

Report No. 20-21-0006 FY 2021-22 Annual Audit Work Plan



ACCOUNTABILITY • INTEGRITY • EFFICIENCY





EXECUTIVE SUMMARY

During FY 2020-2021, the COVID-19 pandemic increased risks and impacted business operations across the University. Last year, the uncertainty and rapid operational changes resulting from the pandemic prompted the Division of Audit (DoA) to move from a three-year audit work plan to a sixmonth audit work plan cycle.

The University is currently reintegrating to pre-COVID business operations, but still faces lasting impacts moving forward. Additionally, Florida Agricultural and Mechanical University (FAMU) and other State University System of Florida (SUS) institutions are challenged to integrate rapidly changing federal/state laws and Board of Governors regulation into operations. As a result, the DoA will move to a one-year audit work plan cycle with this current document covering FY 2021-2022.

Our work plan is risk-based to provide the most effective coverage of University operations and utilization of DoA resources in areas where assurance or advisory services can assist management in achievement of the University's strategic priorities and business objectives. In planning our work, we heavily weighted the operational and financial impacts of the pandemic, statutory and regulation changes, and the university's associated responses while taking into consideration where our efforts could best support the University's Strategic Plan priorities and goals (Appendix A), and the President's Goals (Appendix B). The plan allocates 1,500 of our available project hours for management requests and special projects. The plan will guide our activities over the next year, but will be adjusted to meet the needs of management and the Board as other priorities are identified.

The audit work plan also allocates 1,300 hours on projects within DoA to assess and improve the overall efficiency and effectiveness of divisional operations. These hours will help us ensure that we can continue to provide our customers (University management, faculty, staff, students, and other stakeholders) quality service and information through our assurance, advisory, and investigative services in the new and agile business environment in which the University operates.

In addition to our planned projects we have included a section titled "Audit and Advisory Services on the Horizon." Identified within this section are areas that warrant assurance, advisory, or continuous monitoring services for which adequate staffing resources are currently unavailable.





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BACKGROUND

Every entity exists to realize value for its stakeholders. Value is created, preserved or eroded by management decisions in all aspects of the University's activities, from strategy setting to daily operations. Entities failing to recognize the risks they face, from external or internal sources, and to manage them effectively, can destroy value. As Vice President for Audit, Joseph K. Maleszewski serves as FAMU's Chief Audit Executive (CAE). Professional auditing standards¹ state that the CAE must establish a risk-based plan to determine the priorities of the internal audit activity, consistent with the organization's goals.

An effective starting point for understanding risk is to take a look at all aspects of the University's activities. In developing the FY 2021-2022 Audit Work Plan, we performed a university-wide internal risk assessment that identified and analyzed existing and emerging risks facing FAMU. The risk assessment served as the primary basis for developing the DoA audit work plan. The sole objective of the risk assessment is to align internal audit resources to those processes that pose the highest risk to the University's ability to achieve its objectives. As a result, the DoA provides valuable information to FAMU senior management, the Board, and stakeholders for decision-making purposes through the assurance and advisory activities it performs.

The CAE is required to review and adjust the audit work plan, as necessary, in response to changes in the organization's business, risks, operations, programs, systems, and controls. The CAE must then communicate the internal audit activity's plans and resource requirements, including significant interim changes, to senior management and the board for review and approval. Accordingly, the DoA's FY 2021-2022 Audit Work Plan is outlined in the following pages.

¹ International Standards for the Professional Practice of Internal Auditing (Standards) – Performance Standards 2010 Planning





AUDIT WORK PLAN: JULY 2021 – JUNE 2022

Project Description	Hours	Strategic Support of Priorities and G	
ì		Strategic Plan	President Goals
Assurance Service			
 Performance Based Funding Data Integrity Audit Review of processes that ensure completeness, accuracy, and timeliness of data submissions Testing of data that supports performance funding metrics 	600	Strategic Priority 5: Goal 3 Goal 5	Goal 3
 Knight Foundation Expenditure Review: Quarterly Audits Review expenditures for proper approvals and alignment with grant terms and spending memorandums. 	320	Strategic Priority 2: Goal 1 Strategic Priority 5: Goal 3	Goal 8.3
 Auxiliary Transfer Review Review transfers from Auxiliary to Athletics for the period of July 1, 2020 − June 30, 2021 	120	Strategic Priority 5: Goal 3	Goal 8.3
 CRRSSA Funding Compliance with funding requirements to ensure funds were disbursed and utilized for designated purposes Review deviations from University approved spending plan for required approvals 	320	Strategic Priority 5: Goal 2 Goal 3 Goal 4	Goal 8.2
 American Rescue Plan (ARP) Funding Compliance with funding requirements to ensure funds were disbursed and utilized for designated purposes 	320	Strategic Priority 5: Goal 2 Goal 3 Goal 4	Goal 8.2
 College of Agriculture and Food Sciences Review of operations for compliance with University policies and procedures 	480	Strategic Priority 5: Goal 3 Goal 5	Goal 3
 FAMU Foundation – Endowment Operations Assessment of the effectiveness of internal controls Assessment of compliance with FAMU Foundation policies and procedures Assessment of compliance with donor expectations and restrictions 	480	Strategic Priority 5: Goal 3 Goal 5	Goal 5
Total Hours - Assurance Services	2,640		
Management Advisory			
Title IX Review	360	Strategic Priority 5: Goal 3	





Project Description	Hours	Strategic Support of V Priorities and G	
		Strategic Plan	President Goals
 Evaluation of University framework for Title IX compliance against federal regulations effective August 2020 Assess resolution and appeal processes Assess coordination and communication with campus law enforcement personnel Verify existence of controls to secure confidential information 			
 Information Technology – Remote Working Assess whether security controls are adequate for remote operations Assess the impact of any changes that may have been made to facilitate remote operations 	80	Strategic Priority 5: Goal 5	
 Athletics Budget Process Compliance with University Budgeting Processes Process for Tracking Expenses and Revenues Methodology for Monitoring and Communicating Budget to Actual Reporting Budgeting for Future Capital Outlay and Maintenance Costs Title IX Compliance 	360	Strategic Priority 5: Goal 2	Goal 8.5
 Internal Control Assurance Statement Assist President Robinson with facilitating internal control divisional self-assessments Provide training on internal control self-statement tools 	180	Strategic Priority 5: Goal 3	Goal 7.4
 Management Requests Board of Trustees Requests Senior Leadership Team Requests External Party Requests (i.e. BOG) 	1,500	Strategic Priority 6: Goal 1	
 Procurement Services Review departmental operations, policies, and procedures for alignment with industry best practices and statutory and regulation compliance Identify opportunities to improve function's ability to provide effective support to University units Review manual processes for automation opportunities using existing University software 	360	Strategic Priority 5: Goal 3 Goal 4 Goal 5	





Project Description	Hours	Strategic Support of University Priorities and Goals	
		Strategic Plan	President Goals
 Controller's Office Review departmental operations, policies, and procedures for alignment with industry best practices and statutory and regulation compliance Review manual processes for automation opportunities using existing University software 	360	Strategic Priority 5: Goal 3 Goal 4 Goal 5	
 Training Provide internal controls, fraud and governance training to the University staff, faculty, and board of trustee members 	240	Strategic Priority 5: Goal 3	Goal 7.4
Total Hours - Management Advisory	3,440		
Continuous Monitoring	g Services		
Review of foreign travel and screening of foreign researchers as well as foreign gifts and contracts to assess effectiveness and compliance with disclosure and compliance reporting requirements	400	Strategic Priority 5: Goal 3 Goal 5	
Construction	400	Strategic Priority 5:	Goal 8
 Review of the funding and monitoring of the process to prevent cost overruns and ensure efficiency, effectiveness, and compliance of related operations 		Goal 3 Goal 4	
 Purchase Cards Analytics focused on unallowable expenses and identifying data trends Reconciliation Compliance 	400	Strategic Priority 5: Goal 3	
NIST 800-171/NIST800-53 Implementation	640	Strategic Priority 5:	
 Q1: Access Controls Q2: Awareness and Training Q3: Audit and Accountability Q4: Configuration Management 	3.0	Goal 3 Goal 4	
Total Hours - Continuous Monitoring Services	1,840		
Follow-ups, Risk Assessment, a	•	gations	
External Audit and Programs Internal Audit, Investigation & Advisory	360 480		
Investigations – Whistleblower, Fraud, Waste, & Abuse	1,040		
Division of Audit Risk Assessment	160		
Fraud Risk Management Framework	160		
2022-23-Annual Work Plan	40		
Total Follow-Up, Risk Assessment & Investigations	2,240		





Project	Hours	Strategic Support of	University
Description		Priorities and Goals	
		Strategic Plan	President
			Goals
University and State University System T	askforces	and Committees	
Enterprise Compliance Committee	50		
Information Technology Governance Committee	50		
Diversity & Inclusion Council	50		
Emergency Management Team	50		
State University System - Information Technology Auditor	50		
Group			
State University Audit Council	50		
Total Taskforce and Committees	300		
Internal Audit Admin			
Professional Development	700	Strategic Priority 5:	
Enhance knowledge of FAMU business processes, strategic		Goal 1	
goals, and business objectives			
Enhance knowledge of data analytics, risk factors			
impacting higher education, information technology, and fraud			
 Development of leadership skills and soft skills 			
Continuing education to maintain or obtain professional			
certifications			
certifications			
Divisional Admin Projects and External Audit Coordination	1,100	Strategic Priority 5:	
External Audit Coordination		Goal 4	
 Operational Manual Updates 		Goal 5	
Data Analytics Program			
Quality Assurance Improvement Plan (QAIP)			
Annual Report			
Ovelity Aggreen of Devices (Celf Aggreen ent)	200	Canada aia Duianitu 5.	
 Quality Assurance Review (Self – Assessment) Evaluation of the Division of Audit's conformance with the 	200	Strategic Priority 5: Goal 3	
Definition of Internal Auditing and the International		Goal 4	
Standards for the Professional Practice of Internal Auditing		Goal 4	
(Standards)		Strategic Priority 6:	
• Evaluation of whether internal auditors comply with the		Goal 2	
professional Code of Ethics			
Assesses the efficiency and effectiveness of the internal			
audit activity and identifies opportunities for improvement			
General	1,575		
Leave	525		
Total Internal Audit Administration	4,100		
Total All Hours	14,560		





AUDITS AND ADVISORY SERVICES ON THE HORIZON

Assurance Services					
	Decentralized Cash Collections		Property Management		
C.	Academic Honesty Framework	Ø	Colleges/Schools – Academic and Business		
Ø	·		Operations		
	Registrar Office – Structure, Processes,		Sponsored Programs		
	Automation				
	Boosters – BOT Policy 2005-15		Athletics – BOT Policy 2005-16		
	Environmental Health and Safety		Payroll – OPS, Cost Center		
	FAMU Foundation: Payment Approval		Culture & Ethics – Red Book 2110.A1		
	Process				
	Export Controls Review		Effectiveness of Customer Service Initiative		
	FAMU Summer Camps		Research – Sub-Recipient Monitoring		
	IT – ImageNow		IT – DAVID System		
	IT – Physical Security	Ø	Online Education and Support		
	Construction: P3 Process Review		IT – Cloud Security (Operations)		
	Deferred Maintenance		IT – Canvas		
	Intellectual Property		IT – Change Management		
	Office of International Students Review				
Advisory Services					
Ø	Succession Planning		Student Wellness Infrastructure		
	Strategic Financial Management –		Housing – Business Operations & Student		
	Performance Based Funding		Safety (COVID-19)		
	Clery Compliance		Hazing Compliance		
Ø	Privacy – Governance, Processes, Training		Athletics Fundraising – Donor Compliance,		
	(FERPA, GLBA, State Privacy Laws)		Cultivation, and Management		
	Contract Template and Process Review		Athletics – Ticketing Operations		
Ø	HR Onboarding & Exit Process Review		Return of Title IV Funds Process		
Ø	IT Governance & Structure	Ø	IT – State of Cybersecurity		

⁶ High Priority/Time Sensitive Projects the Division of Audit is unable to perform within the next fiscal year due to staffing limitations





APPENDIX A: FAMU RISING STRATEGIC PLAN 2017-2022²

STRATEGIC PRIORITY 1: EXCEPTIONAL STUDENT EXPERIENCE

- Goal 1: Enhance pathways to degree attainment
- Goal 2: Achieve national distinction for success in retention and graduation rates
- Goal 3: Increase the proportion of students completing high-impact co-curricular experiences to 60%
- Goal 4: Increase the number of students graduating from programs in areas of high employer demand
- Goal 5: Strategically enhance campus residence, athletics, recreational, instructional and research facilities

STRATEGIC PRIORITY 2: EXCELLENT AND RENOWNED FACULTY

- ➤ Goal 1: Promote faculty excellence by recruiting, supporting and retaining a diverse faculty with a commitment to teaching, research, and community engagement, consistent with a doctoral-research university
- ➤ Goal 2: Maintain and develop sustainable state-of-the-art facilities that support the academic enterprise of the University

STRATEGIC PRIORITY 3: HIGH IMPACT RESEARCH, COMMERCIALIZATION, OUTREACH, AND EXTENSION SERVICES

- ➤ Goal 1: Expand and enhance cutting-edge research and creative scholarship for the benefit of the state of Florida, the nation, and the world
- ➤ Goal 2: Increase research productivity, commercialization and return on investment
- ➤ Goal 3: Increase the number of nationally recognized graduate programs
- ➤ Goal 4: Provide outstanding outreach and extension services in the tradition of a land-grant institution

STRATEGIC PRIORITY 4: TRANSFORMATIVE ALUMNI, COMMUNITY, AND BUSINESS ENGAGEMENT

- ➤ Goal 1: Enhance the University fundraising infrastructure and capacity to generate increased support for the University
- ➤ Goal 2: Enhance public-private partnerships to support teaching, research, and service
- ➤ Goal 3: Build and lead strong networks of supporters and partners

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² Source: http://www.famu.edu/Strategic/FAMU%20Strategic%20Plan%202017-2022%20Final_reduced%20size.pdf





- ➤ Goal 4: Implement effective communication and marketing initiatives to increase visibility and promote the FAMU brand
- ➤ Goal 5: Leverage the distinctive capabilities and signature programs of the University to strengthen the FAMU brand and economic viability of the University

STRATEGIC PRIORITY 5: FIRST-CLASS BUSINESS INFRASTRUCTURE

- ➤ Goal 1: Recruit, develop, and retain diverse and excellent staff
- ➤ Goal 2: Adopt a new budgeting model to support institutional strategic priorities more effectively
- ➤ Goal 3: Improve transparency and strengthen internal controls to improve compliance and support strategic decisions
- ➤ Goal 4: Enhance business processes to improve efficiency and cost effectiveness in University operations
- ➤ Goal 5: Leverage technology and establish a data-driven culture

STRATEGIC PRIORITY 6: OUTSTANDING CUSTOMER EXPERIENCES

- ➤ Goal 1: Develop and maintain a University-wide culture of service excellence
- ➤ Goal 2: Sustain superior service levels with ongoing monitoring, accountability, and recognition programs to reward excellent customer service





APPENDIX B: PRESIDENT'S GOALS

President's Annual Goals for 2020-21

- Goal 1: Four-year Graduation Rate: Increase the University's four-year graduation rate (PBF metric) from 27.7% to 35%.*
- **Goal 2: Academic Progress Rate**: Increase the second year retention rate [Second Fall Retention Rate with at Least a 2.0 GPA for Full-time FTIC students] (PBF Metric) from 73.0% to 86.0%.*
- Goal 3: Excess Credit Hours: Increase the percent of baccalaureate degrees awarded without excess hours from 53.5% to 62%.*

*Note: At this time, the University is awaiting guidance from the BOG on the potential adjustments on the annual PBF goals to accommodate COVID-19 pandemic impacts.

- Goal 4: Licensure Pass Rate: Develop and execute action plans that deliver first-time licensure pass rates of:
 - 4.1 Nursing: from 63% to 80%
 - 4.2 Law: from 57% to 75%
 - 4.3 Pharmacy: from 83% to 85%
 - 4.4 Physical Therapy: from 86.4% to 88%

Goal 5: Annual Giving:

- 5.1 Increase annual giving by 5% (from \$7.3M to \$7.7M).
- 5.2 Increase the annual alumni giving rate from (7.7% to 9%).
- Goal 6: R&D Expenditures: Increase total R&D expenditures by 1% (from \$39.6M to \$40M).

Goal 7: Organizational Leadership:

- 7.1 Emergency Management Effectively manage the University through the COVID-19 pandemic by ensuring the delivery of instruction, research and business operations and provide timely communications of the University's reopening plan to all stakeholders.
- 7.2 Staffing Efficiency Conduct Organizational Staffing Efficiency Study.
- 7.3 Effective Decision Making Expand and promote the use of data and evidence across the University through quarterly reports and dashboards, thus leading to effective decision-making.
- 7.4 Operational Efficiencies Provide to the Board an assurance statement and summary information of the University's system of internal controls using the Committee on Sponsoring Organizations of the Treadway Commission (COSO) Internal Control Integrated Framework and the status of corrective actions taken on prior audit findings to minimize internal control deficiencies and repeat audit findings.

Goal 8: University Budget/Fiscal Management:

- 8.1 Financial Health Strengthen the University's financial health by achieving or exceeding a minimum debt coverage ratio ≥ 1.0.
- 8.2 Strategic Resource Allocations Develop and align resource allocations to adequately support the University's annual strategic priorities.
- 8.3 Operational Control Ensure controls are in place to drive the proper use of all funding sources, in accordance with state statutes by maintaining a financial reserve of 7% of the total Educational & General (E&G) Operating Budget as required by Florida Statutes 1011.45 and conducting periodic reviews of expenditures to ensure budget compliance and identify opportunities for cost savings.
- 8.4 Sustainability Increase the reserve by 1%.**
- 8.5 Athletics Demonstrate effective leadership over the athletics program as evidenced by proper oversight of expenditures, compliance with NCAA guidelines and plans for athletic facilities.

**Note: This goal may be revisited by the Board to accommodate expenditures required as a result of the COVID-19 pandemic and/or other emergencies (i.e., natural or man-made).

Goal 9: Internal/External Relations: Continue to expand relationship-building with key stakeholders, including students, faculty, staff, Boards, alumni, elected officials (local, state, national), corporations and the local community.

Approved by Board of Trustees on September 4, 2020



DISTRIBUTION

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PROJECT TEAM

Engagement was conducted by



Carl E. Threatt Jr., MBA, CIA, CRMA, CFE, CCEP, CIGA, CIGI Lean Six Sigma Green Belt Process Improvement Certification Lead Senior Auditor

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Engagement was approved, and distributed by:



Joseph K. Maleszewski, MBA, CIA, CGAP, CISA, CIG, CIGA, CIGI, CCEP Vice President for Audit

STATEMENT OF ACCORDANCE

The Division of Audit's mission is to provide independent, objective assurance and consulting services designed to add value and improve the University's operations. It helps the University accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

We conducted this risk assessment in accordance with the International Standards for the Professional Practice of Internal Auditing. Those standards require we plan and conduct a risk assessment to use as a basis for the development of the audit work plan aligned with university goals.

Please address inquiries regarding this report to the Division of Audit at (850) 412-5479.

https://www.famu.edu/index.cfm?AuditandCompliance