Approval of UNC General Administration's 2012-13 Internal Audit Plan

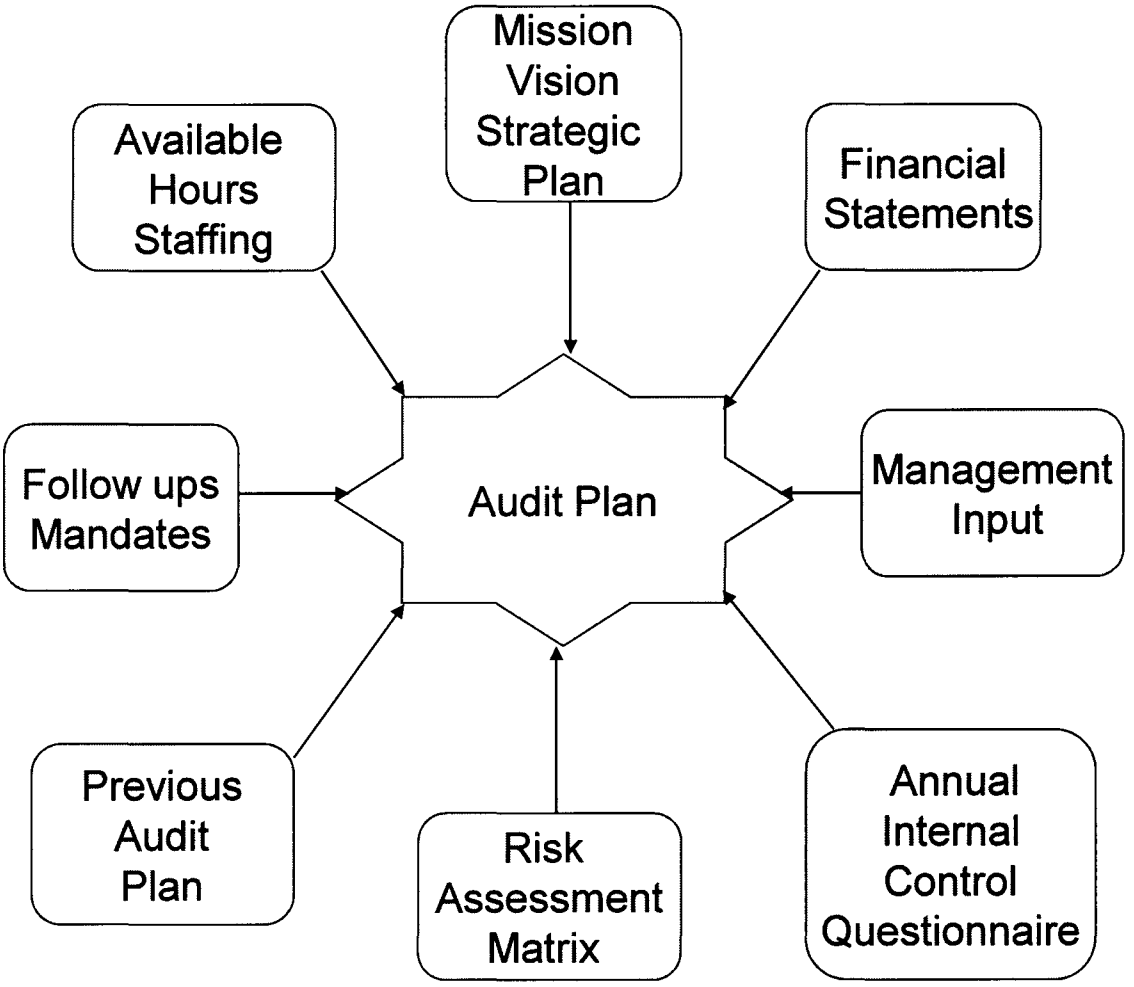
The Board of Governors' Audit Committee serves as the oversight body for the University of North Carolina General Administration (UNC-GA) Internal Auditor. Thus, it is the approving authority for the annual UNC-GA Internal Audit Plan. After performing a risk assessment and receiving input from members of UNC-GA's senior management, the attached plan represents the areas the Internal Auditor believes are the high risk areas for General Administration.

It is recommended that the attached 2012-13 Internal Audit Plan for UNC General Administration be approved.

UNC General Administration

2012-2013 Internal Audit Plan

UNC General Administration
Internal Audit Plan Development



Risk Assessment Summary

Fiscal Year 2012-2013

Introduction

Like corporations, universities and governing institutions such as UNC General Administration and its many sub-agencies, are transforming the way in which business is conducted, managed and monitored. To effectively operate and manage our complex set of resources, management must be aware of risks and create a risk-conscious climate within the entity as a whole and across individual divisions.

North Carolina General Statute 143-746 requires us to follow the International Standards for the Professional Practice of Internal Auditing (Standards) issued by the Institute of Internal Auditors. As required by these Standards, internal audit plans shall be developed using a risk based approach. UNC General Administration Internal Audit developed a risk analysis that incorporates areas identified by management. They include activities that are repeated annually or on an every year or so basis because of risk, areas identified by the State Auditor, and finally, those where risks and materiality of exposure are the greatest.

The development of a risk-based audit plan includes defining auditable sub-agencies and divisions within UNC General Administration, defining auditable units and cycles within the sub-agencies and divisions, establishing the risk criteria, and ranking those areas defined. In addition, the North Carolina General Assembly has established many small sub-agencies as affiliates of UNC General Administration based on the agency's mission. We based the establishment of UNC General Administration's audit population and risk framework on the following auditable units.

Auditable Units:

- **President's Office**
- **Academic Affairs**
  - **Academic and Student Affairs**
  - **Academic and University Programs**
  - **Academic Policy and Funding Analysis**
  - **Institutional Research**
  - **International, Community and Economic Development**
  - **Research and Graduate Education**
- **Chief of Staff**
  - **Communications**
  - **Federal Relations**
  - **Finance**

Government Relations

Human Resources

Information Resources

Legal Affairs

Office of the Secretary

Project Management Officer

UNC Center for Public Television

University Advancement

Risk Framework:

Criticality of Unit/Division

Regulatory Compliance

Audit History

Impact of Negative Publicity

Organizational Goals/Change and Economic Impact

Control Environment

Defining and Establishing Auditable Units

The first step in the risk assessment process is to define auditable units. While auditable units can be defined as individual divisions or business units within UNC General Administration, this approach would result in limiting the scope of audit projects or broaden it beyond what can be reasonably managed, given the resources available and the scale of the project. UNC General Administration has business units and an audit universe different than those of the affiliated UNC 16 campuses. Therefore, in trying to define the auditable units, we have used a combination of defining groups of business processes universal to UNC General Administration and the affiliated sub-agencies who operate under the umbrella of UNC General Administration, but whose organization's vision, mission, and business practices establish them as a separate auditable unit. We have also included those units where management has identified a certain level of risk. In addition to the aforementioned approach, we reviewed the following as it relates to UNC General Administration and its sub-agencies:

1. Vision, mission, and strategic plan
2. Analysis of core business practices, including areas identifying potential for cost reductions
3. Annual internal control self-assessment questionnaires
4. Audit history; identifying areas that have not been audited in several years or who have had reports of fraud and abuse
5. Areas of potential risk, particularly areas involving revenue, expenditures, purchases, and fixed asset management
6. External Auditor reports (e.g.. follow up of audits conducted by State Auditor's Office)

7. Emerging trends in educational environment

Determining the risk assessment criteria

The next step in the process is to identify the risk assessment criteria and apply these criteria to the auditable units in order to build an engagement plan. Although these can be considered subjective, we created a weighted risk average score to provide some objectivity to the process. The areas identified below and their corresponding percentages have been determined through research of publications for establishing risk criteria, by evaluating UNC General Administration and it's affiliated sub-agency's missions and goals, reviewing historical factors, analyzing the internal control environment, and analyzing the personnel population and stability within that population. The areas of risk identified and their weight are based on the following criteria:

1. Criticality of Unit - 20%
2. Regulatory Compliance - 20%
3. Audit History – 5%
4. Impact of Negative Publicity - 20%
5. Organizational Goals/Change and Economic Impact – 15%
6. Control Environment - 20%

Based on the weighted average, we then scored the auditable unit either low, medium, or high risk. Taking into consideration the weighted average, the determining factors for auditable units listed above and resources available, we developed our annual internal audit plan.

RISK ASSESSMENT MEASUREMENT CRITERIA

1. **Criticality of Unit – 20%**

   In determining the percentage associated with "criticality of unit," rating factors must be determined based on proper functioning of the unit, what happens if the unit is not adequately providing service or the unit is not performing services within the required time, or if the unit is unable to provide services at all.

2. **Regulatory Compliance - 20%**

   Regulatory compliance looks at what outside entities, policies, etc. is a unit or sub-agency governed by or required to comply with (e.g. Federal, State, EPA, CPB (Public Broadcasting regulatory body for UNC Public Television), and OSHA). Also considered is exposure to potential litigation.

3. **Audit History – 5%**

   Audit history of a unit or sub-agency can be useful in evaluating potential risk, identify areas that have not been audited or are due to be audited.

4. **Impact of Negative Publicity – 20%**

   It is critical to understand the sensitivity of a unit/sub-agency to public exposure of any internal issues, the level of public embarrassment that could be caused to UNC General Administration as a whole, but also to sub-agencies (e.g. UNC Public Television) and how the negative publicity would impact future operations. In some cases like UNC Public Television, integrity and public confidence is critical because of the financial impact public donations have on their operation. Also to consider is the level of dependency the unit/sub-agency has on external constituents (e.g., Legislature, Federal Agencies, Corporations (e.g., Bill/Melinda Gates Foundation)).

5. **Organizational Goals/Change and Economic Impact – 15%**

   Changes within organizations through change in organizational structure, change in management, reorganization of key personnel, turnover rates, growth of the organization both financially and number of staff, and change in mission must all be evaluated for determining the level of risk. Have there been any changes, has there been turnover or management change, and what impact these changes have?

6. **Control Environment – 20%**

   For internal control percentage, rating factors must be determined based on previous audit history or previously identified weaknesses in any area of the internal controls, the Office of State Controller's Internal Control Questionnaire certified annually, quality of internal controls, general observations, reported misuse of property due to weaknesses in internal controls, and other interactions (e.g. department heads).

Audit Plan

Fiscal Year 2012-2013

Financial Audits/Reviews	**Budget**
Include audits/reviews having a direct relation to financial information at the institution.	
Capital Assets	40
Information System Controls	
Include audits/reviews of information systems, including general controls, application controls, and disaster recovery.	
None	
Audits/Reviews of Internal Controls	
Include audits/reviews of internal control systems and processes, including the EAGLE and UNC FIT assessments and testing.	
Self Assessment of Internal Control	80
UNC TV Purchasing/P-Card	280
Performance/Operational Audits and/or Reviews	
Include audits/reviews of departmental operations and activities.	
Shared Services Center	240
Compliance Audits	
Include audits/reviews of compliance with federal and state requirements. Also include audits/reviews of compliance with university policies and procedures.	
Carry-forward, Management Budget Flexibility	120
Audit Findings Follow-up	
Follow-up activity related to audit findings resulting from	

external audits and those from internal audit activity.	
Financial Record System Access / Controls Follow-up	72
Review of Expenses - President, Chief of Staff, Vice Presidents	40
Special Investigations	
Include investigations of internal and external hotline reports as well as any similar types of investigations, regardless of the source.	
Various As Occurs	40
Special Assignments	
Include special activities assigned to the internal auditor, including committee assignments and other activities not involving audit/review activities.	
None	
Other	
Include other internal audit activities not included elsewhere. The entries here should be very limited.	
Risk Assessment 2012-2013	80
Total Budget	992

Summary of Audits to be Performed

Fiscal Year 2012-2013

Capital Assets Review – UNC GA will be adjusting its capital assets thresholds to follow state requirements. This will involve removing capital assets from the capital asset system. Internal audit will review capital assets following this process to ensure that only those assets below the threshold were removed and to ensure that no assets below the threshold remain in the system

Review Self Assessment of Internal Control – Internal audit will review and test as considered necessary the responses to the Assessment of Internal Controls over Financial Reporting document to ensure its accuracy prior to certifying it for submission to the Office of State Controller.

UNC TV Purchasing/P-Card – The purchasing / P-card process is an area heavily reviewed by the Office of the State Auditor in past years. UNC General Administration was not audited in detail in this area, but internal audit believes this is an area of potentially high risk at UNC TV and plans to conduct a review of the processes and transactions related to purchasing and the use of p-cards.

Expenditures Authorized under Budget Flexibility – UNC Policy Section 600.3.1 A.1.h requires the chancellor of each Special Responsibility Constituent Institution to review an annual internal audit report on expenditures authorized under budget flexibility, if determined as a high risk area. Since this has not been performed at UNC GA, internal auditor will perform an audit of the expenditures authorized under budget flexibility.

Shared Services Center – The Shared Services Center at UNC General Administration is a new and vital part of the process for migrating payroll services from the State's Central Payroll System. Payroll services are critical to the campus operations for each of the campuses now using that services and controls must be in place to ensure the security of the data processed by the Center. Internal audit will audit the controls and look for operational efficiencies as they relate to the operations of the Shared Services Center.