged to participate in selecting a name for the new bookstore that will be representative of both institutions. Follett will also be continuing the Faculty Textbook Scholarship program.

Jim Decker and the Physical Plant staff were acknowledged for the great job they do to make and keep our campus beautiful.

#### **IV. President's Report**

- A.** President Rose was pleased to report that summer school enrollment is up from last year, especially enrollment in online classes and at the Caperton Center.
- B.** Orientation for the fall semester is in full force right now. Orientation dates are scheduled throughout June, July, and early August.
- C.** President Rose had the opportunity to attend the celebration of North Marion High School's Innovation Zone grant last week.
- D.** North Marion will be launching a new program for incoming freshmen in fall 2011 that focuses on project-based learning, team teaching and interdisciplinary classes.
- E.** President Rose recognized Van Dempsey and the School of Education for working very closely with teachers and administrators from North Marion. Dr. Dempsey has been instrumental in reaching out to school districts throughout the state to provide information about innovative educational strategies, such as the New Tech Network. The School of Education held informational meetings and assisted public school educators and administrators in making site visits to schools implementing those strategies.
- F.** Fairmont State received a donation from Jim and Phyllis Moore of Clarksburg.
- G.** The Moore's have been collecting and researching West Virginia's literature for the past 25 years. Last Thursday, they officially signed this collection over to the University to be housed in the Frank and Jane Gabor West Virginia Folklife Center.
- H.** The Folklife Center will archive and maintain the collection for public use. This type of collection will aid our students and faculty with their research and will also draw researchers to our campus.
- I.** Phyllis Moore served as project director for the Literary Map of West Virginia, which was completed in collaboration with the Folklife Center. Jim and Phyllis both attended Fairmont State.
- J.** The University will have a formal unveiling of the Moore West Virginia Literary Collection in the fall.

- K.** The HEPC has scheduled board training opportunities on July 29<sup>th</sup> and August 12<sup>th</sup> at Stonewall Resort. These sessions can help fulfill the required six hours of training and development per year.
- L.** "Capitalizing on the Foundation-Institution Partnership" will be held on July 29<sup>th</sup> from 10:00 a.m. to 3:00 p.m.
- M.** "Strategic Finance" will be held on August 12<sup>th</sup> from 10:00 a.m. to 3:00 p.m.
- N.** President Rose stated that anyone who would like to register for any of these training opportunities to contact her office.

#### **V. Executive Session**

Chairman Muriale requested Vice President Stanton read WV Code §6-9A-4 to discuss personnel issues. Secretary Mild moved to go into Executive Session under the authority of the above mentioned code. The motion was seconded by Mr. Hammett. Motion passed.

Vice-President Stanton moved to rise from Executive Session. Zack Hammett seconded the motion. Motion passed.

#### **VI. Election of Officers**

- A.** Chairman Muriale asked Nominating Chair Mark Pallotta to give a report concerning a slate of Officers for 2011-2012 beginning July 1, 2011. Mr. Pallotta stated that the Committee proposed Ron Tucker as Chair, Shirley Stanton as Vice-Chair, and Robert Mild as Secretary. Chairman Muriale then asked for nominations from the floor and there were none.
- B.** Mr. Pallotta made a motion to accept the slate of officers and the motion was seconded by Matt Jacques. All members voted yes for the slate of officers presented except Mr. Tucker abstained from voting for himself.
- C.** After the announcement of the newly elected officers, Outgoing Chairman Muriale called for a two minute recess to prepare to turn the remainder of the meeting over to Incoming Chairman Tucker.
- D.** Chairman Tucker thanked Mr. Muriale for his service to the Board of Governors and Fairmont State University.

- E. Mr. Pallotta expressed a desire to expand the Executive Committee from three to four or five members and possibly keep the past Chair on the Executive Committee. Chairman Tucker stated that this would be addressed later after researching the State Code and by-laws.

## **VII. Reports and Presentations**

### **A. Faculty Senate**

Jaci Webb-Dempsey newly elected Faculty Senate President introduced herself and reported that since outgoing President Chuck Shields last reported to the Board of Governors, elections were held with the following results: Craig White, Vice-President, Galen Hansen, Secretary; Chuck Shields, Webmaster; Executive Committee members at large: Galen Hansen, Sue Kelley, and Denice Kirchoff. Other business included year-end reports and committees. Dr. Webb-Dempsey reported that Faculty Senate requests that faculty be well represented in any presidential search that might go forward at this time

### **B. Classified Staff**

Chris Daniels reported that Classified Staff will be meeting today to draw Classified Staff scholarship winners.

### **C. Student Government**

Laurie Johnston, Advisor for Student Government and reporting for Meagan Gibson, stated that the Final Fling at the end of last semester was a success. She also reported that Student Government Executive Officers attended a statewide leadership conference at Jackson's Mill sponsored by the Higher Education Policy Commission. Plans are being made for the many events for the new academic year.

### **D. Foundation**

Kim Pellillo, President of the Foundation, gave an overview of events of the last few months. She has met periodically with Dr. Rose, Devanna Corley from the Office of Institutional Advancement, and Pierpont Community and Technical College. The collaboration has been wonderful. Ms. Pellillo reported that the Foundation has been very busy with events such as the 50th year celebration of the Foundation, a golf tournament, Athletic dinner, and Governing Boards training.

Ms. Pellillo introduced Craig Shaffer, Director of the Foundation. He reported that their Annual Meeting is being held tonight.

Gary Bennett spoke of the mission of the Foundation and reported assets as of May 31, 2011, of \$15,000,000 and at the end of this past year awarded scholarships through the Foundation of \$890,000. He stated that the main mission in the future was to increase the endowment of the Foundation and to provide funding and assist any student who wants to attend Fairmont State University or Pierpont Community & Technical College.

**E. Alumni Association**

Emily Swain, Interim Alumni Director, reported that the event at the Pittsburgh Pirates baseball stadium was well attended.

The Alumni Board met and edited the bylaws since Pierpont is no longer a part of the Alumni Association as they are starting their own association.

Ms. Swain distributed upcoming events informational handouts.

**VIII. Consent Agenda**

Jim Kettering moved to accept the following Consent Agenda as presented.

**A. Capital Projects (update for end of April current year)**

**B. Financial Report (for the end of April current year)**

The motion was seconded by Bob White. Motion passed.

**IX. Academic Affairs/Admissions (Janet Crescenzi, Chair)**

No Report for Academic Affairs/Admissions.

**X. Student Life Committee (Skip Tarasuk, Chair)**

No report for Student Life.



**XI. Finance Committee (Jim Kettering, Chair)**

Mr. Kettering asked Mr. Rick Porto, Vice President of Administrative and Fiscal Affairs, to go through the agenda action items.

**A. 2012 Unrestricted Education and General (E&G) Budget Approval**

Jim Kettering moved to accept. The motion was seconded by Shirley Stanton. Motion passed.

**B. 2012 Auxiliary Budget Approval**

Jim Kettering moved to accept. The motion was seconded by Rocco.Muriale. Motion passed.

**C. Chargeback Agreement for Fiscal Year 2012**

Bob White moved to accept. The motion was seconded by Skip Tarasuk. Motion Passed.

**D. Revision of Policy #25, Salary Policy**

Jim Kettering moved to accept. The motion was seconded by Skip Tarasuk. Motion passed.

**E. 2012 Pay Raise**

Bob Mild moved to accept. The motion was seconded by Zack Hammett. Motion passed.

**F. Capital Projects for 2011 Fiscal Year**

Skip Tarasuk moved to accept. The motion was seconded by Shirley Stanton. Motion passed.

**G. Workers Compensation Insurance Policy for Fiscal Year 2012**

Skip Tarasuk moved to accept. The motion was seconded by Mark Pallotta. Motion passed.

**H. Property Acquisition (adjacent to the Gaston Caperton Center in Clarksburg)**

Bob White moved to accept. The motion was seconded by Zack Hammett. Motion passed.

**I. Missing Textbook Adoptions Report**

Matt Jacques moved to accept. The motion was seconded by Zack Hammett. Motion passed.

**XI. Executive Committee**

There was no item necessary for Executive Session.

**XII. By-Laws Committee (Shirley Stanton, Chair)**

There was no item to bring forth by the By-Laws Committee.

**XIII. Executive Session**

There was no item necessary for Executive Session.

**XIV. Adjournment**

There being no further business, at approximately 11:21 a.m., Chairman Tucker announced that the meeting was adjourned.

**Fairmont State University**  
**Board of Governors**  
**Financial Report**  
**for the period ending June 30, 2011**

Please Note: This report does not include the accrual year-end posting entries that the Accounting Office will be posting to our accrual accounting period. These entries include items such as accumulated leave liability, OPEB liability, accounts receivable write-off for uncollectible, etc.

**Unrestricted Fund:**

Budget changes in the month of June increased the budget deficit condition by approximately \$61,300. All of this was due to benefit changes for employees (terminations and/or life events). Tuition and Fee revenues achieved 100% of budget. Overall revenue reached 98.37% of budget. Operating expenses through the end of June (before the accrual posting process) is at 90.55% of budget. The actual surplus condition through the end of June (before the accrual posting process) is \$3,210,034.

**Auxiliary Fund:**

Budget changes in the month of June occurred in the Benefits area (life events) which resulted in a reduction to the transfers to reserves for the month. Auxiliary enterprise revenues achieved 105.16% of budget. Operating expenses compared to budget are at 99.81% of budget. The actual transfers to the auxiliary reserves exceeded the budget plan and \$1,230,000 was transferred to reserves in the last week of the year. The actual surplus (prior to accrual postings) is \$105,001.

**Restricted Fund:**

Grant budgets increased in the month of June by approximately \$86,000. Grant revenues through the end of June are at 92.06% of budget. Operating expense is at 93.53% of budget. Actual balance through the end of June is a surplus of \$5,597.

Please find the attached financial reports.

Fairmont State University  
Actual vs Budget Statement of Revenues and Expenses  
Current Unrestricted  
As of June 30, 2011

		Approved Budget	Current Budget	YTD Actual	YTD Actual to Current Budget
<b>OPERATING REVENUE</b>	Tuition and Fees	20,958,349	21,811,068	21,823,812	100.06
	Student Activity Support Revenue	559,169	580,069	583,735	100.63
	Faculty Services Revenue	1,268,259	1,272,439	1,248,732	98.14
	Operating Costs Revenue	2,432,922	2,371,303	2,315,636	97.65
	Support Services Revenue	3,942,875	3,980,341	3,597,568	90.38
	Other Operating Revenue	414,308	505,028	454,439	89.98
	<b>Total:</b>	<b>29,575,881</b>	<b>30,520,248</b>	<b>30,023,921</b>	<b>98.37</b>
<b>OPERATING EXPENSE</b>	Salaries	22,934,077	23,409,018	21,891,665	93.52
	Benefits	5,819,430	6,035,480	5,391,473	89.33
	Student financial aid-scholarships	1,748,476	1,953,476	1,381,074	70.70
	Utilities	1,749,920	1,749,920	1,514,227	86.53
	Supplies and Other Services	7,011,909	7,512,360	6,673,755	88.84
	Equipment Expense	1,063,891	1,239,733	1,043,263	84.15
	Loan cancellations and write-offs	0	0	2,570	
	Fees retained by the Commission	178,427	178,427	178,427	100.00
	Assessment for Faculty Services	1,502,589	1,502,589	1,357,713	90.36
	Assessment for Support Services	422,524	407,389	363,343	89.19
	Assessment for Student Activity Costs	409,938	421,938	413,034	97.89
	Assessment for Operating Costs	209,276	214,881	196,736	91.56
	<b>Total:</b>	<b>43,050,457</b>	<b>44,625,213</b>	<b>40,407,282</b>	<b>90.55</b>
<b>OPERATING INCOME / (LOSS)</b>		<b>(13,474,576)</b>	<b>(14,104,965)</b>	<b>(10,383,360)</b>	<b>73.61</b>
<b>NONOPERATING REVENUE (EXPENSE)</b>	State Appropriations	15,611,661	15,611,661	15,611,661	100.00
	State Fiscal Stabilization Funds	701,797	700,888	700,888	100.00
	Gifts	25,000	25,000	78,187	312.75
	Investment Income	266,166	266,166	26,028	9.78
	Assessment for E&G Capital & Debt Service Costs	(2,478,413)	(2,519,116)	(2,538,446)	100.77
	<b>Total:</b>	<b>14,126,211</b>	<b>14,084,599</b>	<b>13,878,318</b>	<b>98.54</b>
<b>TRANSFERS &amp; OTHER</b>	Capital Expenditures	(449,158)	(662,703)	(519,586)	78.40
	Transfers for Debt Service	0	(77,297)	(77,297)	100.00
	Transfers for Fin Aid Match	(124,877)	(124,877)	(68,491)	54.85
	Indirect Cost Recoveries	450,218	540,144	431,772	79.94
	Transfers for Scholarships	0	(85,000)	(84,999)	100.00
	Transfers - Other	0	15,027	33,677	224.12
	<b>Total:</b>	<b>(123,817)</b>	<b>(394,706)</b>	<b>(284,924)</b>	<b>72.19</b>
<b>BUDGET BALANCE</b>		<b>527,818</b>	<b>(415,073)</b>	<b>3,210,034</b>	
<b>*Add: ACTUAL UNRESTRICTED NET ASSETS - Beginning of Year</b>		<b>9,022,650</b>	<b>9,022,650</b>		
<b>Less: USE OF RESERVE</b>		<b>0</b>	<b>0</b>		
<b>Equals: PROJECTED UNRESTRICTED NET ASSETS - End of Year</b>		<b><u>9,550,468</u></b>	<b><u>8,607,577</u></b>		

\* Actual Net Assets - Beginning of Year is before cumulative OPEB liability at June 30, 2010 in the amount of \$3,105,397

Unrestricted Net Asset Balance is 20.22% of the current budget total operating expense.

Auxiliary  
Actual vs Budget Statement of Revenues and Expenses  
Board of Governors  
As of June 30, 2011

		Approved Budget	Current Budget	YTD Actual	YTD Actual to Current Budget
<b>OPERATING REVENUE</b>	Auxiliary Enterprise Revenue	5,500,976	5,615,054	6,005,642	106.96
	Auxiliary Fees & Debt Service Support Revenue	4,762,696	4,898,096	5,059,203	103.29
	Other Operating Revenue	245,304	247,438	251,365	101.59
	<b>Total:</b>	<b>10,508,976</b>	<b>10,760,588</b>	<b>11,316,210</b>	<b>105.16</b>
<b>OPERATING EXPENSE</b>	Salaries	2,070,834	2,161,705	2,152,200	99.56
	Benefits	538,167	534,820	429,368	80.28
	Student financial aid-scholarships	486,160	486,160	461,383	94.90
	Utilities	912,265	902,265	772,805	85.65
	Supplies and Other Services	2,136,549	2,184,571	2,382,399	109.06
	Equipment Expense	97,446	104,855	175,575	167.45
	Loan cancellations and write-offs	1,131	1,131	(610)	-53.91
	Assessment for Auxiliary Fees & Debt Service	0	0	(9,659)	
	<b>Total:</b>	<b>6,242,552</b>	<b>6,375,506</b>	<b>6,363,461</b>	<b>99.81</b>
<b>OPERATING INCOME / (LOSS)</b>		<b>4,266,424</b>	<b>4,385,081</b>	<b>4,952,749</b>	<b>112.95</b>
<b>NONOPERATING REVENUE (EXPENSE)</b>	Gifts	0	5,000	5,000	100.00
	Interest on capital asset related debt	(100,473)	(100,473)	(100,473)	100.00
	<b>Total:</b>	<b>(100,473)</b>	<b>(95,473)</b>	<b>(95,473)</b>	<b>100.00</b>
<b>TRANSFERS &amp; OTHER</b>	Capital Expenditures	(162,260)	(157,259)	(6,460)	4.11
	Construction Expenditures	0	0	(1,690)	
	Transfers for Debt Service	(3,603,621)	(3,603,607)	(3,603,607)	100.00
	Transfers for Fin Aid Match	(3,425)	(3,425)	(3,426)	100.03
	Transfer to Reserves	(396,646)	(618,226)	(1,230,000)	198.96
	Transfers for Scholarships	0	85,000	84,999	100.00
	Transfers - Other	0	7,909	7,909	100.00
	<b>Total:</b>	<b>(4,165,951)</b>	<b>(4,289,609)</b>	<b>(4,752,275)</b>	<b>110.79</b>
<b>BUDGET BALANCE</b>		<b>0</b>	<b>0</b>	<b>105,001</b>	
<b>*Add: ACTUAL NET ASSETS - Beginning of Year</b>		<b><u>6,514,461</u></b>	<b><u>6,514,461</u></b>		
<b>Equals: PROJECTED NET ASSETS - End of Year</b>		<b><u>6,514,461</u></b>	<b><u>6,514,461</u></b>		

\* Actual Net Assets - Beginning of Year is before cumulative OPEB liability at June 30, 2010 in the amount of \$375,293.

Auxiliary Net Assets are required to support future repair and replacement costs. Planning activities are in progress to document a 20 year plan to support each auxiliary enterprise capital repair/replacement need.

FAIRMONT STATE UNIVERSITY  
Actual vs Budget Statement of Revenues and Expenses  
Current Restricted  
As of June 30, 2011

		Approved Budget	Current Budget	YTD Actual	YTD Actual to Current Budget
<b>OPERATING REVENUE</b>	Federal Grants and Contracts	35,155,676	33,525,024	30,328,426	90.47
	State/Local Grants and Contracts	5,421,053	5,769,277	5,785,249	100.28
	Private Grants and Contracts	2,100,110	1,808,984	1,726,520	95.44
	Other Operating Revenue	200	13,233	13,233	100.00
	<b>Total:</b>	<b>42,677,039</b>	<b>41,116,518</b>	<b>37,853,428</b>	<b>92.06</b>
<b>OPERATING EXPENSE</b>	Salaries	1,424,306	1,481,791	975,598	65.84
	Benefits	230,290	250,926	164,948	65.74
	Student financial aid - scholarships	44,102,306	40,583,121	41,508,211	102.28
	Utilities	21,607	19,000	18,996	99.98
	Supplies and Other Services	5,379,841	5,931,393	2,966,807	50.02
	Equipment Expense	3,308,144	2,793,795	2,121,071	75.92
	<b>Total:</b>	<b>54,466,494</b>	<b>51,060,026</b>	<b>47,755,631</b>	<b>93.53</b>
<b>OPERATING INCOME / (LOSS)</b>		<b>(11,789,455)</b>	<b>(9,943,508)</b>	<b>(9,902,203)</b>	<b>99.58</b>
<b>NONOPERATING REVENUE (EXPENSE)</b>	Federal Pell Grant Revenues	12,000,000	10,100,000	10,176,159	100.75
	<b>Total:</b>	<b>12,000,000</b>	<b>10,100,000</b>	<b>10,176,159</b>	<b>100.75</b>
<b>TRANSFERS &amp; OTHER</b>	Capital Expenditures	(15,459)	(1,014)	0	0.00
	Transfers for Fin Aid Match	128,322	128,302	121,317	94.56
	Indirect Cost Recoveries	(509,400)	(540,144)	(431,772)	79.94
	Transfers - Other	0	42,097	42,097	100.00
	<b>Total:</b>	<b>(396,537)</b>	<b>(370,759)</b>	<b>(268,359)</b>	<b>72.38</b>
<b>BUDGET BALANCE</b>		<b>(185,992)</b>	<b>(214,267)</b>	<b>5,597</b>	
<b>*Add: PROJECTED RESTRICTED NET ASSETS - Beginning of Year</b>		<b>219,123</b>	<b>246,087</b>		
<b>**Equals: PROJECTED RESTRICTED NET ASSETS - End of Year</b>		<b><u>33,131</u></b>	<b><u>31,820</u></b>		

**CAPITAL PROJECTS**

**FY 2011**

<i>Project</i>	<i>Project Budget</i>	<i>Expenses &amp; Encumbrances</i>	<i>Available Project Budget</i>	<i>Project Completion Date and/or Update Notes</i>	
Hunt Haught Hall Glass Front	\$ 194,000.00	\$ 194,000.00	\$ -	Replacement work on the south side of stair tower is nearing completion. Work will follow on the north side of stair tower.	<b>In Progress</b>
Hunt Haught Hall - HVAC Units	\$ 735,518.00	\$ 822,200.00	\$ (86,682.00)	Contractor is on site working. Piping has been installed from basement up through classrooms. Unit is scheduled to be ship 2nd week of August. Installation will be 3rd and 4th weeks of August. Additional funding of \$90,000 has been approved in Capital Request FY 2012 to cover the temperature controls.	
Infrastructure - IT Emergency Back-Up	\$ 197,299.00	\$ 195,120.50	\$ 2,178.50	Contractor is on site working. Conduit has been installed from basement up to data center. Project should be complete in 3rd quarter 2011.	
Infrastructure - Retaining Wall Merchant Street	\$ 175,000.00	\$ 8,927.00	\$ 166,073.00	1 contractor bid on this project. Bid came in over the project budget. Project design is being reviewed and project will re-bid at later date.	
Musick Library Elevator	\$ 2,000,000.00	\$ 144,000.00	\$ 1,856,000.00	Contract has been finalized with architectural firm. Architect has basic plan of elevator complete. Architect is working on window shade covers, temperature controls, and plaster repairs.	
Turley Center Renovations	\$ 6,000,000.00	\$ 466,500.00	\$ 5,533,500.00	Project programming has been completed. Schematic design plans should be complete within one month.	
Wallman Hall Renovations	\$ 5,200,000.00	\$ 390,000.00	\$ 4,810,000.00	Contract for architectural services has been finalized. Design work is beginning	
Infrastructure - Paving Lot #15	\$ 58,560.00	\$ -	\$ 58,560.00		<b>Not Started</b>
Locust Avenue	\$ 40,000.00	\$ -	\$ 40,000.00		
Turley Center Renovations - FF&E	\$ 550,000.00	\$ -	\$ 550,000.00		
Academic Fund	\$ -	\$ -	\$ -	On-going - Numerous projects throughout year	<b>On-Going</b>
Landscaping	\$ 100,000.00	\$ 99,344.64	\$ 655.36	On-going - Numerous projects throughout year	
Physical Plant - Small Projects	\$ 197,000.00	\$ 163,411.09	\$ 33,588.91	On-going - Numerous projects throughout year	
Subtotal Page 2	\$ 15,150,377.00	\$ 2,220,747.50	\$ 12,929,629.50		
<b>Grand Total</b>	<b>\$ 22,733,077.00</b>	<b>\$ 4,363,945.50</b>	<b>\$ 18,369,131.50</b>		

<b>CAPITAL PROJECTS</b>					
<b>FY 2011</b>					
<b>Project</b>	<b>Project Budget</b>	<b>Expenses &amp; Encumbrances</b>	<b>Available Project Budget</b>	<b>Project Completion Date and/or Update Notes</b>	
<b>Hardway Hall - HVAC Unit</b>	\$ 56,472.00	\$ 56,472.00	\$ -	Project is Complete	<b>Complete</b>
<b>Infrastructure - Hardway Hall</b>	\$ 362,739.03	\$ 362,739.03	\$ -	Project is Complete	
<b>Infrastructure - Retaining Walls</b>	\$ 69,812.90	\$ 69,812.90	\$ -	Project is Complete	
<b>Byrd Center - HVAC Units (2)</b>	\$ 50,000.00	\$ 67,480.00	\$ (17,480.00)	Contractor is on site working. Units are currently scheduled to ship the 1st week of August. Approximately \$40,000 remains in ARRA funds from the classroom buildout, that is being used for additional HVAC units. In addition, approximately \$15,000 is being transferred from the Math and Writing grant to be used for purchase of HVAC units.	<b>In Progress</b>
<b>Byrd Center - Roof Renewal</b>	\$ 400,000.00	\$ 285,440.00	\$ 114,560.00	Contractor is on site working. New roof has been installed on the classroom portion of building. Hangar lab roof remains to be completed. Coping on top of parapet also remains to be completed on classroom portion of building.	
<b>Aerospace Fire Suppression - ARRA</b>	\$ 1,100,000.00	\$ 965,943.00	\$ 134,057.00	Contractor is on site working. Sprinkler in main building is progressing well. Work for foam in main building hangar will be completed in August while fewer students/staff are present.	
<b>Folklife - Phase III (ARRA)</b>	\$ 532,700.00	\$ 409,335.00	\$ 123,365.00	Contractor is on site working. Mechanical and electrical rough in, is 95% complete and barn siding is being installed. Pergola on north end of building has been installed. Excess ARRA funding will be used for acquisition of exhibits.	
<b>Hardway Hall Renovations</b>	\$ 5,500,000.00	\$ 415,000.00	\$ 5,085,000.00	Programming will proceed after Turley programming is finished.	
<b>Subtotal - Page 1</b>	\$ 7,582,700.00	\$ 2,143,198.00	\$ 5,439,502.00		



**AUXILIARY CAPITAL PROJECTS**

**FY 2011**

<i>Project</i>	<i>Project Budget</i>	<i>Expenses &amp; Encumbrances</i>	<i>Available Project Budget</i>	<i>Project Completion Date and/or Update Notes</i>	
<b>College Apartments - Roof E &amp; F</b>	\$ 64,990.00	\$ 64,990.00	\$ -	Completed on 8/31/10	<b>Completed</b>
<b>Residence Halls - Facility Audit Master Plan</b>	\$ 163,835.00	\$ 144,189.34	\$ 19,645.66	Is progressing. The Consultants are working on draft reports of findings and recommendations on growth potential in housing units and mix of units. Also working on maintenance needs and related costs, facility upgrade recommendations and related costs, and new housing potential and related costs. Completion date is not known at this time.	<b>In Progress</b>
<b>Residence Halls - Housing Software</b>	\$ 60,000.00	\$ 53,596.18	\$ 6,403.82	The software implementation is in its final stages and will be fully implemented with the start of the fall semester. Currently waiting final completion to complete the final payment.	<b>In Progress</b>
<b>Parking Garage - Maintenance - Caulking &amp; Painting</b>	\$ 50,000.00	\$ -	\$ 50,000.00		<b>Not Started</b>
	<b>\$ 338,825.00</b>	<b>\$ 262,775.52</b>	<b>\$ 76,049.48</b>		

**Fairmont State University  
Board of Governors  
August 18, 2011**

**Item:** Moody's Bond Rating for Bonds (Series 2002A, 2002B, 2003A, and 2003B)

**Committee:** Committee of the Whole

**Information Item:**

**Staff Member:** Rick Porto

**Background:** Annually Moody's provides a review of our financial condition (after the 2010 fiscal year audit) and updates the rating of our bonds sold in 2002 and 2003. Those bonds are:

Activity Center Revenue Bonds – 2003B  
Facilities Revenue Bonds – 2002A  
Facilities Revenue Bonds – 2003A  
Infrastructure Revenue Bonds – 2002B

The ratings of A1 for the 2003B and 2002B bonds was continued.

The ratings of A2 for the 2002A and 2003A bonds was continued.

The rating rationale provided by Moody's reads, "The ratings are based on the University's stable market position, continued debt service support from Pierpont Community and Technical College, healthy State support, solid annual cash flow, and good coverage of debt service from pledged revenues. The rating also incorporates the University's small size and comparably high leverage position".

The attached report (underlined sections) clearly reflects the importance of commitment toward the bonds from both institutions, further supported in the Legislation that enacted the separation of Pierpont from Fairmont State.

Please note: During the review process, Administration spent time explaining the conditions surrounding the Separation of Assets Agreement and the current relationship of the institutions. Also the consolidated statements work provided by the Accounting Office (as required in the Separation of Assets Agreement) provided Moody's the financial picture that allowed Moody's to affirm the A1 and A2 ratings.

- 11 Jul 2011

**UNIVERSITY HAS \$55.7 MILLION OF RATED DEBT OUTSTANDING**

Higher Education  
WV

**Opinion**

NEW YORK, Jul 11, 2011 – Moody's Investors Service has affirmed the A1 rating on Fairmont State University's Student Activity Revenue Bonds and Infrastructure Revenue Bonds and A2 rating on Fairmont State University's College Facilities Revenue Bonds listed below under RATED DEBT. The rating outlook remains stable.

**RATING RATIONALE**

The ratings are based on the University's stable market position, continued debt service support from Pierpont Community and Technical College, healthy state support, solid annual cash flow, and good coverage of debt service from pledged revenues. The rating also incorporates the University's small size and comparably high leverage position.

**STRENGTHS**

\*Healthy trend of cash flow reflected in an average operating margin of 15.3% and healthy average debt service coverage of 2.0 times. Management is projecting similar results for the 2011 fiscal year.

\*Relatively healthy support from the State of West Virginia with expectations for modest growth in support for the 2012 fiscal year.

\*Healthy enrollment growth at both the University and community college in recent years. Full time equivalent (FTE) enrollment in the fall of 2010 was 6,245.

**CHALLENGES**

\*Relatively thin coverage of outstanding debt and operations. Moody's calculates expendable financial resources of \$22.4 million provide a somewhat thin cushion to debt and operations of 0.3 and 0.3 times; respectively.

\*Fairmont's debt structure requires close monitoring by management to ensure that several very narrow pledged revenue streams remain sufficient to cover debt service, particularly when enrollment fluctuation could weaken coverage.

**DETAILED CREDIT DISCUSSION**

**LEGAL SECURITY:** The University Facilities Revenue Bonds (Series 2002 A and Series 2003 A) are secured by the gross revenue of the College's housing and parking systems. In fiscal year (FY) 2010, the system's gross revenue was just over \$5.4 million. Maximum annual debt service is \$2.1 million. After deducting expenses, net revenue covered maximum annual debt service 1.17 times.

The Infrastructure Revenue Bonds (Series 2002 B) are secured by the gross revenue from a mandatory Infrastructure fee charged to students. In FY 2010, gross revenues totaled \$1 million. After deducting expenses, net revenue of \$720,843 covered maximum annual debt service (\$595,750) of 1.21 times.

The Student Activity Revenue Bonds (Series 2003 B) are secured by the gross revenue from the following fees charged each semester to students enrolled in classes on the main campus - Student Union Fee, the Operating Fee, and Student Activities Center Operating Fee. In FY 2010, the gross pledged revenue streams were nearly \$3.9 million. Bondholders derive additional security from the inclusion of operating revenues of the bookstore and dining located in the Student Activities Center. After deducting expenses, net revenue covers maximum annual debt service of \$1.55 million by more than 1.3 times in FY 2010.

The outstanding Bonds will continue to be supported by pledged revenues derived from Fairmont University and Pierpont Community and Technical College fees, as agreed upon in the Separation Agreement and outlined in the bond documents.

Each series has a cash funded debt service reserve fund. Fairmont State University has agreed not to issue additional bonds with a more senior claim to any of the Pledged Revenue streams, and no additional bonds can be issued unless the gross pledged revenue stream covers pro-forma debt service at least 1.1 times.

INTEREST RATE DERIVATIVES: None. all outstanding debt is fixed rate

**RECENT DEVELOPMENTS**

Institutional Structure: As part of state legislated Separation Agreement which became effective July 1, 2009, Fairmont State University and Pierpont Community and Technical College (which were previously administratively linked and operated under one board) have legally separated to create two independent institutions: each with its own separate governing board. The two institutions continue to share a main campus and services. Fairmont continues to provide services to Pierpont as outlined in a chargeback agreement.

Beginning in FY 2010, the two institutions have produced separate and independent audits. The outstanding Bonds will continue to be supported by pledged revenues derived from University and Community College fees, as agreed upon in the separation agreement and outlined in the bond documents. Debt Service liability as recorded on the audited financials is determined based on a 10-year full-time student equivalent average. Moody's has examined both the Fairmont and Pierpont audited financial statements as well as the unaudited consolidated statement as provided by the University. Because the rated bond issues are supported by student fees at both institutions, the key financial metrics and ratios in this report are based on the consolidated statement unless otherwise stated.

The Fairmont Foundation is no longer a consolidated entity with Fairmont University because it supports both the 4-year university and the 2-year college. Foundation assets are included in the Key Ratios.

Enrollment: Fairmont enrolled 3,941 FTE students in the fall of 2010 with an additional 2,122 FTE students at Pierpont. Together, undergraduate enrollment has increased almost 4% since the fall of 2006. Fairmont enrolled 182 graduate students in the fall of 2010, up from 158 in 2006, but down from a peak of 230 in the fall of 2008. Fairmont & Pierpont continue to face strong competition from other public institutions in the state most notably West Virginia University, located approximately 30 miles away. Management notes that their size, lower sticker price, smaller classes, high quality infrastructure and facilities coupled with the unique integration of the 2-year and 4-year institutions continue to make them a attractive alternative to the large flagship university.

Operations: The two institutions remain self-supporting. On a consolidated basis, they maintain mildly positive operations with a three year average operating margin (FY2008-FY2010) of 2.4% with healthy cash flow supporting debt service coverage at 1.76 times. Management reports expectations for at least break-even operations in FY2011. The University and Community College are in a unique position to receive increasing state aid in FYs 2011 and 2012. In FY2011, The University received a total of \$1.25 million increase due to the third of a four year cumulative adjustment in appropriations from the state. In FY2012, the state will fill the funding gap left by the end of ARRA funding, provide a 1% increase in appropriations as well as provide the last \$1.25 million appropriation adjustment/increase. Increased net tuition revenue, largely derived from growth of Pell Grants is also expected to contribute to a healthy operating performance for FY2011.

Balance Sheet: Leverage remains high with expendable financial resources of \$22.4 million providing 0.3 times coverage of debt and 0.3 times coverage of operations. Debt to revenues is also somewhat high at 1.2 times. Moody's notes that \$13 million of outstanding debt issued by the Higher Education Commission is legally secured by fees from the University, but is expected to be fully repaid from state lottery funds. OPEB obligations (at a consolidated \$4.7 million in FY2010) continue to pressure the financial resources of the university. At this time, it is unclear if the University will assume ongoing funding responsibility of OPEB from the state.

Liquidity remains healthy compared to peers with over \$30 million of available liquidity at the College and University combined, equating to 160 days cash on hand.

#### **Outlook**

The stable outlook reflects Moody's expectation that the University and community college will continue to budget conservatively, resulting in adequate debt service coverage from net revenues of pledged fees as well as maintain positive operating margins and an healthy financial resource base to cover debt and operations.

What could change the rating-UP

Growing market demand demonstrated in net tuition growth; superior operating margins coupled with significant growth of the financial resource base.

What could change the rating-DOWN

Inadequate coverage of debt service by pledged net revenues; weakening operating margins and/or balance sheet strength; significant decline in market demand

KEY INDICATORS (FY 2010 consolidated financial data and fall 2010 consolidated enrollment data)

Total Full-Time Equivalent Students (FTE): 6,245 students

Freshman Acceptance Rate: 71%

Freshman Matriculation Rate: 41.3%

Total Direct Debt: \$80.6 million

Expendable Resources to Direct Debt: 0.28 times

Expendable Resources to Operations: 0.32 times

Monthly Days Cash on Hand: 160 days

Three-year Average Operating Margin: 2.4%

Reliance on Student Charges: 39%

Reliance on State Appropriations: 32%

State of West Virginia G.O. rating: Aa1 with a stable outlook

#### **RATED DEBT**

Series 2002 A and Series 2003 A, University Facilities Revenue Bonds: A2

Series 2002 B, Infrastructure Revenue Bonds: A1

Series 2003 B, Student Activity Revenue Bonds: A1

**CONTACTS:**

Fairmont State University: Rick Porto, Vice President for Administrative and Fiscal Affairs, 304-367-4689

**PRINCIPAL METHODOLOGY USED**

The principal methodology used in this rating was Public College and Universities, published in November 2006. Please see the Credit Policy page on [www.moodys.com](http://www.moodys.com) for a copy of this methodology.

**REGULATORY DISCLOSURES**

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**Fairmont State University  
Board of Governors  
August 18, 2011**

**Item:** Audit for Applying Agreed Upon Procedures over Cash/Depositing Practices

**Committee:** Committee of the Whole

**Information Item:**

**Staff Member:** Rick Porto

**Background:** It has been three years since our last audit of our cash/depositing practices of the departments to the central deposit receipting operation.

This audit provided for three (3) findings and recommendations. These findings and recommendations have been responded to by administration and this information was presented to the Finance Committee at their July 27, 2011 meeting.

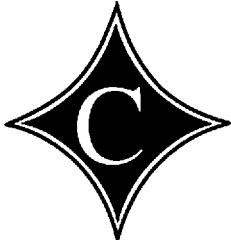
Please find attached the audit report provided by Conley CPA Group, PLLC and administration's response.

**REPORT ON APPLYING AGREED-UPON  
PROCEDURES OVER CASH**

**FAIRMONT STATE UNIVERSITY  
AND  
PIERPONT COMMUNITY AND TECHNICAL COLLEGE**

**JUNE 30, 2011**





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## INDEPENDENT ACCOUNTANTS' REPORT ON APPLYING AGREED-UPON PROCEDURES

Dr. Maria Rose, Interim President  
Fairmont State University  
Fairmont, West Virginia

Dr. Doreen Larson, President  
Pierpont Community and Technical College  
Fairmont, West Virginia

We have performed the procedures enumerated below, which were agreed to by Fairmont State University, solely to assist you in evaluating your cash policies and procedures for Fairmont State University and Pierpont Community and Technical College. Management of Fairmont State University and Pierpont Community and Technical College are responsible for establishing and maintaining internal controls over cash, including monitoring ongoing activities. This agreed-upon procedures engagement was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants. The sufficiency of these procedures is solely the responsibility of Fairmont State University and Pierpont Community and Technical College. Consequently, we make no representation regarding the sufficiency of the procedures described below either for the purpose for which this report has been requested or for any other purpose.

Our procedures and findings are as follows:

### Departments

- The policies and procedures were reviewed for cash deposits with the Accounting Office and noted the following:

Various departments are provided with 3-part deposit tickets to report cash receipts. The departments collect cash and checks, as applicable, and complete the deposit ticket. The department places the second part of the deposit ticket along with the cash and checks into a locked bank bag. The department then places the first part of the deposit ticket on the outside of the locked bank bag and delivers the bag to Enrollment Services. The department maintains the third part of the deposit ticket for their records.

**REPORT ON APPLYING AGREED-UPON PROCEDURES OVER CASH (CONTINUED)**  
**FAIRMONT STATE UNIVERSITY AND**  
**PIERPONT COMMUNITY AND TECHNICAL COLLEGE**

At the end of each day, the Enrollment Services will remove the deposit tickets from the outside of each locked bank bag it has received and prepare a total schedule of deposits for the day by compiling the individual department deposit tickets. Enrollment Services then completes a bank log which lists each locked bank bag and the total of the deposit within each bag. Enrollment Services places the bank log and all locked bank bags into a large locked bank bag and stores the bag in the safe overnight.

Each morning an armored carrier (Loomis Fargo) comes to Enrollment Services and picks up the large locked bank bag and transports it to the bank. The armored carrier later returns with the large locked bank bag, as well as the smaller locked bank bags. Enrollment Services then returns the locked bank bags to the various departments. Inside the individual locked bank bag will be the second part of the deposit ticket stamped by the bank to verify deposit. Enrollment Services adds the deposit ticket from the bank to the daily folder for the Accounting Office.

The Accounting Office posts an appropriate journal entry to record the deposit to the general ledger from account information completed on the original deposit ticket.

For each day, the Accounting Office maintains in a folder the first part of the 3-part deposit ticket, the deposit receipt, the compilation of the total department deposits, the posting to the bank account for State of West Virginia, and the posting to the general ledger (including the journal entry reference number).

There are two keys to each locked bag; one key each is maintained by the individual department and by Enrollment Services and the bank has a master key.

The safe is located in Enrollment Services and is secured by a combination. The combination is known by only those employees who have the responsibility of recording daily cash deposits.

**REPORT ON APPLYING AGREED-UPON PROCEDURES OVER CASH (CONTINUED)**  
**FAIRMONT STATE UNIVERSITY AND**  
**PIERPONT COMMUNITY AND TECHNICAL COLLEGE**

*Departments (Continued)*

- We were provided with a schedule of cash deposits for Fairmont State University and Pierpont Community and Technical College for November 2010 and February 2011 sorted by department. Utilizing the applicable schedule of cash deposits, the following procedures were performed:
  1. Cash deposits for each department were traced to the supporting documentation. The supporting documentation included the white copy of the deposit ticket prepared by the departments and maintained by the Accounting Office. We noted the information on the white copy of the deposit ticket agreed to the schedule of cash deposits without exception. The sample included 269 individual deposits for 33 separate departments. No exceptions were noted.
  2. Supporting documentation maintained by the Accounting Office for each day in November 2010 and February 2011 was reviewed. For each day, the white copies of the deposit tickets were totaled and agreed to the bank deposit total calculated by Enrollment Services ("Daily Locked Bag Log."). The sample included 39 days. No exceptions were noted.
  3. For each day in November 2010 and February 2011, the deposit on the "Daily Locked Bag Log" was traced to the deposit receipt from the bank. The sample included 39 days. No exceptions were noted.
  4. For each day in November 2010 and February 2011, the deposit on the "Daily Locked Bag Log" was traced to the bank statement information provided by the State of West Virginia. The information provided by the State of West Virginia indicated all amounts were properly reflected as deposits for the benefit of Fairmont State University and/or Pierpont Community and Technical College and amounts were properly reported by fund allocation. The sample included 39 days. No exceptions were noted.
  5. A sample of deposits was traced back to supporting documentation maintained at each department. The sample selected included twenty individual deposits, from a total of six different departments. It was noted during testing several items were not deposited within twenty-four hours from the date it was received. (A detail listing of these items are included in the attached exhibit.) In addition, we also noted for a number a deposits selected, the only support maintained by the department was a copy of the deposit receipt, with no further information to support the amount.

**REPORT ON APPLYING AGREED-UPON PROCEDURES OVER CASH (CONTINUED)  
FAIRMONT STATE UNIVERSITY AND  
PIERPONT COMMUNITY AND TECHNICAL COLLEGE**

**Departments (Continued)**

6. Samples of entries on the schedule of cash deposits were traced to proper recording in the general ledger without exception. The sample included 30 individual deposit items from the following departments:

Accounting  
Athletics  
Copy Center  
Falcon Center  
Library  
School of Nursing

- The policies and procedures for cash deposits were discussed with the following departments and individuals:

Admissions — Director of Recruiting Operations  
Athletics — Accounting Assistant  
Copy Center — Program Assistant  
Center for Workforce Education — Program Assistant II  
Economic Development — Program Assistant H  
Falcon Center — Director of Student Center  
Information Technology — Executive Secretary  
Lab Preschool — Director of Preschool  
Library — Technical Assistant  
Mailroom — Materials Handler, Lead  
Pierpont Community & Technical College Community Education  
Executive Secretary  
Procurement — Director of Procurement  
Public Safety — Director of Public Safety and Program Assistant  
Registrar — Director of Recruiting Operations  
School of Nursing — Administrative Secretary  
Enrollment Services — Accounting Clerk III  
Student Health — Director of Student Health Services  
Student Service Center — Program Assistant Web and  
Graphics — Program Assistant

**REPORT ON APPLYING AGREED-UPON PROCEDURES OVER CASH (CONTINUED)  
FAIRMONT STATE UNIVERSITY AND  
PIERPONT COMMUNITY AND TECHNICAL COLLEGE**

**Departments (Continued)**

Results of the department interviews were as follows:

1. The policies and procedures indicated by the various departments were the same as indicated by the Accounting Office. The various departments review financial reports throughout the year to monitor their department's financial position and ensure the Accounting Office records the cash deposit to the proper general ledger account.
2. The Enrollment Services Center handles the cash deposits for the following departments:

Admissions  
Financial Aid  
Housing  
Registrar

- The policies and procedures for athletic ticket sales for football and basketball games were reviewed with the Athletic Director and are documented as follows:

The Ticket Manager (Athletic Director), and one other individual (Director of Media), work all home football and basketball games. The Fairmont State Foundation through Fairmont State Athletic Association will write a check to the Athletic Director for \$1,500 for start-up of the home football and basketball season. The check will be transported to the bank by the Athletic Director and will be cashed. The money is divided equally (\$750) into two separate lockable money bags and placed in the safe in the athletic department. The Athletic Director will provide the money to the Director of Media on the day of the game to be given to the two ticket sellers. The Director of Media will also give the ticket sellers a work sheet with starting ticket numbers for students, adults and senior citizens. All three groups pay a different price to attend the game.

The two ticket sellers then sell tickets for the home event. At the end of the third quarter the Athletic Director will collect the locked money bags and work sheets with the unsold tickets and put them in the safe in the athletic department. On the next working day the Athletic Director will give the money to the athletic department secretary to count. The athletic department secretary will prepare the 3 – part deposit slip and place the money to be deposited along with the deposit slip into a locked money bag. The deposit money bag *is* then taken down to Enrollment Services in the administration building to be sent to the bank for deposit.

REPORT ON APPLYING AGREED-UPON PROCEDURES OVER CASH (CONTINUED)  
FAIRMONT STATE UNIVERSITY AND  
PIERPONT COMMUNITY AND TECHNICAL COLLEGE

Departments (Continued)

The start up money (\$1,500) is put back into the lockable money bag and maintained back in the safe in the athletic department.

The athletic department receives the locked bank bag back from Enrollment Services after it has been returned from the bank. The locked bank bag contains the second part of the deposit ticket, a copy of the game report, and the deposit receipt from the bank.

Fairmont State University has only one gate open for admittance to the football games, but two windows open for ticket sales. For admittance, an individual must have a ticket (sold by the ticket sellers), a "complimentary player ticket", student's identification card, faculty/staff identification card, or other passes. The other passes available are season pass, lifetime pass, media pass, etc. which must be issued by the Athletic Department. A "complimentary player ticket" is available for each football player and cheerleaders to invite four individuals to the game. The Athletic Department provides a list with each player/cheerleader and the names for the four individuals before the start of the game. These individuals must check in at the table outside the entrance gate to receive their "complimentary player ticket."

- The policies and procedures for athletic concession sales for football and basketball games were reviewed with the Athletic Director and are documented as follows:

The athletic department contracts out all concession stand activities to Aladdin Food Services. As a result, the athletic department is not involved with the buying, stocking, hiring or selling of anything in the concession stand. At the end of football and basketball seasons the manager of Aladdin Food Services summarizes and reviews the financial results with the Athletic Director and presents a check to Fairmont State University. The Athletic Director then provides the check to the athletic department secretary who prepares the 3-part deposit ticket and places the second part of the deposit ticket in a money bag to be deposited at the Enrollment Services in the administration office. The athletic department receives the locked bank bag back from Enrollment Services after it has been returned from the bank. The locked bank bag contains the second part of the deposit ticket and the deposit receipt from the bank.

**REPORT ON APPLYING AGREED-UPON PROCEDURES OVER CASH (CONTINUED)**  
**FAIRMONT STATE UNIVERSITY AND**  
**PIERPONT COMMUNITY AND TECHNICAL COLLEGE**

*Bookstore*

- The bookstore is operated by Barnes & Noble College Booksellers, Inc. As such, policies and procedures are established by the company. In addition, all workers are employed by Barnes & Noble College Booksellers, Inc. The University receives a commission based on the sales of the bookstore. Starting in June 2011, the Bookstore will no longer be operated by Barnes & Noble.
  
- The policies and procedures for cash deposits were reviewed with the Bookstore Manager and are documented as follows:

The cashiers count and balance their cash drawer each day at the end of their shift. The assistant manager prints a sales report for each cashier. The sales report is generated from information captured at the register. Normally, there are 3 cash drawers; however during the first week of the semester and the last week of the semester, additional drawers may be added to handle the amount of customers purchasing and/or selling textbooks. After the cashier balances their drawer, they give the drawer to the manager or her designated employee. This individual then prepares the deposit ticket and places the cash into a locked bank bag. The cashier drawer and the locked bank bag are placed in the safe. The safe is in the manager's office and has a combination lock. The carbon deposit ticket and the sales report are stored together. The cashier leaves the manager's office after the safe has been locked.

The locked bank bags are picked up twice a week by an armored carrier, Loomis Fargo. The manager prepares a manifest of the locked bank bags she is giving to Loomis Fargo. The carrier delivers the deposit receipt and the bags back to the bookstore after depositing the cash at the bank.

Sales information is captured at the register and this information is uploaded daily to the home office. The home office reconciles the bank account.

- The Bookstore Manager provided a schedule of sales and deposits for November 2010 and February 2011. This schedule was used for the following procedures:
  1. The Store Accounting Totals Reports for each day are maintained by the Store Manager, and are stored in banker's boxes at the end of each month. The Totals Report is generated at the end of each day by each register that is operated during that day. The report tracks gross sales, net cash, returns, over/short amounts, as well as a description of how sales were tendered. The report is reviewed each day by the store manager., The report contains the total amount of cash received by each register as well as cash withdrawals from the register for the buyback of

**REPORT ON APPLYING AGREED-UPON PROCEDURES OVER CASH (CONTINUED)**  
**FAIRMONT STATE UNIVERSITY AND**  
**PIERPONT COMMUNITY AND TECHNICAL COLLEGE**

*Bookstore (Continued)*

books and other items. The sum of these two amounts represents the cash deposit for that day. The store manager also uses this report to monitor the cash over/short for each day.

2. The deposit amount listed on the Totals Report was recalculated and traced to the validated deposit receipt received from the bank for the account of Barnes & Noble College Booksellers, Inc., for each day in November 2010 and February 2011. The sample included 42 days. No exceptions were noted.
3. The schedule and supporting documentation for November 2010 and February 2011 were reviewed for cash overages and shortages. No material overages or shortages were noted per review of Store Accounting Totals Report.

*Food Service Operations*

- Food Service includes the operation of the dining hall, as well as the "Nickel" located in the Falcon Center and the Starbucks coffee station located in the Library. The Food Service is operated by Aladdin Food Management Services, LLC. As such, the company employs all workers and establishes all policies and procedures. Fairmont State University receives a commission based on the sales from food service operations.
- The policies and procedures for cash deposits for Food Service Operations were reviewed with the Food Service Manager and are documented as follows:

The cashiers count and balance their cash drawer each day at the end of their shift. The cashiers prepare a sales envelope with the cash and provide the envelope to the office manager. The office manager recounts the cash drawer and prepares the deposit ticket. The supervisor prints a sales report from the computer system which is generated from information entered at the cash registers. The sales report is then given to the service manager. The service manager prepares a log and compares the deposit the office manager prepared with the sales report the supervisor printed and reconciles any variances.

The office manager gathers all deposits from each cashier for the day and places them in a locked bank bag. The locked bank bag is picked up daily by an armored carrier, Loomis Fargo, and transported to the bank. The sales information is recorded in the computer system for Aladdin Food Management Services, LLC and transmitted to their home office. The bank statement is reconciled by the home office.



**REPORT ON APPLYING AGREED-UPON PROCEDURES OVER CASH (CONTINUED)**  
**FAIRMONT STATE UNIVERSITY AND**  
**PIERPONT COMMUNITY AND TECHNICAL COLLEGE**

*Food Service Operations (Continued)*

The cashiers working in Food Service Operations will maintain their cash drawers in locked bank bags. In addition, there is a locked bank bag used to provide change as needed. The cashiers for the Dining Hall maintain their locked bank bag in a safe in the Dining Hall office. The cashiers for the "Nickel/Starbucks" maintain their locked bank bag in a safe in the "Nickel/Starbucks" office. All cashiers have the combination to their respective safe as they place their locked bank bag into the safe at the end of their shift. The only contents maintained in the safe are locked bank bags; thus preventing one cashier from accessing another cashier's drawer.

Sales at the Dining Hall and "Nickel/Starbucks" are made by one of the following methods:

- Payment by cash at register
- Payment by credit card or debit card at register
- Payment by "Falcon Dollars" at register
- Payment by meal plan at register
- Payment by "Flex Dollars" at register

All students are issued a student identification card by Fairmont State University or Pierpont Community and Technical College. Students who purchase the meal plan have the information regarding their specific meal plan scanned onto their student identification card by Enrollment Services. The register reads this information when the student presents the card for payment.

Students who wish to purchase "Falcon Dollars" (primarily commuter students) must purchase these from Enrollment Services. Enrollment Services will then scan the amount of "Falcon Dollars" available onto their student identification card. The register reads this information when the student presents the card for payment. The registers in Food Service are "read-only" for the student identification card.

- The Food Service Manager provided a schedule of sales and deposits for the Dining Hall for November 2010 and January 2011. This schedule was utilized to perform the following procedures:

**REPORT ON APPLYING AGREED-UPON PROCEDURES OVER CASH (CONTINUED)**  
**FAIRMONT STATE UNIVERSITY AND**  
**PIERPONT COMMUNITY AND TECHNICAL COLLEGE**

*Food Service Operations (Continued)*

1. Individual items such as "Stored Value", "Cash Sales", "Credit Card", "Total Sales", "Deposit", "Sales Tax", and "Invoice Payment" were traced to the daily sales report generated from information entered at the cash registers, for each day in November 2010 and January 2011. The sample included 61 days. No exceptions were noted.
  2. The deposit amount on the spreadsheet was traced to the validated deposit ticket for the bank account of Aladdin Food Management Services, LLC for each day in November 2010 and January 2011. The sample included 61 days. No exceptions were noted.
  3. The schedule and supporting documentation for November 2010 and January 2011 was reviewed for cash overages and shortages. There were no material overages or shortages noted during the testing of November 2010 and January 2011.
- The Food Service Manager provided a schedule of combined sales and deposits for the "Nickel" and Starbucks for November 2010 and January 2011 This schedule was utilized to perform the following procedures:
    1. The individual items such as "Stored Value", "Cash Sales", "Credit Card", "Total Sales", "Deposit", "Sales Tax", and "Invoice Payment", were traced to the daily sales report generated from information entered at the cash registers, for each day in November 2010 and January 2011. The sample included 61 days. No exceptions were noted.
    2. The deposit amount on the spreadsheet was traced to the validated deposit tickets for the bank account of Aladdin Food Management Services, LLC for each day in November 2010 and January 2011. The sample included 61 days. No exceptions were noted.
    3. For the "Nickel" and Starbucks, we reviewed the schedule and supporting documentation for November 2010 and January 2011 cash overages and shortages. There were no material overages or shortages noted during the testing of November 2010 and January 2011.

*Imprest Funds*

- On May 11, 2011, we performed a surprise count of the imprest funds maintained by Public Safety for parking fines. We counted \$200 which agreed to the amount provided by the Accounting Office.

**REPORT ON APPLYING AGREED-UPON PROCEDURES OVER CASH (CONTINUED)  
FAIRMONT STATE UNIVERSITY AND  
PIERPONT COMMUNITY AND TECHNICAL COLLEGE**

***Imprest Funds (Continued)***

- **On May 26, 2011, we performed a surprise count of the imprest funds maintained by the Library for fines. We counted \$250 which agreed to the amount provided by the Accounting Office.**
- **On May 26, 2011, we performed a surprise count of the imprest funds maintained by Enrollment Services for change. We counted \$1,500 which agreed to the amount provided by the Accounting Office.**
- **On May 27, 2011, we performed a surprise count of the imprest funds maintained by Fine Arts for theatre tickets. We counted \$200 which agreed to the amount provided by the Accounting Office.**
- **On May 27, 2011, we performed a surprise count of the imprest funds maintained by the Caperton Center for processing tuition and fee payments. We counted \$500 which agreed to the amount provided by the Accounting Office.**
- **On May 11, 2011, we performed a surprise count of the imprest funds maintained by the Copy Center for change for printing jobs. Our count was \$385.88, comprised of \$50.00 for the imprest fund and \$335.88 for their cash drawer. The \$50 agreed to the amount provided by the Accounting Office. The remaining cash will be deposited at the end of each day.**
- **On May 25, 2011, we performed a surprise count of the imprest funds maintained by the Falcon Center. We counted \$200 which agreed to the amount provided by the Accounting Office.**
- **We reviewed the policies and procedures for imprest funds and the frequency of reconciling those funds with the custodians of the funds listed above. The custodians are counting and reconciling their imprest funds in a timely and accurate manner.**
- **The imprest funds are established by the State Treasurer's Office, which conducts surprise counts on a periodic basis.**

**REPORT ON APPLYING AGREED-UPON PROCEDURES OVER CASH (CONTINUED)**  
**FAIRMONT STATE UNIVERSITY AND**  
**PIERPONT COMMUNITY AND TECHNICAL COLLEGE**

**Recommendations**

- **Athletic Department Ticket Sales – To strengthen internal controls the Athletic Director and the Director of Media should count and balance the drawers and prepare the game report together before leaving the campus. Both the ticket manager and the individual should sign and date the game report.**
  
- **During testing we noted when some departments receive checks there was no indication as to when the check was actually received. Certain checks reviewed indicated the check was written over a week before it was deposited by Fairmont State University or Pierpont Community and Technical College. Although the check may not have been actually received by the department until the day it was deposited, there is no indication on the check to verify the date received. We recommend when a check is received by a department, the date received should be noted on the copy of the check to ensure it has been deposited within twenty-four hours of receipt.**
  
- **During testing we noted some departments are not keeping adequate support for deposits that were made, as only a copy of the deposit ticket was maintained. Although some departments may make minimal cash deposits, a uniform policy should be followed for each department to ensure proper support is maintained for each individual deposit. This support should include when the cash/check was received and the date it was deposited.**

**We were not engaged to, and did not conduct an examination, the objective of which would be the expression of an opinion on the cash policies and procedures. Accordingly, we do not express such an opinion. Had we performed additional procedures, other matters might have come to our attention that would have been reported to you.**

**This report is intended solely for the information and use of Fairmont State University and Pierpont Community and Technical College, and is not intended to be and should not be used by anyone other than the specified party.**

**Fairmont, West Virginia  
June 30, 2011**

**EXHIBIT 1**

**Detail Listing of Items Not Deposited Within 24 Hours**

**CASH RECEIPTS TESTED NOT DEPOSITED WITHIN 24 HOURS  
REPORT ON APPLYING AGREED-UPON PROCEDURES OVER CASH  
FAIRMONT STATE UNIVERSITY AND  
PIERPONT COMMUNITY AND TECHNICAL COLLEGE  
JUNE 30, 2011**

Deposit Slip Date	Folder Date	Department	Amount
Thursday, October 28, 2010	Monday, November 01, 2010	Falcon Center	135.00
Monday, November 01, 2010	Wednesday, November 03, 2010	Falcon Center	500.00
Monday, November 01, 2010	Wednesday, November 03, 2010	Falcon Center	85.00
Monday, November 01, 2010	Wednesday, November 03, 2010	Falcon Center	786.00
Monday, November 01, 2010	Wednesday, November 03, 2010	Falcon Center	130.00
Monday, November 01, 2010	Thursday, November 04, 2010	Fine Arts	723.80
Thursday, November 04, 2010	Monday, November 08, 2010	Falcon Center	430.00
Monday, November 08, 2010	Thursday, November 11, 2010	Falcon Center	155.00
Monday, November 08, 2010	Thursday, November 11, 2010	Falcon Center	195.00
Tuesday, November 09, 2010	Thursday, November 11, 2010	Falcon Center	56.60
Tuesday, November 09, 2010	Thursday, November 11, 2010	Falcon Center	3.40
Tuesday, November 09, 2010	Thursday, November 11, 2010	Falcon Center	130.00
Tuesday, November 09, 2010	Thursday, November 11, 2010	School of Nursing	601.88
Wednesday, November 10, 2010	Friday, November 12, 2010	Falcon Center	115.00
Tuesday, November 09, 2010	Monday, November 15, 2010	Foundation	683.36
Tuesday, November 09, 2010	Monday, November 15, 2010	Foundation	163.96
Tuesday, November 09, 2010	Monday, November 15, 2010	Foundation	956.40
Tuesday, November 09, 2010	Monday, November 15, 2010	Foundation	70.00
Tuesday, November 09, 2010	Monday, November 15, 2010	Foundation	304.01
Wednesday, November 10, 2010	Monday, November 15, 2010	School of Education	69.98
Wednesday, November 10, 2010	Tuesday, November 16, 2010	CWE	20.00
Thursday, November 11, 2010	Tuesday, November 16, 2010	CWE	20.00
Monday, November 15, 2010	Wednesday, November 17, 2010	Falcon Center	150.00
Wednesday, November 17, 2010	Monday, November 22, 2010	Falcon Center	245.00
Wednesday, November 17, 2010	Monday, November 22, 2010	Falcon Center	600.00
Thursday, November 18, 2010	Monday, November 22, 2010	Falcon Center	40.00
Thursday, November 18, 2010	Monday, November 22, 2010	Falcon Center	325.00
Friday, November 19, 2010	Wednesday, November 24, 2010	Fine Arts	280.50
Friday, November 19, 2010	Wednesday, November 24, 2010	Fine Arts	1,169.81
Friday, November 19, 2010	Wednesday, November 24, 2010	Fine Arts	70.19
Monday, November 22, 2010	Wednesday, November 24, 2010	Fine Arts	907.55
Monday, November 22, 2010	Wednesday, November 24, 2010	Fine Arts	54.45
Monday, November 22, 2010	Wednesday, November 24, 2010	Fine Arts	630.00
Friday, November 19, 2010	Wednesday, November 24, 2010	Foundation	4,239.50
Tuesday, November 23, 2010	Monday, November 29, 2010	Falcon Center	510.00
Wednesday, January 26, 2011	Tuesday, February 01, 2011	Pierpont Comm. Ed.	182.50
Wednesday, January 26, 2011	Thursday, February 03, 2011	Pierpont Comm. Ed.	213.00
Monday, January 31, 2011	Thursday, February 03, 2011	Falcon Center	37.74
Monday, January 31, 2011	Thursday, February 03, 2011	Falcon Center	2.26
Monday, January 31, 2011	Thursday, February 03, 2011	Falcon Center	2,460.00
Monday, January 31, 2011	Thursday, February 03, 2011	Falcon Center	315.00
Tuesday, February 01, 2011	Thursday, February 03, 2011	Falcon Center	370.00
Monday, January 31, 2011	Thursday, February 03, 2011	Gear-up	75.00
Friday, January 28, 2011	Friday, February 04, 2011	Fine Arts	1,436.66
Friday, January 28, 2011	Friday, February 04, 2011	Fine Arts	86.20
Friday, January 28, 2011	Friday, February 04, 2011	Fine Arts	1,716.50

CASH RECEIPTS TESTED NOT DEPOSITED WITHIN 24 HOURS  
REPORT ON APPLYING AGREED-UPON PROCEDURES OVER CASH  
FAIRMONT STATE UNIVERSITY AND  
PIERPONT COMMUNITY AND TECHNICAL COLLEGE  
JUNE 30, 2011

Deposit Slip Date	Folder Date	Department	Amount
Friday, February 04, 2011	Tuesday, February 08, 2011	Pierpont Comm. Ed.	6,460.00
Monday, February 07, 2011	Thursday, February 10, 2011	Falcon Center	85.00
Monday, February 07, 2011	Thursday, February 10, 2011	Falcon Center	55.00
Monday, February 07, 2011	Thursday, February 10, 2011	Falcon Center	18.87
Monday, February 07, 2011	Thursday, February 10, 2011	Falcon Center	1.13
Tuesday, February 08, 2011	Thursday, February 10, 2011	Falcon Center	380.00
Thursday, February 03, 2011	Friday, February 11, 2011	Athletics	279.59
Thursday, February 03, 2011	Friday, February 11, 2011	Athletics	500.00
Tuesday, February 08, 2011	Friday, February 11, 2011	Athletics	879.24
Tuesday, February 08, 2011	Friday, February 11, 2011	Athletics	52.76
Wednesday, February 09, 2011	Monday, February 14, 2011	Fine Arts	339.63
Wednesday, February 09, 2011	Monday, February 14, 2011	Fine Arts	20.37
Wednesday, February 09, 2011	Monday, February 14, 2011	Fine Arts	1,185.00
Friday, February 11, 2011	Tuesday, February 15, 2011	Accounting	12,529.35
Monday, February 14, 2011	Wednesday, February 16, 2011	Falcon Center	305.00
Monday, February 14, 2011	Wednesday, February 16, 2011	Falcon Center	1,025.00
Wednesday, February 09, 2011	Wednesday, February 16, 2011	Pierpont Comm. Ed.	399.00
Friday, February 11, 2011	Thursday, February 17, 2011	Kestral	138.00
Tuesday, February 15, 2011	Thursday, February 17, 2011	Language & Literature	550.00
Wednesday, February 16, 2011	Friday, February 18, 2011	Falcon Center	165.00
Wednesday, February 16, 2011	Friday, February 18, 2011	Falcon Center	18.87
Monday, February 21, 2011	Wednesday, February 23, 2011	Falcon Center	165.00
Monday, February 21, 2011	Wednesday, February 23, 2011	Falcon Center	18.87
Friday, February 18, 2011	Wednesday, February 23, 2011	Language & Literature	1,318.40
Wednesday, February 23, 2011	Friday, February 25, 2011	Falcon Center	210.00

**EXHIBIT II**  
**Management's Response**





*Office of VP for Administrative & Fiscal Affairs*

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July 19, 2011

Ms. Jennifer K. Wade, C.P.A.  
Conley CPA Group, PLLC 2857  
Whitehall Blvd.  
P.O. Box 1150  
Fairmont, WV 26555-1150

We have reviewed the three recommendations included in your Report on Applying Agreed-Upon Procedures Over Cash and understand and agree with your recommendations. We anticipated some recommendations as a result of this review. We updated our Procedures for Collecting and Depositing Cash and presented the revised procedures and a standardized Daily Cash Count Form at a campus meeting in early May 2011. Although the updated procedures were not in effect for the months reviewed, this report is still very useful and has identified areas that need added internal controls, additional communication and/or training. Please find below our responses to each your recommendations.

**Recommendation**

- Athletic Department Ticket Sales — To strengthen internal controls, the ticket manager (Athletic Director) and the other individual (Director of Media) should count and balance the drawers and prepare the game report together before leaving the campus. Both the ticket manager and the individual should sign and date the game report.

**Response**

- The Athletic Department will revise their procedures for collecting cash from ticket sales to strengthen internal controls. Due to the number of responsibilities of the Athletic Director and Director of Media during athletic events, it would be difficult for them to have the time to verify the cash from ticket sales when the ticket booth is closed. Therefore, the Athletic Director has agreed to put alternate controls in place to secure cash from ticket sales and the start-up or imprest funds. The Athletic Department Secretary will be asked to prepare the locked deposit bags for each ticket seller which will include the start-up money (\$750 each), the game report and the Athletic Cash Count Form. The Secretary and the ticket seller will be the only

individuals with a key to the locked deposit bag. The Athletic Director will place the locked bags in the safe. On game day, the Athletic Director will remove the bags from the safe and give them to the Director of Media to deliver to the ticket sellers. Each ticket seller will unlock their bag with the key they received prior to the game. The ticket sellers will be responsible to count the start up cash and document the amount on the Athletic Cash Count Form with their signature. Once the ticket booth is closed, each ticket seller will be responsible for completing the game report, counting cash and completing the Athletic Cash Count Form. These forms include total ticket sales and total cash for deposit. The ticket sellers will place their start-up or imprest funds cash, cash from ticket sales, the completed Game Report and Athletic Cash Count Form in the locked deposit bag. The Athletic Director will pick up the locked bags and place them in the safe. The Athletic Department Secretary will open the bags and complete the deposit on the next business day. This process will be implemented for the Fall 2011 Football Season and necessary adjustments will be made at that time. If for some reason these procedures can't be followed, the Athletic Director will verify cash on game day.

#### **Recommendation**

- During testing it was noted that when some departments would receive checks there was no indications as to when the check was received. Certain checks reviewed indicated that the check has been written over a week before it was deposited by the University. Although the check may not have been received by the department until the day it was deposited, there is no indication on the check to verify date received. We recommend that when a check is received by a department the date received should be noted on the copy of the check to ensure that it had been deposited within twenty-four hours of receipt.

#### **Response**

- The Procedures for Collecting and Handling Cash will be updated to require Schools and Departments to document on the check stub or a copy of the check the date the check was received and the initials of the individual who received the check. For instance, if the Dean/Chair of the School receives the check, they would initial and date the check stub or copy and then provide it to the School's secretary for deposit.

We also intend to update our Procedures for Collecting and Handling Cash to include a minimum deposit requirement. This minimum deposit requirement will assist staff in departments that have minimal cash collecting activity. **The updated deposit requirement will require that departments make a deposit when collections meet or exceed \$25.00 and at a minimum once a week.** We believe that this is a reasonable adjustment to our Procedures for Collecting and Handling Cash.

**Recommendation**

- It was noted during testing that some departments were not keeping adequate support for deposits that were made, and only a copy of the deposit ticket was kept. Although some departments may make minimal cash deposits, a uniform policy should be formally documented for each department to ensure that the proper support is maintained for each individual deposit. This support should include when the cash/check was received and the date that it was deposited.

**Response**

- The University and Community and Technical College do have Procedures for Collecting and Depositing Cash. Those procedures were recently updated and presented at a campus meeting on May 4, 2011. A notice will be sent to the campus community reminding all departments to retain supporting documentation for deposits. Also, examples of supporting documentation will be added to the procedures and provided in the reminder. Accounting will also provide additional training during the Fall 2011 Semester to review the Procedures for Collecting and Depositing Cash again.

We would like to thank you for your work in performing these procedures and your consideration of our need to meet State requirements.

Respectfully Submitted,

Rick Porto  
Fairmont State University Vice  
President Administrative and  
Fiscal Affairs