FAMU FLORIDA A&M UNIVERSITY
DIVISION OF AUDIT

Report No. 20-21-0005
Risk Assessment
July 2020 – June 2021

ACCOUNTABILITY ● INTEGRITY ● EFFICIENCY

May 26, 2021

EXECUTIVE SUMMARY

In today's unprecedented environment, effective internal auditing requires thorough planning coupled with nimble responsiveness to quickly changing risks.

This past year, we observed real-time the University's response to the COVID-19 pandemic - successfully implementing and executing a business plans for continued University academic and administrative operations without significant interruption. Now, the University is moving deliberatively forward with reintegration plans expecting to bring back academic, athletic, and administrative activities to their pre-COVID levels with the reintegration starring this summer.

We conducted our annual risk assessment in this changing business environment to allow us to develop a meaningful audit work plan for FY2021-2022. Our risk assessment includes the development of a risk assessment heat map (Page 13) based upon categories of risk from the Association of College and University Auditors' risk dictionary that fall within the University's audit universe. This heat map illustrates the University's changing risks over a three-year period (FY 2018-2019 to FY 2020-2021) in 136 risk categories.

The risk information contained in this report should inform management decision-making around opportunities to improve operational efficiencies, enhance academic and operational effectiveness, enhance compliance, and allocate limited staffing, financial, and other resources to their highest and best use.

The University can enhance operations and risk management practices in the upcoming 2021-2022 fiscal year by:

Utilizing the risk themes communicated in this report, in conjunction with the President's *Internal Control Assurance Statement* identified opportunities for improvement, to develop management action plans

Continuing efforts to implement the Committee of Sponsoring Organizations of the Treadway Commission's (COSO) Internal Controls – Integrated Framework

Implementing a comprehensive Enterprise Risk Management program called for by the Board of Trustees

Building upon the University's successful implementation of an effective Compliance and Ethics program – Implementing recommendations from Huron

Enhancing the policy and procedure governance framework to ensure up-to-date and aligned guidance

Continuing to cultivate a culture of transparency and accountability

Implementing the new fraud regulation called for by the Board of Governors

Continuing efforts to align resource allocation with strategic priorities

TABLE OF CONTENTS

BACKGROUND

The Value of a Risk Assessment:

There are many definitions and categories of risk. Entities perceive risk based on the nature of their operations, the organization's culture, and other factors unique to them. Risk Management is the culture, capabilities, and practices, integrated with strategy-setting and performance, that organizations rely on to manage risk in creating, preserving, and realizing value.[1]

Every entity exists to realize value for its stakeholders. Value is created, preserved or eroded by management decisions in all aspects of an entity'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. An effective starting point for understanding risk is to take a look at all aspects of an entity's activities.

The Division of Audit's risk assessment provides the basis for developing our FY 2021-2022 Audit Work Plan. The 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.

Risk Assessment Standards:

Professional auditing standards[2] state that the chief audit executive (CAE) must establish a risk-based plan to determine the priorities of the internal audit activity, consistent with the organization's goals. The internal audit activity's plans and resources, including significant interim changes, must be communicated to senior management and the board for review and approval. Additionally, the impact of resource limitations is required to be communicated.

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[1] Source: COSO Enterprise Risk Management – Integrating with Strategy and Performance, 2017 COSO
[2] International Standards for the Professional Practice of Internal Auditing (Standards) – Performance Standards 2010 Planning

Overview of University Risk Themes

The following risk themes provide University management insights into key risks by areas that can impact the University's ability to achieve its strategic and business goals and objectives:

Asset and Risk Management

Lack of a dedicated and experienced Emergency Management Director to spearhead University preparedness and response activities

Loss of Environmental Health and Safety Director who shared emergency management responsibilities (i.e. COOP/CEMP plans, SharePoint)

Outdated crisis communication plans for major disasters or significant interruptions

Loss of experienced Insurance and Risk Manager

Lack of an Enterprise Risk Management function to proactively address risks to minimize disruptions and increase the likelihood to achieve performance, strategic, and business objectives

Lack of dedicated budget to handle emergency preparedness and response

Auxiliary and Service Departments

Need to evaluate the sustainability of cost models for housing and meal plans to ensure continued viability of these services

Possibility of enrollment declines (As a result of Biden Administration proposal related to tuition-free community college) potentially impacting auxiliary operations

Need to adapt safety protocols and prepare the campus for impacts related to recent legislation signed into law: House Bill 1: Combatting Public Disorder and House Bill 233: Post-Secondary Education (intellectual freedom and viewpoint diversity)

Need to address significant deferred maintenance expense as a result of older housing facilities

Financial Management

Need to improve year-end financial closing processes to reduce the need for year-end adjustments, likelihood of financial misstatements, and external audit criticism related to controls over financial reporting

Sufficient staffing with the knowledge and expertise to accurately implement changing accounting principles, financial rules, and laws

Accounts payable controls enhancements needed to ensure the timely payment of University obligations to improve vendor relations and avoid late-payment penalties

Peoplesoft (iRattler) will be sunsetting 2032. There is a need for a strategic plan to transition to a new platform, achieve cost savings, and support the automation of University processes through the use of a new ERP system to achieve operational efficiencies

Unrealized value of current ERP system (iRattler) through lack of process automation, module implementation and governance

Loss of key positions over the past year in the Controller's Office, and anticipated staff turnover during FY 2021-2022 resulting in the loss of institutional knowledge and expertise

Plant Operations and Maintenance

Insufficient resources to address University deferred maintenance needs

Inability to attract and retain maintenance and grounds staff

Lack of an automated project management system for construction and contract monitoring and oversight

Lack of a campus-wide motor pool concept encompassing shared use and maintenance of vehicles

Information Technology

Loss of Key Employee - Chief Information and Security Officer (vacant since October 2020)

Lack of a comprehensive, year-round, cybersecurity awareness program

Inconsistency in the application of IT policies, procedures, and best practices to protect the University and ensure operational efficiencies as a result of a decentralized structure

Inability to obtain competitive cybersecurity insurance premiums and coverage

Insufficient levels of staffing with the expertise and training to meet University business needs and maintain a secure infrastructure

Athletics

NCAA awarded an additional year of athlete eligibility which could increase scholarship obligations and expenses, unless recruiting is limited

Increased efforts required to ensure equity for female staff, athletes, and sports to meet federal (Title IX) and state (1006.71 FS), and BOG (Regulation 2.003) requirements

NCAA allowed student-athletes to be paid for the use of their name, image and likeness that increases the compliance responsibilities for the University with contracts and regulations

Transitioning from MEAC to SWAC in FY2021-2022 continues the need for enhanced revenue and expense forecasting and management for Athletics to remain a self-supporting entity under BOG Regulation 9.013

Continued focus to ensure compliance with NCAA requirements related to sports medicine and athletic trainers

Lack of a shared and common understanding around expense charging related to the use of E&G and Athletic facilities

Human Resources

Loss of key employee - Chief of Staff for Finance and Administration, Associate Vice President for Human Resources announces retirement effective June 2021

Resource allocations and organizational structures are not fully aligned with University priorities and can result in inefficient operations and inability to sustain and/or grow viable business units and academic programs

Without a fully implemented succession planning program, the University remains vulnerable to loss of institutional knowledge, disruptions to operations, and criticism from accreditation bodies for use of interims in executive leadership roles

Inconsistency in the application of HR polices, best practices, and accountability measures are increased as a result of a decentralized HR structure

Loss of key employees and faculty as a result of pay differentials with market rates and internally between divisions, colleges, and schools

Expanded onboarding procedures need to acclimate employees to University, State University System of Florida, and State of Florida statutes, policies, and procedure to enhance compliance

Employee conflict of interest recognition and reporting can be enhanced with process automation and additional training regarding what activities constitute "outside employment"

The Organizational Development and Training (ODT) is not sufficiently resourced to facilitate Univesity-wide training needs and accountability for fulfillment of mandatory training

Instruction and Academic Support

Maintaining low producing programs and inadequately resourcing top performing programs may impact the University's ability to achieve Top 100 University status

Long-term academic success and ability for graduates to be competitive in the job market may decline without additional measures to prevent and detect academic dishonesty

Ability for graduates to be competitive in the job market may decline without routine reviews of core curriculums to ensure alignment with industry standards and practices

Low licensure pass rates at academic colleges or schools (i.e., Law, Nursing, Pharmacy, etc..) may impact the University's ability to recruit and retain high performing students and negatively impact performance-based funding and other key metrics

Leadership and Governance

Need to provide focused management attention on the strategies, resources, and tactics to achieve the President's goal of becoming a Top 100 University

Inadequate staffing levels within General Counsel Office to diligently update policies and procedures and efficiently address EEO, public record and risk management issues

Need for a strategic budgeting process that better aligns resources to the University's strategic priorities and objectives

Need for continued focus on service excellence to both the external and internal customer base

Need to implement an Enterprise Risk Management function as called for by Board of Trustee policy

Continued diligence on implementation of the University's internal control framework

Continued need to focus on faculty and staff recruitment, development and retention

Cultivate a strong "Tone at the Top" regarding accountability for compliance and performance

Research and Development

Loss of federal grant funding, or ability to compete for federal grants, due to NIST 800-171[3] compliance issues

Need for enhanced controls to ensure complete disclosure and reporting of patents, licenses and inventions

Need for enhanced management focus around expenditure of grant funds within the applicable time periods

Lack of or inadequate training for Principle Investigators and support staff on requirements of specific grant terms

Need for enhanced control to deter, prevent, and detect the loss or theft of intellectual property

Lack of a financial strategy to utilize research program surpluses for the repayment of debt, building a contingency fund for "lean" years, and incentivize research production

Purchasing

Inadequate staff to expand the University's Purchasing Card program which could increase efficiencies across campus

Need to revise polices and forms to comply with statutory and regulatory requirements and align with industry best practices

Lack of a travel card program which could benefit Univesity employees who do not make other purchases but travel routinely on FAMU business

Inadequate staffing levels to service university needs for contract procurement and management as well as to provide expanded training for procurement officials and contract managers

Lack of a central repository for contracts which would enhance the ability of managment, procurement, and controller staff to confirm compliance with contractual terms and conditions

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[3] Protecting Controlled Unclassified Information in Nonfederal Systems and Organizations

University Relations and Alumni Affairs

Need for continued vigilance in further developing the FAMU brand to enhance giving

Low interest rates adversely impacting endowment earnings

Opportunity risk associated with the need to leverage the rise of corporate and social interest in giving to HBCUs and furthering Diversity, Equity, an Inclusion effort through partnership with FAMU

Student Services

Ability to retain students who are financially fragile and require additional financial support

Ability to convey value proposition of University education for out-of-state students

Ability to retain or recruit international students due to restrictions on distance learning, financial hardships, and changes to travel guidelines and VISA processes

Risk Assessment Heat Map

Based on the scope of work and methodologies outlined in Appendix A, we developed a Risk Assessment Heat Map (RAHM) and made our observations in the following risk theme areas:

- Asset and Risk Management;
- Auxiliary and Service Departments;
- Financial Management;
- Human Resources Development;
- Information Technology;
- Instruction and Academic Support;
- Leadership and Governance;
- Plant Operations and Maintenance;
- Purchasing and Warehousing;
- Research and Development;
- Student Services; and
- University Relations and Alumni Affairs.

The RAHM provides a central repository of risks that impact FAMU along with an assessment of whether each risk area presents a low, moderate, or high risk to the achievement of organizational objectives. The risk map provides a three-year view of risk levels from FY 2018-2019 to 2020-2021.

The Risk Assessment Heat Map Legend:

Low Risk– FAMU has an _unlikely_ probability of risks occurring that would have at least a material impact on the University's ability to achieve its strategic objectives.

Low & Rising Risk – FAMU management (or DoA) has noted new areas of concern that if not addressed in the upcoming fiscal year, will lead to this area being reclassified as a moderate risk.

Moderate & Falling– FAMU management (or DoA) has noted new controls, processes, or initiatives that were implemented that are expected to decrease the residual risk in this area and could lead to this area being reclassified as a low risk during the upcoming fiscal year.

Moderate Risk – FAMU has a _medium_ probability of risks occurring that would have at least a material impact on the University's ability to achieve its strategic objectives.

Moderate & Rising Risk – FAMU management (or DoA) has noted new areas of concern that if not addressed in the upcoming fiscal year, will lead to this area being reclassified as a high risk.

High & Falling Risk – FAMU management (or DoA) has noted new controls, processes, or initiatives that were implemented that are expected to decrease the residual risk in this area and could lead to this area being reclassified as a moderate risk in the upcoming fiscal year.

High Risk – FAMU has a _likely_ probability of risks occurring that would have at least a material impact on the University's ability to achieve its strategic objectives.

High & Rising – FAMU management (or DoA) has noted areas of concern that is causing risk to increase to an _expected_ probability of risks occurring that would have at least a material impact on the University's ability to achieve its strategic objectives.

Risk Area	2018-2019 Risk Level	2019-2020 Risk Level	2020-2021 Risk Level
ASSET AND RISK MANAGEMENT			
Emergency Preparedness	Moderate & Rising	Moderate & Rising	Moderate & Rising
Endowment & Development	Moderate	Moderate & Rising	Moderate
Environmental Health & Safety	High	High	High
Insurance	2021 New Risk Area	2021 New Risk Area	Moderate
AUXILIARY AND SERVICE DEPARTMENTS			
Athletics	High & Rising	High & Rising	High
Auxiliary Enterprise Administration	Low	Low	Low & Rising
Bookstore	Low	Low & Rising	Moderate
Child Development Center	2021 New Risk Area	2021 New Risk Area	Moderate
Housing	Moderate	Moderate	Moderate
Police	Moderate	High	High
Recreation & Athletic Centers	Moderate	Moderate	Moderate
Service Centers Auxiliary	Moderate	Low	Low
Special Events Center	Moderate	Moderate	Moderate
FINANCIAL MANAGEMENT			
Accounting	Low	Low & Rising	Low & Rising
Accounts Payable	Moderate	Moderate & Rising	Moderate
Accounts Receivable	Low	Moderate	Moderate & Rising
Budgetary / Decision Support	2021 New Risk Area	2021 New Risk Area	Moderate
Capital Asset Depreciation	Low	Low	Low
Cash Handling	High	High	Moderate
Cash Management	High	High	Low
Closing Process	Low	Low	Moderate
Debt Service	2021 New Risk Area	2021 New Risk Area	Low
Expenses	Moderate	High	Moderate
Financial Management Operations	Low	Low	Moderate
Financial Reporting	Low	Moderate	Moderate
General Finance	2021 New Risk Area	2021 New Risk Area	Moderate
Grants and Contracts	2021 New Risk Area	2021 New Risk Area	Moderate
Payroll	Moderate	Moderate	Moderate
Revenue	Moderate	High	Moderate
Travel and Entertainment	2021 New Risk Area	2021 New Risk Area	Low

Risk Area	2018-2019 Risk Level	2019-2020 Risk Level	2020-2021 Risk Level
Tuition and Fees Management	2021 New Risk Area	2021 New Risk Area	Moderate
HUMAN RESOURCES DEVELOPMENT			
Human Resources	Moderate	Moderate & Rising	Moderate & Rising
Benefits	2021 New Risk Area	2021 New Risk Area	Low
Compensation	2021 New Risk Area	2021 New Risk Area	Moderate
Employee Records	2021 New Risk Area	2021 New Risk Area	Low
Employee Relations	2021 New Risk Area	2021 New Risk Area	Low
Employee Retention and Succession	2021 New Risk Area	2021 New Risk Area	Moderate
Recruiting	2021 New Risk Area	2021 New Risk Area	Moderate
Training	2021 New Risk Area	2021 New Risk Area	Moderate
INFORMATION TECHNOLOGY			
IT Compliance	High	Moderate	Moderate
IT Daily Operations	High	High	High
IT Strategy Planning & Governance	High	Moderate	Moderate
Information Security & Governance	2021 New Risk Area	2021 New Risk Area	Moderate
IT Leadership & Governance	2021 New Risk Area	2021 New Risk Area	Moderate
IT Customer Service	Moderate	Moderate	Moderate
IT Development & Research	High	Moderate	Moderate
IT Infrastructure	2021 New Risk Area	2021 New Risk Area	High
IT Admin Support	Moderate	High	High
INSTRUCTION AND ACADEMIC SUPPORT			
Academic Administration	Moderate & Rising	Moderate	Moderate
Management of Departments	2021 New Risk Area	2021 New Risk Area	Low
Student Retention and Graduation	2021 New Risk Area	2021 New Risk Area	Low
Student Records – Registrar	2021 New Risk Area	2021 New Risk Area	Low
Academic IT	Moderate	Moderate & Falling	Moderate & Falling
Academic Personnel Administration	Moderate	Moderate & Rising	Moderate & Rising
Academic Records Management	Moderate & Rising	Moderate & Rising	Moderate & Rising
Academic Reporting	Low	Moderate	Moderate
Academic Support	Moderate	Moderate	Moderate
Course & Curriculum Development	High	High	High
Course Scheduling	2021 New Risk Area	2021 New Risk Area	Moderate
Degree Program Development	2021 New Risk Area	2021 New Risk Area	Moderate
Faculty	2021 New Risk Area	2021 New Risk Area	Low
Grading Practices	2021 New Risk Area	2021 New Risk Area	Moderate
Instruction	Moderate	High	High
International Affairs	Moderate	High	High
LEADERSHIP AND GOVERNANCE			

Risk Area	2018-2019 Risk Level	2019-2020 Risk Level	2020-2021 Risk Level
Governance	High	High & Falling	High & Falling
Ethics and Standard of Conduct	2021 New Risk Area	2021 New Risk Area	Low
Business Continuity	2021 New Risk Area	2021 New Risk Area	Moderate
Institutional Compliance	High & Falling	Moderate	Moderate
Internal Audit	Low & Rising	Low & Rising	Low & Rising
Legal	Low & Rising	Moderate	Moderate
Contract Oversight	2021 New Risk Area	2021 New Risk Area	Low
Open Records and Retention	2021 New Risk Area	2021 New Risk Area	Low
Policy Management	2021 New Risk Area	2021 New Risk Area	High
Strategic Financial Management	Moderate	High	High
PLANT OPERATIONS AND MAINTENANCE			
Building Maintenance	High	High	High
Construction	2021 New Risk Area	2021 New Risk Area	High
Custodial Services	Low	Moderate	Moderate
Fixed Asset / Capital Management	2021 New Risk Area	2021 New Risk Area	Moderate
Landscape & Grounds	Low	Low & Rising	Low & Rising
Major Repair and Renovation	High	High	High
Motor Pool	Moderate	Moderate	Moderate
Planning and Design	2021 New Risk Area	2021 New Risk Area	Low
Physical Plant and Administration	Low	Low & Rising	Low & Rising
Property Management	2021 New Risk Area	2021 New Risk Area	Moderate
Utilities	Moderate	Moderate	Moderate
PURCHASING AND WAREHOUSING			
Purchasing	High & Falling	High & Falling	High & Falling
Agreements	2021 New Risk Area	2021 New Risk Area	Moderate
Bidding	2021 New Risk Area	2021 New Risk Area	Moderate
Contracting	2021 New Risk Area	2021 New Risk Area	High
Materials Management	2021 New Risk Area	2021 New Risk Area	Low
Receiving & Warehouse	2021 New Risk Area	2021 New Risk Area	Low
RESEARCH AND DEVELOPMENT			
Animal Research	Low	Low	Low
Research Compliance	Moderate	Moderate	Moderate & Rising
Conflict of Interest	Moderate	Low	Low & Rising
Export Controls	High	Moderate	Moderate
Research Facilities & Equipment	Low	Low	Moderate
Financial Fraud (Research)	Low	Low	Low
Grants Accounting	Moderate	Moderate	Moderate
Human Subjects Research	Low	Low	Low
Intellectual Property/Tech Transfer	Low	Low	Moderate

Risk Area	2018-2019 Risk Level	2019-2020 Risk Level	2020-2021 Risk Level
Partnerships	2021 New Risk Area	2021 New Risk Area	Low
Pre-Award & Award Acceptance	Low	Low	Low
Research Administration	Moderate	Moderate	Moderate
Research Financial	Moderate	Moderate	Moderate
Research Quality	Low	Low	Low
Research Safety	Moderate	Moderate	Moderate
Research Security	High	High	High
Trademark Licensing	Low	Low	Low & Rising
STUDENT SERVICES			
Academic Advising	2021 New Risk Area	2021 New Risk Area	Low
Admissions	Moderate	Moderate	Moderate & Rising
Recruitment	2021 New Risk Area	2021 New Risk Area	Low
Career Centers	2021 New Risk Area	2021 New Risk Area	Low
Counseling Services	Moderate	Moderate	Moderate
Dining	Low	High	Moderate
Disability and Counseling Services	2021 New Risk Area	2021 New Risk Area	Low
Enrollment Management	Moderate	Moderate	Moderate
Financial Aid	Moderate	Moderate	Moderate
General Student Services	2021 New Risk Area	2021 New Risk Area	Low
Health Services	Low & Rising	Moderate	Moderate
Recreational Activities	2021 New Risk Area	2021 New Risk Area	Low
Registration	Moderate	Moderate	Moderate
Student Centers & Activities	Low	Low	Low
Student Judicial Affairs	Low	Moderate	Moderate
Student Organizations	2021 New Risk Area	2021 New Risk Area	Low
Student Services Administration	Moderate	Moderate & Falling	Moderate & Falling
UNIVERSITY RELATIONS AND ALUMNI AFFAIRS			
Alumni Programs	2021 New Risk Area	2021 New Risk Area	Low
Capital Campaign	2021 New Risk Area	2021 New Risk Area	Low
External Services	Low	Low	Low
General University Relations	2021 New Risk Area	2021 New Risk Area	Low
Gifts and Endowments	2021 New Risk Area	2021 New Risk Area	Low
Government Affairs	2021 New Risk Area	2021 New Risk Area	Low
Marketing and Communication	2021 New Risk Area	2021 New Risk Area	Moderate
Public Affairs	2021 New Risk Area	2021 New Risk Area	Low
Stakeholder Relations	Moderate	Low	Low
Stewardship Activities	2021 New Risk Area	2021 New Risk Area	Low
University Development	2021 New Risk Area	2021 New Risk Area	Low

APPENDICES

APPENDIX A – RISK ASSESSMENT SCOPE AND METHODOLOGY

The **scope** of the engagement included assessing changes in risk levels from June 2020 to May 2021.

Methodology
We performed this risk assessment by:

- **Interviews:** We interviewed the President, senior management team members, Board of Trustees members, Florida Auditor General Audit Team Lead for FAMU Operational and Financial Statements Audits, and the State University System of Florida, Inspector General and Director of Compliance. (A list of interviews is provided in Appendix B)

- **Focus Groups:** We conducted four focus groups to determine new or changed processes, policies, procedures, staffing changes, or initiatives implemented during FY 2020-2021 to mitigate risks, and other changes that could adversely impact the achievement of university objectives. (A list of focus groups if provided in Appendix B)

- **Environmental Scan:** We participated in industry webinars and forums to gain insights on COVID-19 related risks, as well as conducted extensive research into risks impacting the educational industry.

- **Internal Audit:** We reviewed the results of various Division of Audit audits, investigations, and advisory activities that disclosed risks or mitigating controls.

- **External Audit:** We reviewed the results of external audits and assessments for further insights into the risks impacting the University and any mitigating controls.

We developed a Risk Assessment Heat Map by defining the FAMU risk universe; evaluating the likelihood and impact of each risk, and assigning a risk ranking (low, moderate and high).

Risk Universe
The risk universe was compiled using a standard risk universe[4] for universities and adjusting for operations applicable to FAMU. The adjustments to the risk universe were made from our knowledge and experience with the University's operations, prior internal audit reports, and from discussions with executive staff and department management.

Likelihood of Material Impact of Occurrence
Likelihood: The risk related to each category was scored based on the likelihood of having a material impact on the University. Likelihood was assessed based on the risk assessment risk assessment

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[4] Association of College and University Auditors Risk Dictionary: https://acua.org/

interviews which assessed the controls that are in place to mitigate risks related to that particular category.   Improper, incomplete, or insufficient controls, when identified, increased the likelihood that a risk event could occur in that area.

Impact: We determined the impact of the control not being in place by information gathered through the leadership interview process; our review of audits, investigation and advisory work related to the department performed during FY 2020-2021; and knowledge obtained through information sharing with our staff from management, staff, faculty, and others.

APPENDIX B – RISK ASSESSMENT INTERVIEWS & FOCUS GROUPS

	Senior Leadership Team		
	Name	**Title**	**Interview Date**
1	Linda Barge-Miles	Chief of Staff/Board Liaison	April 29, 2021
2	Beverly Barrington	VP, Strategic Planning, Analysis and Institutional Effectiveness	March 29, 2021
3	Rica Calhoun	Chief Compliance and Ethics Officer	April 29, 2021
4	Dr. Maurice Edington	Provost/VP, Academic Affairs	April 29, 2021
5	Dr. Shawnta Friday-Stroud	VP, University Advancement	April 26, 2021
6	Dr. William Hudson	VP, Student Affairs	April 29, 2021
7	Carmen Cummings Martin	AVP, Alumni Affairs/University Advancement	April 29, 2021
8	Danielle McBeth	Government Relations Officer	May 4, 2021
9	Dr. Alan Robertson	VP, Finance and Administration/CFO	April 26, 2021
10	Dr. Larry Robinson	President	April 19, 2021
11	Dr. Denise Wallace	VP, Legal Affairs/General Counsel	April 19, 2021
12	Dr. Charles Weatherford	VP, Research	April 23, 2021
13	Kortne Gosha	VP of Athletics/AD	April 30, 2021
14	Erick Akins	Executive Director, Title III	April 30, 2021
15	Keith Miles	Director of Communications	May 4, 2021
	Board of Trustees		
	Name	**Title**	**Interview Date**
1	Kelvin Lawson	BOT Chair	April 22, 2021
2	Craig Reed	Audit Committee Chair	May 4, 2021
3	Ann Marie Cavazos	Faculty Senate President	May 4, 2021
	Middle Management		
	Name	**Title**	**Interview Date**
1	Rebecca Brown	Assistant Vice President, Administrative Affairs	April 26, 2021
2	Ronald Henry	Associate Vice President Information Technology Services/Chief Information Officer	April 29, 2021
3	Chris Hessel	Associate Vice President, Facilities, Planning, Construction, and Safety	April 29, 2021
4	Mattie Hood	Operational Effectiveness & Procurement Services Director	April 26, 2021
5	Joyce Ingram	Chief of Staff for Finance and Administration, Associate Vice President for Human Resources	April 16, 2021
6	Tonya Jackson	Assistant Vice President and University Controller	April 23, 2021

Senior Leadership Team		
	Name	**Title**	**Interview Date**
1	Linda Barge-Miles	Chief of Staff/Board Liaison	April 29, 2021
7	Nichole Murry	University Budgets Director	April 22, 2021
8	Bryan Smith	Vice President Student Affairs/Ombudsman	April 22, 2021
External Audit		
	Name	**Title**	**Interview Date**
1	Julie Leftheris	Florida SUS, Inspector General and Director of Compliance	May 3, 2021
2	Craig Pohlmann	Florida Auditor General, Audit Team Lead for FAMU Financial and Operational Audits	April 22, 2021
Focus Groups		
	Group		**Interview Date**
1	Academic Affairs		April 22, 2021
2	Student Affairs		April 26, 2021
3	Faculty Senate Overview		April 20, 2021
4	Division of Audit and Office of Compliance and Ethics		April 20, 2021

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Larry Robinson, Ph.D., President

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    - Kristin Harper
    - David Lawrence, Jr.
    - Belvin Perry, Jr.
    - Kenward Stone
    - Nicole Washington
- Maurice Edington, Provost and Vice President, Academic Affairs
- Linda F. Barge-Miles, Chief of Staff
- Lewis Johnson, Interim Vice President, Strategic Planning, Analysis and Institutional Effectiveness
- Rica Calhoun, Chief Compliance & Ethics Officer
- Shawnta Friday-Stroud, Vice President, University Advancement/Executive Director of FAMU Foundation
- William E. Hudson, Vice President, Student Affairs
- Carmen Cummings Martin, Assistant Vice President, Alumni Affairs/University Advancement
- Alan Robertson, Vice President, Finance and Administration
- Novell Tani, Faculty Senate Representative
- Denise Wallace, Vice President, Legal Affairs and General Counsel
- Charles Weatherford, Vice President, Research
- Danielle McBeth, Government Relations Director
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- Keith Miles, Communications, Marketing, and Media Relations Director
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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. We believe the evidence obtained provides a reasonable basis for our risk assessment.

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

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