

February 12, 2026

# FAMU Board of Trustees Meeting



# **DIVISION OF AUDIT**

## **Action Items**

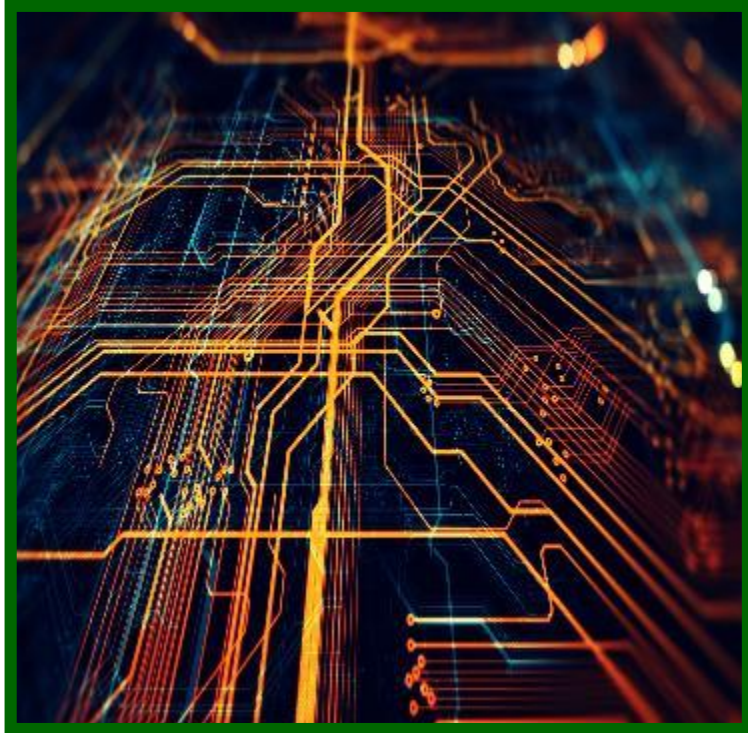




The background of the image features a stack of three notebooks. The top notebook has an orange cover, the middle one has a green cover, and the bottom one has an orange cover. A fountain pen with a green barrel and gold-colored accents is resting diagonally across the top notebook. The entire scene is set against a dark, textured wooden surface.

# Audit, Risk, and Compliance Committee Meeting Minutes: 12-4-2025

# Performance Based Funding Data Integrity Audit



**Scope:** Data submissions and data submitted to support PBF  
**Metrics 1** (% of Bachelor's Graduates Employed (Earning \$40,000+)), **2** (Median Wages of Bachelor's Graduates Employed Fulltime), **3** (Average Cost to the Student (Net Tuition per 120 Credit Hours), and **7** (University Access Rate (% of Undergraduates with a Pell-grant)).



**Outcome:** FAMU's controls and processes are **adequate to ensure the completeness, accuracy, and timeliness** of data submitted to the FLBOG to support performance-based funding decisions. There were **no material errors found within the data files** submitted by FAMU that would impact FAMU's overall ranking among SUS institutions.



# Performance Based Funding Certification



## BOARD OF GOVERNORS REGULATION 5.001(8)

- The PBF Data Integrity audit report shall be presented to the university's board of trustees for its review, acceptance, and use in completing the data integrity certification.
- The BOG developed a Performance-based Funding Data Integrity Certification form to provide assurances that the data provided by universities is reliable, accurate, and complete.
- The audit report and data integrity certification are due to the Board of Governors' Office of Inspector General by March 1 of each year.



# Office of Enterprise Risk Management

**Deidre Melton**

Deputy Chief Operating Officer

Chief Risk Officer

Associate Vice President of Enterprise Risk Management



# Top 10 Enterprise Risk

*Leadership actions and decisions directly influence the university's overall risk posture and its ability to effectively manage enterprise risks. —————>*

1. Political and Legislative Environment
2. Communication and Transparency
3. Talent and Workforce Management
4. Financial Sustainability
5. Cybersecurity & Information Security
6. Health, Wellness, and Mental Health
7. Regulatory Compliance and Legal Risk
8. Campus Safety and Emergency Management
9. Research Enterprise Management
10. Institutional Control and Morale

**Risk  
Mitigation  
Discussions**

**Identified  
Actions  
Taken as of  
2/12/26**

**Confirmed  
Actions  
Currently  
In-Progress**

**Reviewed  
Future  
Actions to  
Reach  
Target**



# Top 3 Internal Control Focus Areas

*Note: These three internal control areas were selected by management based on their potential to quickly improve student outcomes and enhance business operations, not based on their overall risk profiles.*

Academic  
Advising

Strengthening advising services supports student success by improving progression, retention, and on-time graduation while reducing excess credit accumulation.

Financial  
Aid

Efficient and accurate financial aid delivery enhances student access and persistence while improving institutional enrollment stability and student satisfaction.

Procurement  
Services

Optimizing procurement processes improves operational efficiency, strengthens financial stewardship, and accelerates the delivery of critical goods and services across the university.



# Academic Advising Internal Control Action Plan: Executive Overview

Strengthening Retention, Progression, and Graduation Outcomes  
through Strategic Governance

**Presenter:** Division of Student Success

**Date:** February 2025

**Target Audience:** FAMU Board of Trustees





# Executive Summary: A Roadmap to Data-Driven Student Success

## The Strategic Context

### The Objective

Transition academic advising from an operational function to a strategic asset. Ensure consistent, student-centered support across all colleges and schools.

### Strategic Outcome

Direct improvement in student satisfaction, accountability, and critical Performance-Based Funding (PBF) metrics.

## The 5-Phase Plan



## Critical Highlight



### Immediate Priority

Completion of the university-wide Advising Services Audit by **February 27, 2025**.

This audit establishes the baseline for all subsequent capacity building and technology investments.

**> Action Required**



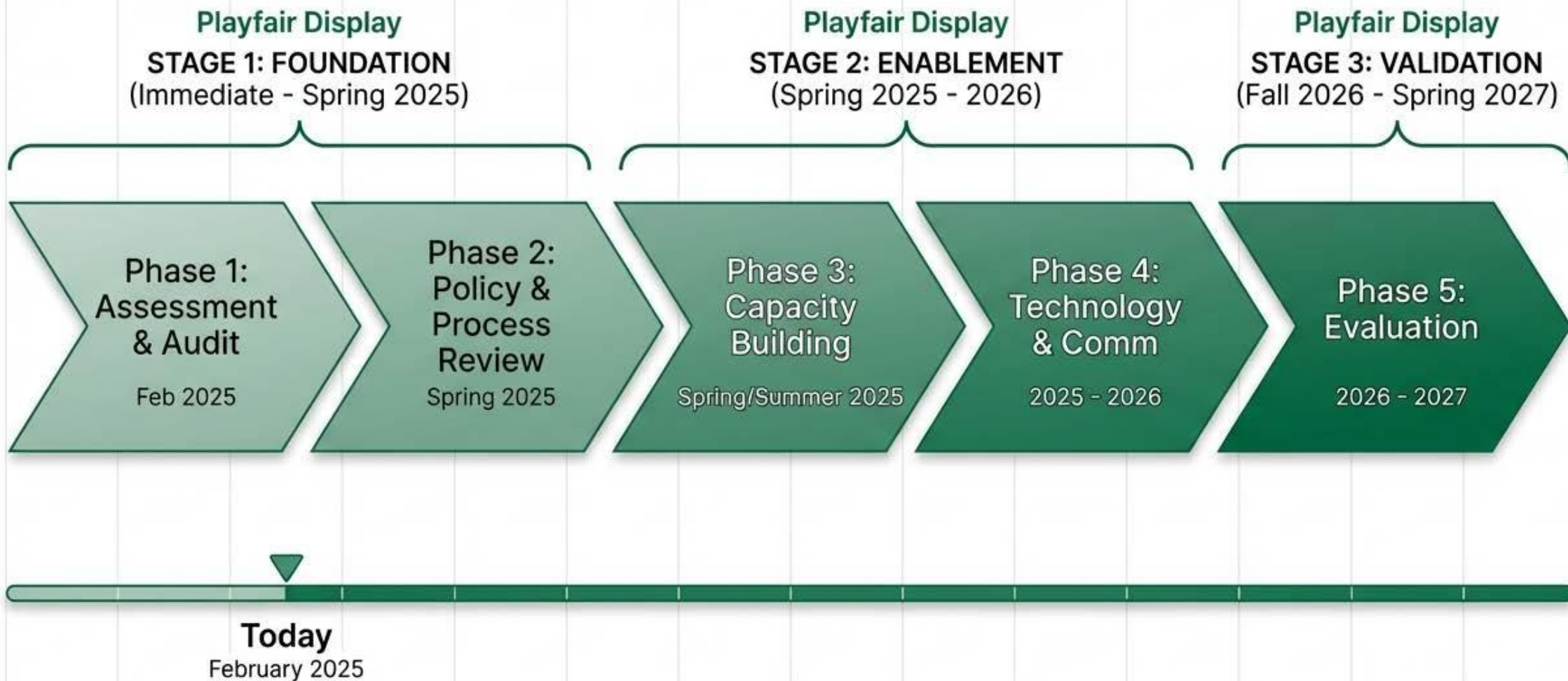


# Strategic Alignment with University Goals and State Metrics





# Operational Roadmap: From Assessment to Optimization





# Establishing the Foundation: Audit, Policy, and Standardization

## Phase 1 - Assessment (Feb 2025)



- **The Audit:** Comprehensive review of structures, caseloads, and training.
- **Deliverable:** Advising Audit Report due February 27.
- **Benchmarking:** Comparative analysis against peer HBCUs and State University System (SUS) institutions regarding salary and structure.
- **Data Input:** Review of Civitas utilization and focus groups.

## Phase 2 - Policy & Process (Spring 2025)



- **Standardization:** Updating the Advising Handbook and mapping workflows from intake to graduation.
- **Workload Controls:** Establishing firm caseload management standards and ratios.
- **Accountability:** New Performance Management Framework with KPIs.
- **Deliverable:** Performance Rubric due April 10.

**Why this matters:** We cannot optimize what we do not measure. These phases create the baseline for accountability.

# Empowering the System: Capacity Building and Professional Development

## Training Initiatives

- “Focus on the Finish Line” Friday series.
  - Case management, proactive outreach, student persistence analytics.

## Certification & Standards

- Partnership with NACADA (The Global Community for Academic Advising).
- ✓ **Deliverable:** Advising Certification Pathway Framework (March 27).
- Implementation by Summer 2025.

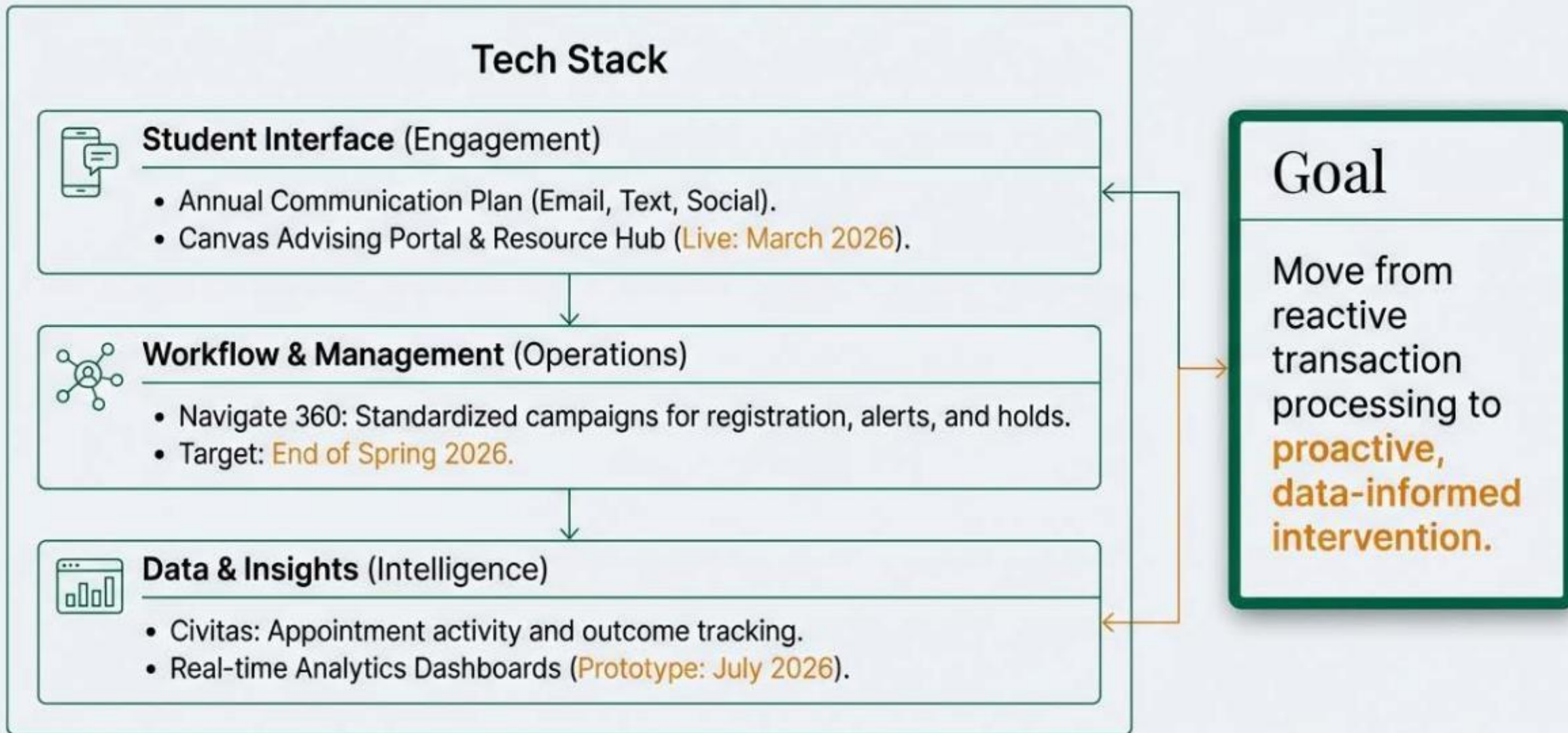
## Thought Leadership

- Hosting the HBCU Student Success Summit.  
**Date:** April 17-18.
- **Goal:** Sharing best practices in advising and coaching.





# Leveraging Technology for Personalized Scale



# Key Performance Indicators and Expected Outcomes in Playfair Display, Rattler Green

## Retention & Success

**+3%**

Fall-to-Fall Retention  
Increase for FTIC & Transfer  
students by **Fall 2027**.

↗ **+10%** Timely Registration Rates.

## Student Satisfaction

**+7%**

Student Satisfaction  
Score

Improvement target by **Spring 2027**.

## Operational Compliance

**95%**

Documentation Standards  
Compliance rate by **Fall 2026**.

**75%** Degree Audit Completion

## Engagement Volume

**20**

Contacts Per Student  
Minimum annual documented  
contacts per student.



# Phase 5: Evaluation and Continuous Improvement Cycle

## Verification (Fall 2026)

- **Post-Implementation Surveys**  
Assessment of student and advisor satisfaction.
- **Impact Analysis**  
Correlating advising changes with GPA and persistence data.

## Refinement

- **Operational Adjustment**  
Updating policy and training based on data findings.

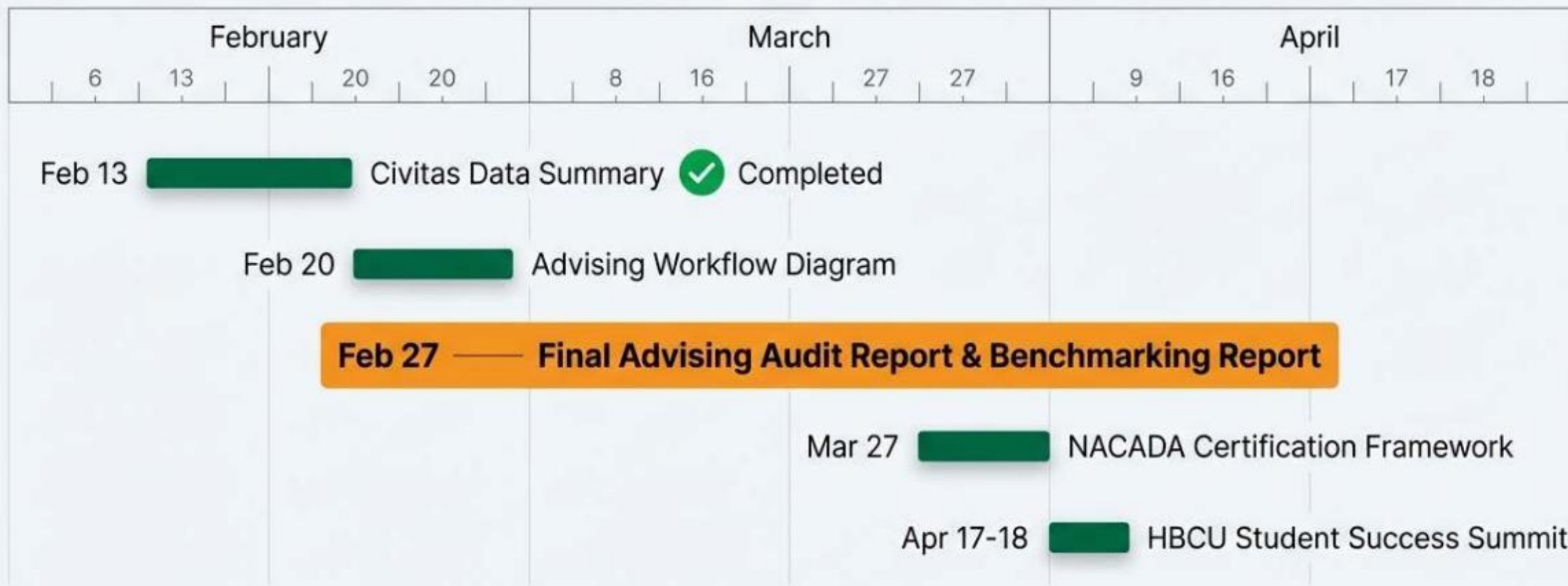


## Reporting (Spring 2027)

- **Advising Enhancement Report**  
Formal recommendations for Year 2 improvements.
- **Executive Presentation**  
Final findings presented to President's Leadership Team.

# Immediate Timeline and Next Steps

Q1 2025







# Financial Aid

# Inaugural SUS ERM Summit



February 3, 2026

- From Oversight to Insight: The Board's Perspective on Enterprise Risk Management (Trustee Michael White)
- AI Risk, Data Integrity, and Trust: What Higher Education Leaders Must Get Right Now
- Beyond the State Program: Closing the Insurance Gaps Facing Public Universities
- ERM in Practice: Processes, Governance, and Today's Risk Landscape
- From Risk to Results: Integrating ERM into the Strategic Planning Process



February 4, 2026

- Enterprise Risk Management as a Governance Imperative: Reflections from the SUS Board of Governors (Governor Alan Levine)
- Building & Scaling ERM Programs Across the SUS
- Navigating Financial and Regulatory Pressures: Enrollment, Policy, and NIL Risks

Note: 2027 SUS ERM Summit will be UCF



# AI Public Records Compliance Guide

This guidance, released on January 28, 2026, carries important implications for Board governance and oversight responsibilities. Board members should recognize that:



Use of AI tools in conducting university business may generate records that are legally considered public records and subject to disclosure requirements.



Content produced or supported by AI and relied upon in institutional decision-making may need to be retained and produced in response to public records requests.



AI technologies used in meetings, presentations, or decision-support processes must be managed in a manner consistent with state transparency and public records laws.

# Empowering University Risk Responses

## Communication

ERMAC continues to meet bi-weekly focusing on improving health, safety, and security risk posture and operations.

## Support

The Office of ERM has begun implementing the Diligent ERM application to better support risk monitoring and communication.







**“Resilient institutions don’t avoid risk;  
they manage it wisely.”**

**Q&A**



# **OFFICE OF COMPLIANCE AND ETHICS**

## **Informational Items**





# Office of Compliance and Ethics

## February Update

### Operational Continuity

Compliance, Equal Opportunity Programs, and Athletics Compliance remain operational with established reporting and oversight processes functioning as designed.

No action items requiring Committee action.

### Governance & Engagement

FAMU Fundamentals 2026 aligned with BOG Regulation 4.003.

Board ethics briefing reinforces fiduciary responsibilities and ethical leadership.

### Risk Monitoring & External Review

Ongoing oversight of civil rights, privacy & AI governance, research security, and athletics compliance.

Huron review underway: document review complete; stakeholder interviews in progress.



FLORIDA A&M UNIVERSITY  
**OFFICE OF COMPLIANCE  
AND ETHICS**

# **DIVISION OF AUDIT**

## **Informational Items**





# Internal Audit & Advisory Activities

## IN PROGRESS

IT Governance: State of Cybersecurity Advisory  
Grants Management Review Advisory  
Humans Resources Advisory

## COMPLETE

25-26 Performance-Based Funding Data Integrity Audit

**CURRENT FOCUS:** Cybersecurity Effectiveness, Financial Stewardship, and Workforce Operations

**STATUS:** One project has been completed; Several other projects had to be postponed and later restarted.



## CORRECTIVE ACTIONS

Open Audit CAPs Show Persistent High-Risk Areas in Athletics tied to purchasing controls and policy finalization

Open Advisory CAPs Show Persistent High-Risk Areas in Procurement Services and Financial Aid, which are concentrated in technology upgrades, policy/process improvements, and student experience

# External Audit Activities

## PENDING

Athletics Financial Statement Audit  
Cybersecurity Maturity Model Certification (CMMC)  
Athletics Agreed Upon Procedures

## COMPLETE

NCAA Athletics Financial Report – January 15, 2026

## CORRECTIVE ACTIONS - AG Operational Audit (FYE 2024)

**SPIA Account:** Stabilized  
**Bank Account Reconciliations:** Stabilized  
**Prompt Payment (40 days):** Corrected  
**Personnel Evaluations:** Institutionalized

## IN PROGRESS

AG Financial Statement Audit FYE 2025

## CORRECTIVE ACTIONS - AG Financial Statement Audit (FYE 2024)

- Key actions completed include:
- **Fill Controller Position:** Ongoing
  - **Bring All Reconciliations Up-to-Date:** All FY24-25 reconciliations completed; FY25-26 completed through November 2025
  - **Implement a Staffing Plan:** Ongoing efforts to fill Controller’s Office vacancies; with priority given to hiring a top-tier Controller
  - **Financial Statement Preparation:** FY24-25 Financial Statements have been submitted; 3rd Party assistance with assessment and restructuring staff







# Investigation Activities

## OVERVIEW FY 25-26

Cases Received – 23

Open Cases – 17

Closed Cases – 12

Recommendations Tracking – 11

## PLAN TO ACHIEVE COMMISSION FOR FLORIDA LAW ENFORCEMENT (CFA) ACCREDITATION

Established a Plan and Timeline to Achieve CFA Accreditation

Trained Investigators in CFA Standards and Assessment

Aligned Investigative Procedures with CFA Standards

New Investigator: Teresa Chambliss to attend the AIG Institute in March 2026 to Obtain a CIGI



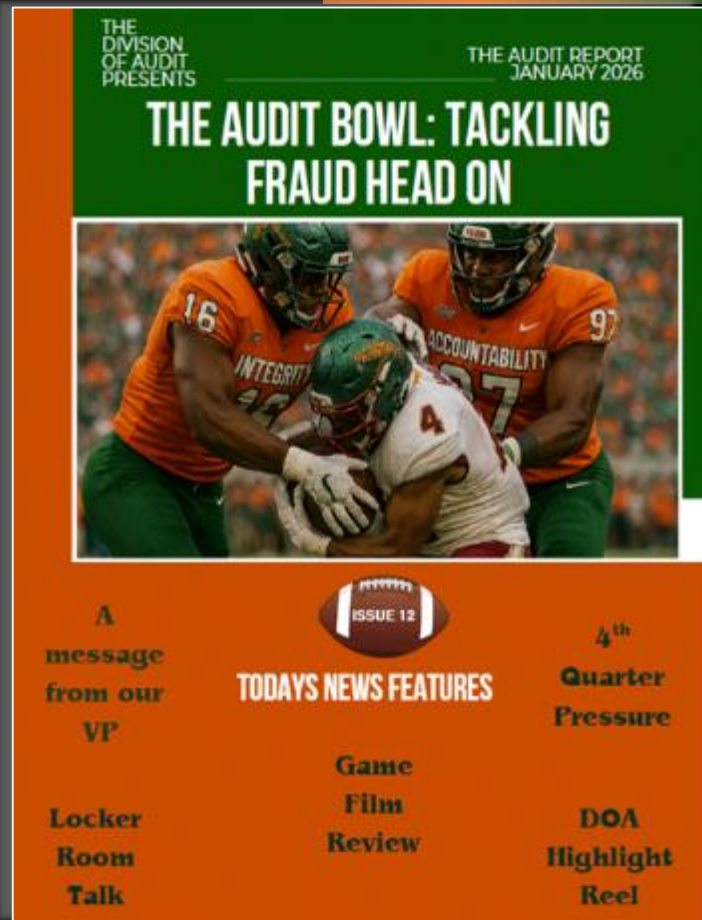
# **DIVISION OF AUDIT Updates**





# DOA Highlights

## January 2026 Audit Report Magazine – The Audit Bowl



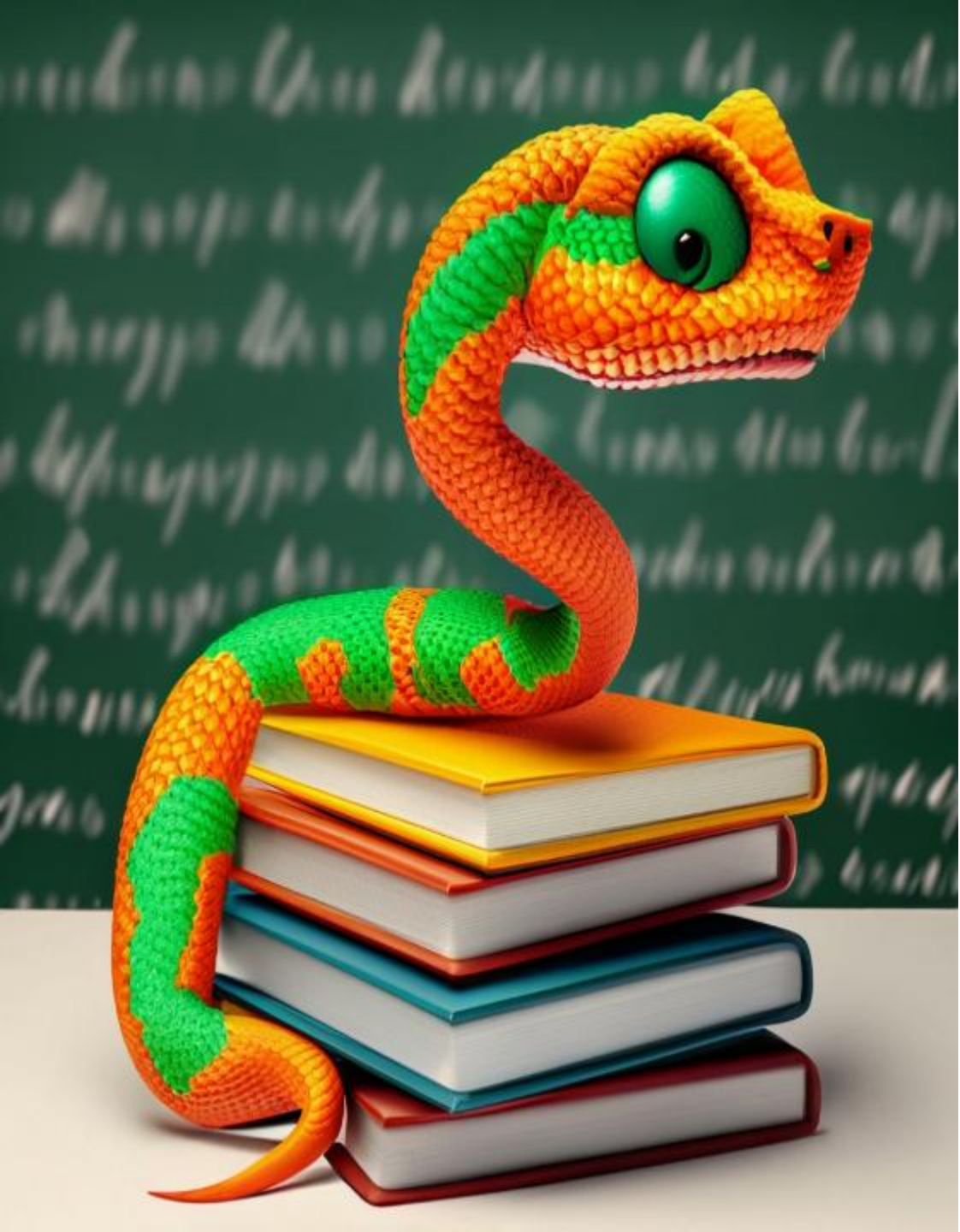
## NEW CERTIFICATION:



 **CIA**® Certified  
Internal Auditor®

Trystal Wright, Audit Director  
CGAP, CIGA, CIGI, **CIA**





**"We inspire **Excellence**  
by showing kindness  
and delivering  
exceptional **Service.**"**