

MASTER MATRIX FOR ACCREDITATION REPORT

Standard III: RESOURCES

The institution effectively uses its human, physical, technology, and financial resources to achieve its mission and to improve academic quality and institutional effectiveness. Accredited colleges in multi-college systems may be organized so that responsibility for resources, allocation of resources, and planning rests with the district/system. In such cases, the district/system is responsible for meeting the Standards, and an evaluation of its performance is reflected in the accredited status of the institution(s).

Query #	Sub-queries	Notes for Report	Evidence
III.D.1 – Planning - Financial resources are sufficient to support and sustain student learning programs and services and improve institutional effectiveness. The distribution of resources supports the development, maintenance, allocation and reallocation, and enhancement of programs and services. The institution plans and manages its financial affairs with integrity and in a manner that ensures financial stability. (ER 18)			
III.D.1 Q1	Does it have sufficient revenues to support educational improvement and innovation?		
III.D.1 Q2	Are the institution’s finances managed with integrity in a manner that ensures financial stability?		
III.D.1 Q3	Does the resource allocation process provide a means for setting priorities for funding institutional improvements?		
III.D.1 Q4	Are institutional resources sufficient to ensure financial solvency?		
III.D.1 Q5	Does the institution’s budget provide sufficient resources for the effective planning, maintenance, implementation and enhancement of DE courses, programs and services as well as personnel development?		
III.D.2 - The institution’s mission and goals are the foundation for financial planning, and financial planning is integrated with and supports all institutional planning. The institution has policies and procedures to ensure sound financial practices and financial stability. Appropriate financial information is disseminated throughout the institution in a timely manner.			
III.D.2 Q1	Does the institution review its mission and goals as part of the annual fiscal planning process?		
III.D.2 Q2	Does the institution identify goals for achievement in any given budget cycle?		
III.D.2 Q3	Does the institution establish priorities among competing needs so that it can predict future funding? Do institutional plans exist, and are they linked clearly to financial plans, both short-term and long-range?		

MASTER MATRIX FOR ACCREDITATION REPORT

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III.D.2 Q4	Does the financial planning process rely primarily on institutional plans for content and timelines?		
III.D.2 Q5	Can the institution provide evidence that past fiscal expenditures have supported achievement of institutional plans?		
III.D.2 Q6	Does the governing board and other institutional leadership receive information about fiscal planning that demonstrates its links to institutional planning?		
III.D.2 Q7	What is the ending balance of unrestricted funds for the institution's immediate past three years? Is this amount sufficient to maintain a reserve needed for emergencies?		
III.D.2 Q8	How does the institution receive its revenues? Does this receipt pose cash flow difficulties for the college? If so, how does the college address cash flow difficulties? (e.g., Certificates of Participation (COPS), loans)?		
III.D.2 Q9	Has the institution sufficient insurance to cover its needs? Is the institution self-funded in any insurance categories? If so, does it have sufficient reserves to handle financial emergencies?		
III.D.3 - The institution clearly defines and follows its guidelines and processes for financial planning and budget development, with all constituencies having appropriate opportunities to participate in the development of institutional plans and budgets.			
III.D.3 Q1	Where or how are the processes for financial planning and budget recorded and made known to college constituents?		
III.D.3 Q1	What mechanisms or processes are used to ensure constituent participation in financial planning and budget development?		
III.B.4 – Fiscal Responsibility and Stability - Institutional planning reflects a realistic assessment of financial resource availability, development of financial resources, partnerships, and expenditure requirements.			
III.D.4 Q1	Do individuals involved in institutional planning receive accurate information about available funds, including the annual budget showing ongoing and anticipated fiscal commitments?		

MASTER MATRIX FOR ACCREDITATION REPORT

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III.D.4 Q2	Does the institution establish funding priorities in a manner that helps the institution achieve its mission and goals? Are items focused on student learning given appropriate priority? What other documents are used in institutional planning?		
III.D.5 - To assure the financial integrity of the institution and responsible use of its financial resources, the internal control structure has appropriate control mechanisms and widely disseminates dependable and timely information for sound financial decision making. The institution regularly evaluates its financial management practices and uses the results to improve internal control systems.			
III.D.5 Q1	Are funds allocated, as shown in the budget, in a manner that will realistically achieve the institution's stated goals for student learning?		
III.D.5 Q2	What do the audit statements say about financial management?		
III.D.5 Q3	Is the institutional budget an accurate reflection of institutional spending and does it have credibility with constituents?		
III.D.5 Q4	Are audit findings communicated to appropriate institutional leadership and constituents?		
III.D.5 Q5	Does the institution have an annual external audit to provide feedback on its processes?		
III.D.5 Q6	Does the institution review the effectiveness of its past fiscal planning as part of planning for current and future fiscal needs?		
III.D.6 - Financial documents, including the budget, have a high degree of credibility and accuracy, and reflect appropriate allocation and use of financial resources to support student learning programs and services.			
III.D.6 Q1	Are funds allocated, as shown in the budget, in a manner that will realistically achieve the institution's stated goals for student learning?		
III.D.6 Q2	What do the audit statements say about financial management?		
III.D.6 Q3	Does the institution provide timely corrections to audit exceptions and management advice?		
III.D.6 Q4	Is the institutional budget an accurate reflection of institutional spending and does it have credibility with constituents?		
III.D.6 Q5	Are audit findings communicated to appropriate institutional leadership and constituents?		

MASTER MATRIX FOR ACCREDITATION REPORT

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III.D.7 - Institutional responses to external audit findings are comprehensive, timely, and communicated appropriately.			
III.D.7 Q1	What information about budget, fiscal conditions, financial planning, and audit results is provided throughout the college? Is this information sufficient in content and timing to support institutional and financial planning and financial management?		
III.D.7 Q2	Does the institution provide timely corrections to audit exceptions and management advice?		
III.D.7 Q3	Has the institution received any audit findings or negative reviews during the last six years? Have these been addressed in a timely manner?		
III.D.8 - The institution's financial and internal control systems are evaluated and assessed for validity and effectiveness, and the results of this assessment are used for improvement.			
III.D.8 Q1	Are the institution's special funds audited or reviewed by funding agencies regularly?		
III.D.8 Q2	Do the audits demonstrate the integrity of financial management practices?		
III.D.8 Q3	Are expenditures from special funds made in a manner consistent with the intent and requirements of the funding source? Are bond expenditures consistent with regulatory and legal restrictions?		
III.D.8 Q4	Does the institution review its internal control systems on a regular basis? Does the institution respond to internal control deficiencies identified in the annual audit in a timely manner?		
III.D.9 - The institution has sufficient cash flow and reserves to maintain stability, support strategies for appropriate risk management, and, when necessary, implement contingency plans to meet financial emergencies and unforeseen occurrences.			
III.D.9 Q1	What is the level of the institution's unrestricted fiscal reserve?		
III.D.10 - The institution practices effective oversight of finances, including management of financial aid, grants, externally funded programs, contractual relationships, auxiliary organizations or foundations, and institutional investments and assets.			
III.D.10 Q1	What processes does the institution use to assess its use of financial resources?		

MASTER MATRIX FOR ACCREDITATION REPORT

Query #	Sub-queries	Notes for Report	Evidence
III.D.10 Q2	How does the institution demonstrate compliance with Federal Title IV regulations and requirements? (Federal Regulation)		
III.D.10 Q3	How does the institution ensure that it assesses its use of financial resources systematically and effectively?		
III.D.10 Q14	How does the institution use results of the evaluation as the basis for improvement?		