

Case Study

University XYZ

Risk Assessment

Overview

This case study describes the flow of a Top-Down Risk, Based Approach for example University XYZ. This case study is not all-inclusive and is to be used for informational purposes only.

Case Study

University XYZ

Risk Assessment

FY 2009 Financial Statements

ASSETS

Current Assets:

Cash and Cash Equivalents	9,700,000
Restricted Cash and Cash Equivalents	6,100,000
Restricted Short-Term Investments	50,000
Receivables, Net (Note 3)	1,200,000
Inventories	600,000
Notes Receivable, Net (Note 3)	3,500,000
Total Current Assets	21,150,000

Noncurrent Assets:

Restricted Cash and Cash Equivalents	8,700,000
Restricted Due from Primary Government	5,400,000
Notes Receivable, Net (Note 3)	700,000
Capital Assets - Nondepreciable (Note 4)	25,600,000
Capital Assets - Depreciable, Net (Note 4)	101,800,000
Total Noncurrent Assets	142,200,000
Total Assets	163,350,000

LIABILITIES

Current Liabilities:

Account Payable and Accrued Liabilities (Note 5)	4,400,000
Due to Primary Government	30,600
Unearned Revenue	1,070,000
Interest Payable	158,000
Long-Term Liabilities - Current Portion (Note 6)	890,000
Total Current Liabilities	6,548,600

Noncurrent Liabilities:

Deposits Payable	200,000
Funds Held for Others	250,000
U.S. Government Grants Refundable	1,120,000
Long-Term Liabilities (Note 6)	25,800,000
Total Noncurrent Liabilities	27,370,000
Total Liabilities	33,918,600

NET ASSETS

Invested in Capital Assets, Net of Related Debt 102,328,185

Restricted for:

Nonexpendable:

Scholarships and Fellowships	535,000
Endowed Professorships	1,000,000
Departmental Uses	25,000
Loans	160,000

Expendable:

Scholarships and Fellowships	2,000,000
Research	450,000
Endowed Professorships	2,500,000
Departmental Uses	300,000
Capital Projects	7,500,000
Debt Service	1,083,215
Other	150,000

Unrestricted	11,400,000
Total Net Assets	129,431,400

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FY 2009 Financial Statements (continued)

REVENUES

Operating Revenues:

Student Tuition and Fees, Net (Note 8)	15,200,000
Federal Grants and Contracts	4,300,000
State and Local Grants and Contracts	1,200,000
Nongovernmental Grants and Contracts	1,300,000
Sales and Services, Net (Note 8)	9,800,000
Interest Earnings on Loans	1,800
Other Operating Revenues	550,000
Total Operating Revenues	<u>32,351,800</u>

EXPENSES

Operating Expenses:

Salaries and Benefits	44,500,000
Supplies and Materials	8,200,000
Services	8,000,000
Scholarships and Fellowships	2,500,000
Utilities	1,800,000
Depreciation	3,000,000
Total Operating Expenses	<u>68,000,000</u>

Operating Loss (35,648,200)

NONOPERATING REVENUES (EXPENSES)

State Appropriations	32,500,000
Noncapital Grants	250,000
Noncapital Gifts	1,600,000
Investment Income	2,100,000
Interest and Fees on Debt	(1,600,000)
Other Nonoperating Revenues	210,000
Net Nonoperating Revenues	<u>35,060,000</u>

Loss Before Other Revenues (588,200)

Capital Appropriations	4,500,000
Capital Grants	24,418,000
Capital Gifts	2,000,000
Additions to Endowments	1,600
	<u>30,331,400</u>

Increase in Net Assets 30,331,400

NET ASSETS

Net Assets - July 1, 2008 99,100,000

Net Assets - June 30, 2009 129,431,400

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Materiality and Account Risk Assessment				EAGLE Program University XYZ Proprietary Fund Account Risk Assessment June 30, 2010				Prepared by	T. Smith							
								Reviewed by	J. Doe							
Legend				Materiality Threshold				NOTE: SOME ACCOUNTS INTENTIONALLY OMITTED FOR EXAMPLE PURPOSES.								
		Auto Calculating Field		1%		Low=1										
		User Entry Field		1% - 5%		Moderate=2										
		User Entry From Financial Statements		5%		High=3										
Materiality				Account Risk Assessment												
Account Caption	Account Balance	Materiality Percentage per Materiality Guidance	Materiality	Size and Composition	Transaction Volume	Transaction Complexity	Subjectivity / Estimation	Inherent Risk	Total Score	Stop or Continue to Process Risk						
Balance Sheet																
		(Proprietary only) % Total Assets less Total Capital Assets														
Assets	Use FY 2009 Financial Statements	% Total Assets & Other Debits	% Total Assets less Total Capital Assets													
Cash and Cash Equiv.	9,700,000.00		26.98%	High	3	3	2	1	2	11	Continue					
Restricted Cash and Cash Equivalents	6,100,000.00		16.97%	High	3	3	2	1	2	11	Continue					
Restricted Short-Term Investments	50,000.00		0.14%	Low	1	1	2	2	1	7	Stop					
Receivables	1,200,000.00		3.34%	Moderate	2	3	2	2	3	12	Continue					
Capital Assets-Depr.	101,800,000.00		79.91%	High	3	3	2	3	3	14	Continue					
Operating Statement																
		% Total Revenues														
Revenues	Use FY 2009 Financial Statements	% Total Revenues	% Total Expenditures													
Student Tuition and Fees	15,200,000.00	15.21%	21.84%	High	3	3	2	2	2	12	Continue					
Federal Grants and Contracts	4,300,000.00	4.30%	6.18%	Moderate	2	2	1	2	3	10	Continue					
State and Local Grants and Contracts	1,200,000.00	1.20%	1.72%	Moderate	2	2	1	2	3	10	Continue					
Nongovernmental Grants and Contracts	1,300,000.00	1.30%	1.87%	Moderate	2	2	1	2	3	10	Continue					
Sales and Services	9,800,000.00	9.81%	14.08%	High	3	3	1	2	3	12	Continue					
				<p>To rate each account caption above enter a 1 for Low, 2 for Moderate or 3 for High. The Account Risk Assessment should be completed for all Asset, Liability, Revenue and Expenditure account captions.</p> <p>Moderate and High risk accounts will move forward to the Process Risk Assessment.</p>												
				<table border="1"> <tr> <td>Low</td> <td>Total Score of 8 or less.</td> </tr> <tr> <td>Moderate</td> <td>Total Score of less than 12 but greater than 8.</td> </tr> <tr> <td>High</td> <td>Total Score of 12 or greater.</td> </tr> </table>							Low	Total Score of 8 or less.	Moderate	Total Score of less than 12 but greater than 8.	High	Total Score of 12 or greater.
Low	Total Score of 8 or less.															
Moderate	Total Score of less than 12 but greater than 8.															
High	Total Score of 12 or greater.															

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Risk Assessment

Process Risk Assessment		EAGLE Program University XYZ Proprietary Fund Process Risk Assessment June 30, 2010						Prepared by:	T. Smith	Reviewed by:	J. Doe
From Account Risk Assessment											
Account Caption	Account Risk Rating (Moderate or High)	Significant Processes	Size and Composition	Susceptibility Due to Error / Fraud	Complexity of Transactions	Similarity of Transactions	IT Dependency / Manual Intervention	Degree of Subjectivity / Estimation	Total Score	Stop or Continue to Location Risk or to Narrative <i>At least one process must be documented for each account.</i>	
Cash and Cash Equivalents/Restricted Cash and Cash Equivalents*	Moderate	Cash Receipts/Deposits - Cashier's Office	3	3	3	2	2	1	14	Continue	
		Cash Receipts - Outside the Cashier's Office	3	3	2	3	3	1	15	Continue	
		Cash Disbursements	2	3	2	2	2	2	13	Continue	
		Post to G/L	2	1	1	1	2	1	8	Stop	
		Bank Reconciliations	3	2	3	3	3	2	16	Continue	
		Cash Application & Data Access	2	2	2	1	2	1	10	Stop	
*Combined Cash and Cash Equivalents and Restricted Cash and Cash Equivalents because accounts are related and share the same process.											
Capital Assets, Depreciable Machinery and Equipment	High	Acquire new Assets	2	3	3	2	2	3	15	Continue	
		Terminations of Assets	2	2	2	2	3	2	13	Continue	
		Calculate Depreciation	2	2	2	2	3	3	14	Continue	
		Physical Inventory	3	3	2	2	3	3	16	Continue	
		Reconcile between Subsystem & G/L	3	3	3	2	3	2	16	Continue	
		Accrual Reporting	2	2	1	1	3	1	10	Stop	
Capital Assets and G/L Applications & Data Access	3	3	1	1	2	1	11	Continue			
Sales and Services - Dining	High	Students Meal Plans	3	2	1	2	2	2	12	Continue	
		Cash Receipts	2	3	1	3	3	3	15	Continue	
		Recording Revenue G/L	3	2	1	1	2	1	10	Stop	
		Year-end Discount & Eliminations	2	2	2	2	3	3	14	Continue	
		Allowance for Uncollectibles	1	2	2	1	3	3	12	Continue	
		Dining, SIS, and G/L Applications and Data Access	3	2	1	3	2	1	12	Continue	
<p>To rate each process above enter a 1 for Low, 2 for Moderate or 3 for High. The Process Risk Assessment should be completed for all account captions with a total score of Moderate or High on the Account Risk Assessment.</p> <p>After completing the above Process Risk Assessment, if a significant process is High or Moderate risk and performed at more than one location, you must complete the Location Risk Assessment template. If a significant process is performed at only one location, this template is not applicable.</p> <p><i>Receivables, Student Tuition & Fees, Federal Grants & Contracts, State & Local Grants & Contracts, and Nongov't Grants & Contracts accounts were intentionally omitted above for example purposes.</i></p>											
							Low	Total Score of 10 or less.			
							Moderate	Total Score of less than 15 but greater than 10.			
							High	Total Score of 15 or greater.			

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Risk Assessment

<u>Location Risk Assessment</u>			EAGLE Program University XYZ Proprietary Fund Location Risk Assessment June 30, 2010							Prepared by:	T. Smith
										Reviewed by:	J. Doe
From Process Risk Assessment											
Account Caption	Significant Process	Process Risk Rating (Moderate or High)	Locations	Prior Year Issues	IT Environment	Complexity of Business and Accounting Transactions	Changes in Business or Accounting Transactions	Quantitative Significance	Total Score	Stop or Continue to Narrative	
Cash and Cash Equivalents/Restricted Cash and Cash Equivalents	Cash Receipts/Deposits - Outside the Cashier's Office	High	Ticket Office	3	3	2	3	3	14	Continue	
			Bookstore	1	2	2	2	3	10	Continue	
			Dining Services	1	2	2	2	3	10	Continue	
			Student Union Service	1	2	1	1	2	7	Stop	
<p>To rate each location above enter a 1 for Low, 2 for Moderate or 3 for High.</p> <p>If a significant process is High or Moderate risk and performed at more than one location, you must complete the Location Risk Assessment template. Location risk helps management to understand which locations represent the highest risk for each financial statement account and consequently require the most effort to document and test. If a significant process is not performed at more than one location, the Location Risk Assessment template is not applicable.</p>											
				Low	Total Score of 8 or less.						
				Moderate	Total Score of less than 12 but greater than 8.						
				High	Total Score of 12 or greater.						

Case Study

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Narrative

Fund(s): Proprietary

Account(s): Cash and Cash Equivalents/Restricted Cash and Cash Equivalents

Significant Process: Cash Receipts/Deposits – Outside of the Cashier’s Office – Location Risk - Ticket Office

Significant Process Risk Rating: High

Supporting System(s) / Application(s): University Ticketing System (POS) and General Ledger

This document provides a description of the above Significant Process as of FYE 6/30/2010.

Internal controls are *Italicized*, critical controls are **Bolded** and control weaknesses are Underlined.

Input: Ticket Office collections received from the customer

Output: Deposit Verification

Ticket Office Cash Receipting:

Cash collections consist of utilizing a cash register system (POS) or a three-part manual receipt book.

Receipting with a cash register system:

Customer purchases an event ticket at the Ticket Booth. The sale is recorded on the cash register system. Customer receives a system generated cash receipt and a pre-numbered event ticket.

At the end of the day, the Ticket Booth operators generate a Daily Sales Report which is reconciled to their cash, checks, and credit card sales collected (TOC1). Each Ticket Booth operator forwards their collections and their signed Daily Sales Report to the Ticket Manager.

Ticket Manager generates a Total Daily Sales Report which is compared to the manager’s actual cash count and the individual Daily Sales Reports (TOC2). Once reconciled, the Ticket Manager prepares the deposit which is placed in a secured locked bank bag (TOC3). In addition, the Ticket Manager sends a copy of the deposit slip to the Business Manager.

The Courier takes the locked bank bag to the bank for deposit. The bank validates the deposit and gives the validated deposit slip to the Courier. The Courier returns the bank bag and the validated deposit slip to the Business Manager. **The Business Manager compares the validated deposit slip to a copy of the deposit slip and the Total Daily Sales Report. (TOC4).**

Receipting with a manual receipt book off-site:

Manual receipt books are pre-numbered and controlled (reconciled) and distributed by the Cashier’s Office and forwarded to the Ticket Manager (TOC5). Prior to selling tickets at an off-site event, the Ticket Manager runs several batches of pre-numbered tickets for that event. He records the pre-numbered tickets on the Sales Log worksheet and assigns ticket numbers to Ticket Office employees who sign off on the Sales Log worksheet (TOC6).

At the off-site event, the Ticket Office employees issue the tickets and collect the money. The customer receives half of the ticket and the other half is placed in a locked bank bag with the money. At the end of the event, *the Ticket Manager collects all the employees’ locked bank bags and places them in the Ticket Office safe (TOC7). The Ticket Manager and Business Manager are the only ones with the combination to the safe. Also, the Ticket Office employees are the only ones that have a key to unlock their bank bags (TOC7).*

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Narrative (continued)

The next day, the Ticket Manager or the Business Manager removes all locked bank bags from the safe and gives them to the employees. *All employees that participated in the event sale are responsible for reconciling their money to the total number of tickets sold in their bag and completing their Cash Sheet. Once the Cash Sheet has been reconciled, the employee signs the Cash Sheet and prepares a manual cash receipt (TOC8). One copy of the manual cash receipt is attached to the Cash Sheet. The other two copies are given to the Ticket Manager along with the Cash Sheet and money for his review.*

The Ticket Manager reconciles the sold tickets (half ticket) and the unsold tickets per the cash sheets to the Sales Log worksheet (TOC9). In addition, the Ticket Manager recounts the cash, approves the Cash Sheets and the manual receipts for general ledger, and prepares the daily deposit which is placed in a locked bag for the Courier (TOC9). Also, the Ticket Manager sends a copy of the deposit slip to the Business Manager.

The Courier takes the locked bag to the bank for deposit. The bank validates the deposit and gives the validated deposit slip to the Courier. The Courier returns the bank bag and the validated deposit slip to the Ticket Manager who compares it to a copy of the deposit slip and the manual cash receipts (possibility of a control weakness due to lack of segregation of duties).

Source(s): Policies and Procedures Manual – Cashier’s Office
Ticket Office Manager

Prepared by: T. Smith

Interview Date: 06/11/2010

Narrative Notes

Label all your controls with a control reference number in the above narrative. This control reference number will be cross-referenced through the remainder of the templates.

A critical control is a control that will prevent or detect an error in the event that all other controls fail. If there isn’t a critical control in the process you may need to test all the controls in your narrative. If the critical control encompasses the prior controls you will only need to test the critical control and not the individual control.

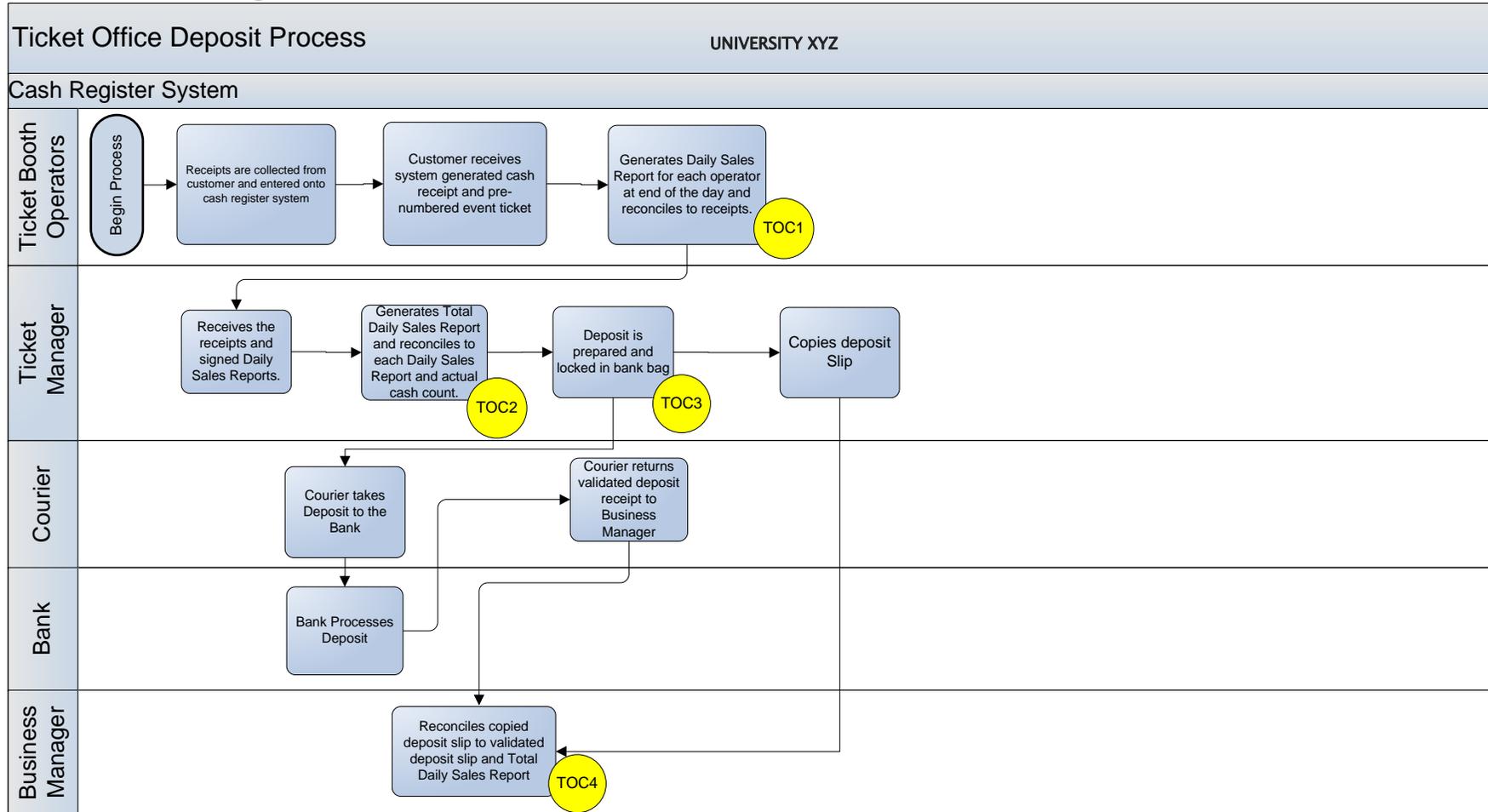
Refer to Participant Materials Case Study and Guidance Manual for an example. The narrative should be the process in place at the end of the current fiscal year. If your Agency’s processes are changing during the fiscal year, document the new process that will be in effect at the end of the current fiscal year, rather than the old process.

In the manual receipting example above, the Ticket Manager prepared the deposit and reviewed the validated deposit slip. This could be a control weakness due to a lack of segregation of duties. The weakness should be confirmed during the walkthrough. A control weakness is a deficiency in the design or operation of a control which could result in a material weakness or an opportunity for fraud or error.

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Flowchart (using swimlanes)



TOC1 Each ticket booth operator reconciles their collections to their Daily Sales Report.

TOC3 Ticket Manager secures the deposit in a locked bank bag.

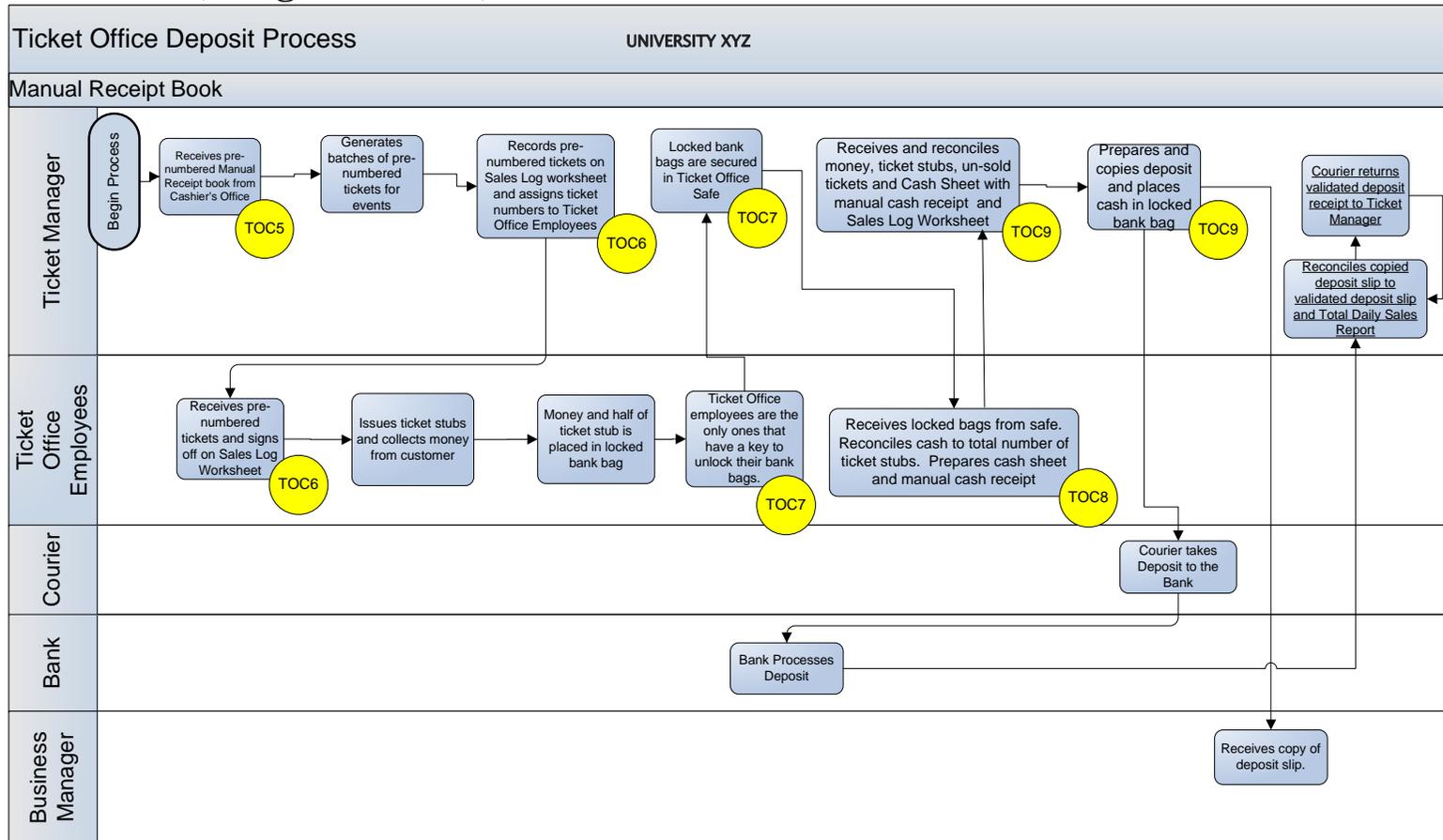
TOC2 Ticket Manager generates a Total Daily Sales Report, performs a cash count and reconciles to the individual Daily Sales Reports.

TOC4 Business Manager reconciles the Total Daily Sales Report to the validated bank deposit slip and copied bank deposit slip.

Case Study

University XYZ

Flowchart (using swimlanes)



- TOC5 Manual receipt books are pre-numbered and controlled and distributed by the Cashier's Office
- TOC6 Ticket Manager records the pre-numbered tickets on the Sales Log worksheet and assigns ticket numbers to Ticket Office employees who sign off on the Sales Log Worksheet.
- TOC7 Ticket Manager collects all the employees' locked bank bags and places them in the Ticket Office safe. Ticket Manager and Business Manager are the only ones with the combination to the safe.

- TOC8 Ticket Office employees reconcile cash to total number of tickets and prepares and signs cash sheet.
- TOC9 Ticket Manager reconciles the sold tickets (half ticket) and the unsold tickets per the cash sheets to the Sales Log worksheet. Ticket Manager recounts the cash, approves the Cash Sheets and the manual receipts for general ledger, and prepares the daily deposit which is placed in a locked bag for the Courier

Case Study

University XYZ

Walkthrough

Fund(s): Proprietary

Account(s): Cash and Cash Equivalents/Restricted Cash and Cash Equivalents

Significant Process: Cash Receipts/Deposits - Ticket Office

Significant Process Risk Rating: High

Supporting System(s) / Application(s): University Ticketing System (POS) and General Ledger

This walkthrough assists in documenting our understanding of the design of controls. We are documenting the procedures performed, evidence obtained and conclusions as to the effective design of the underlying controls and whether the controls have been implemented. Select a transaction that has occurred within the current Fiscal Year and walkthrough all controls listed on the narrative template (template 02).

Process Owner's Title: Business Manager

Interview Date: 06/14/2010 (*When was the walkthrough performed?*)

Walkthrough Performed by: T. Smith (*Someone other than the process owner*)

Control Description: The Business Manager compares the validated deposit slip to a copy of the deposit slip and the Total Daily Sales Report. (TOC4) *Note: Remaining controls intentionally omitted for example purposes. A walkthrough should be performed for all controls identified in the narrative.*

Transaction Selection: Daily Validated Deposit Slip for February 23, 2010

Procedures to Perform: Verify that the February 23rd Validated Deposit Slip agreed to a copy of the deposit slip and the Total Daily Sales Report.

Results: We verified that the February 23rd Validated Deposit Slip agreed to a copy of the deposit slip and the Total Daily Sales Report. We also noted that the Business Manager's signature was on the Total Daily Sales Report and the Validated Deposit Slip (See w/p TOC4.1 for copies of the Validated Deposit Slip and the Daily Total Sales Report).

Conclusion: The control was in place and operating effectively at the time of the walkthrough.

Control Weakness noted in the Narrative: The Courier returns the locked bank bag and the validated deposit slip to the Ticket Manager who compares it to a copy of the deposit slip and the manual cash receipts (possibility of a control weakness due to lack of segregation of duties).

Transaction Selection: March 3rd, April 7th, May 10th Validated Deposit Slip.

Procedures to Perform: Verify that March 3rd, April 7th, May 10th Validated Deposit Slip were reviewed by someone other than the Ticket Manager.

Results: Ticket Manager's signature was on the Validated Deposit Slip which would be a control weakness due to lack of segregation of duties. Since the Ticket Manager issued the tickets, reconciled the tickets and prepared the deposit and no one else reviewed the validated deposit, this would be a control weakness (See w/p TOC8.1 for copies of the Validated Deposit Slips).

Conclusion: The above control weakness was noted in the narrative and confirmed in walkthrough. We will include this weakness on the Issue Summary Log.

Case Study

University XYZ

Risk and Control Matrix (RACM)

Document:	Risk & Control Matrix (RACM)
Entity:	University XYZ
Reporting Date:	06/30/2010
Fund:	Proprietary
Financial Statement Account(s):	Cash and Cash Equivalents/Restricted Cash and Cash Equivalents
System(s) / Application(s):	University Ticketing System (POS) and General Ledger

Prepared by	T. Smith
Reviewed by	J. Doe

Significant Process	Process Risk Rating	Financial Statement Assertions	Risks	Control / Process Owner	Control Description	Control Ref. #	Automated, Manual or Both?	Prevent or Detect?	Frequency of Control Activity
Cash Receipts/ Deposits – Ticket Office (Receipting with a cash register system)	High	Completeness; Existence; Valuation; Rights & Obligations	Possibility of cash receipts missing due to fraudulent activity by employees which could lead to an understatement in cash.	Business Manager	The Business Manager compares the validated deposit slip to a copy of the deposit slip and the Total Daily Sales Report.	TOC4	Manual	Detect	Daily

Case Study

University XYZ

Test Plan

Document:	Test Plan
Entity:	University XYZ
Reporting Date:	06/30/2010
Fund:	Proprietary
Financial Statement Account(s):	Cash and Cash Equivalents/ Restricted Cash and Cash Equivalents

Prepared by	T. Smith
Reviewed by	J. Doe

						Complete after testing.			
Significant Process	Process Risk Rating	Control Description	Control Ref. #	Objective of Test	Testing Procedures	Results	Conclusion	Issue Raised?	Testing W/P Ref
Cash Receipts/ Deposits – Ticket Office (Receipting with a cash register system)	High	The Business Manager compares the validated deposit slip to a copy of the deposit slip and the Total Daily Sales Report.	TOC4	To determine that all ticket cash receipts were timely and accurately deposited.	We will select a random sample of the Validated Deposit Slips and compare to the Total Daily Sales Report and a copy of the deposit slips to determine if the Business Manager reviewed for timeliness and accuracy of the daily deposits.	No exceptions noted.	Control is effective.	No	TOC Leadsheet

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University XYZ Testing Leadsheet

Document:	TOC Leadsheet
Entity:	University XYZ
Reporting Date:	06/30/2010
Fund:	Proprietary
Financial Statement Account(s):	Cash and Cash Equivalents/ Restricted Cash and Cash Equivalents

Performed by	T. Smith
Reviewed by	J. Doe

Significant Process:	Cash Receipts/Deposits-Ticket Office (receipting with a cash register system).
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Should agree to RACM

Process Risk Rating:	High
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Control Ref #:	TOC4
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Control Description:	The Business Manager compares the validated deposit slip to a copy of the deposit slip and the Total Daily Sales Report.
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Control Frequency:	Daily
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Automated, Manual, or Both:	Manual
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Prevent or Detect:	Detect
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Control / Process Owner:	Business Manager
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Estimated Population:	225 – July 1, 2009 to June 30, 2010 All Validated Deposit Slips
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Sample Selection Methodology:	Random
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Case Study

University XYZ

Testing Leadsheet (continued)

Sample Size:	25	Refer to Sample Size Guidance
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Source Test Documents:	Validated Deposit Slips, copy of the deposit slips and Total Sales Reports for system generated receipts only
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Testing Procedures:	We will select a random sample of the Validated Deposit Slips and compare to a copy of the deposit slips and the Total Daily Sales Report to determine if the Business Manager reviewed for timeliness and accuracy of the daily deposits.
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Definition of an Exception:	Validated deposit was not reviewed by the Business Manager. Validated deposit did not agree to the Total Sales Report. Validated deposit was not made in a timely manner.
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Testing Section:	Customize column headings as necessary.				Attributes		
Sample No.	Date of Validated Deposit Slip	Date of Total Daily Sales Report	Validated Deposit Slip Amount	Total Daily Sales Report Amount	A	B	C
1	07/10/09	07/10/09	3,345.61	3,345.61	X	X	X
2	12/17/09	12/17/09	5,230.40	5,230.40	X	X	X
3	02/23/10	02/23/09	1,222.50	1,222.50	X	X	X
...
25	06/11/10	06/11/10	8,546.22	8,546.22	X	X	X

<u>Attributes:</u>	A	Validated Deposit was approved by the Business Manager
	B	Validated Deposit agreed to a copy of the deposit slip and the Total Sales Report
	C	Validated Deposit was made in a timely manner.

<u>Tickmark Legend:</u>	X	Attribute satisfied without exception.
	O	Attribute not satisfied.

<u>Results:</u>	No exceptions noted.
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Note: See Agency Case Study for an example of how to document an error noted during testing.

Case Study

University XYZ Issue Summary Log

Prepared by:	T. Smith
Reviewed by (ICO and CFO):	J. Doe, R. Brown

University XYZ
Issue Summary Log
June 30, 2010

Significant Process	Process Risk Rating	Control Description	Control Ref. #	Issue	Risk / Implication	Recommendation	Management's Response
Cash Receipts/ Deposits – Ticket Office (Receipting with a manual receipt book)	High	Weakness noted during the walkthrough (see Issue).	N/A	The Courier returns the bank bag and the validated deposit slip to the Ticket Manager. The Ticket Manager compares the manual cash receipts and a copy of the deposit slip which he prepared to the validated deposit slip.	Possibility of cash receipts missing due to fraudulent activity by employees which could lead to an understatement in cash.	We recommend that the Business Manager compares the validated deposit slip to a copy of the deposit and the manual cash receipts.	We agree with the recommendation and will have the Business Manager start reviewing all validated deposit slips.