



The University of California



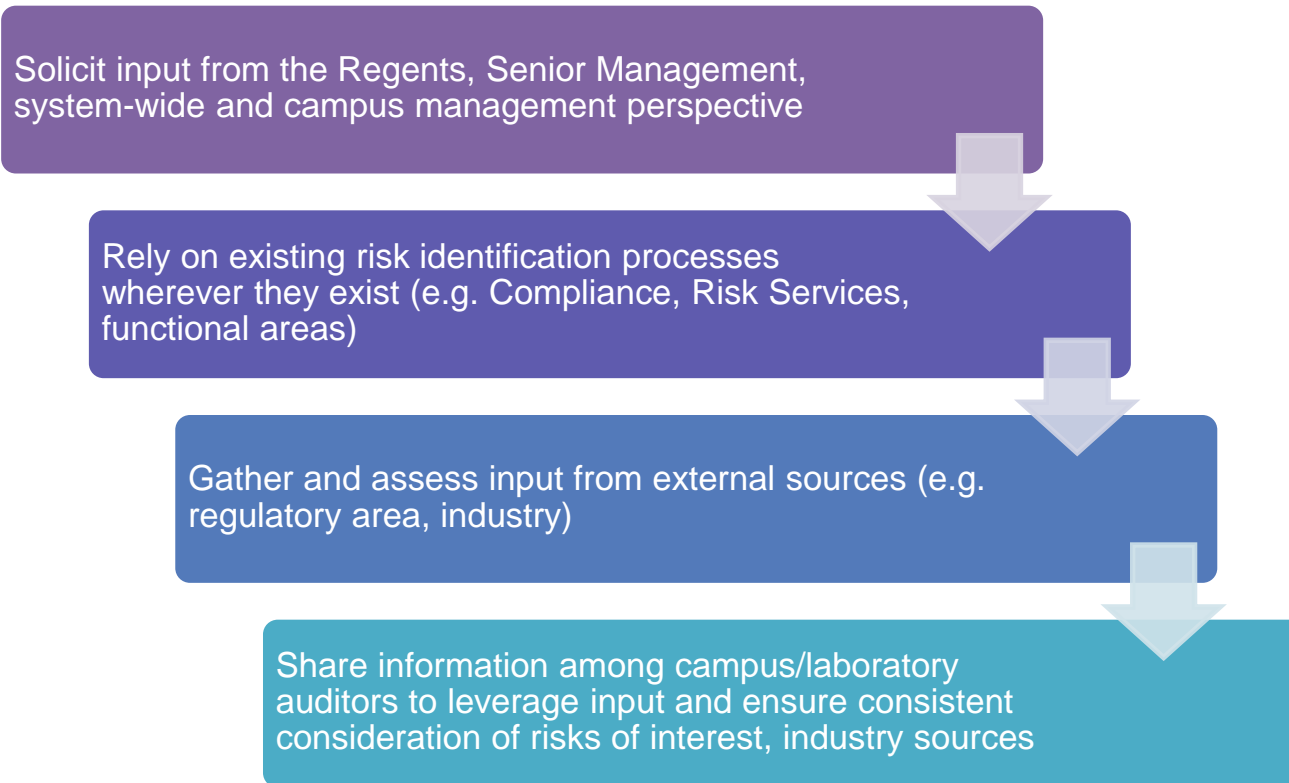
## Internal Audit Plan

2015-16

# Internal Audit Plan Objectives

- Improve the effectiveness of campus governance, risk management and control processes;
- Assist campus leadership in the discharge of their oversight, management, and operating responsibilities;
- Assist management in addressing the University's significant financial, operational and compliance risks and making informed risk acceptance decisions;
- Support and leverage campus efforts to identify, evaluate and mitigate risks;
- Support management's restructuring and budget coping strategies;
- Serve the needs of campus/laboratory leadership while addressing broader issues from a systemwide perspective;
- Support the evolution of the Systemwide Compliance Program; and
- Meet the challenge to enhance the value of the Internal Audit Program.

# Audit Plan Development Risk Assessment Process for 2015-16



The result of the risk assessment is an informed perspective on the current risk environment – including a prioritization of risks that are scalable to available resources.

# Significant Themes in FY16 Audit Plans

## Financial

- Cash Management
- Data Analytics
- Executive Compensation\*
- Health Sciences Revenue Cycle
- Procurement

## Operational

- Construction\*
- Joint Ventures, Partnerships and Affiliations
- Disaster Recovery and Business Continuity

## Information Technology

- Information Security\*
- IT System Implementations

\* Systemwide Audit

# Other Themes in FY16 Audit Plans

## Health Sciences

- Clinics
- Pharmacy
- ICD-10 (new diagnosis codes)
- Electronic Medical Records

## Financial Management

- Payroll and Time Reporting
- Inventory Management

## Student Affairs

- Student Fees

## Information Management and Technology

- Mobile Devices
- PCI Compliance

## Research

- OMB Uniform Guidance  
(New requirements for administration of federal awards)
- Contracts and Grants
- Effort Reporting and Cost Sharing
- Clinical Research

## Auxiliary, Business & Employee Support Services

- Athletics
- Conference and Dining Services

## Facilities, Construction and Maintenance

- Facilities

## Development and External Relations

- Development

## Governance

- Strategic Planning
- Conflict of Interest/Conflict of Commitment

## Environment and Safety

- Laboratory Safety

## Highlights of the Consolidated Audit Plans

### Personnel:

	FY16 Plan	Prior Year Plan
Authorized staff level	113 FTE's	111 FTE's
Avg. Staff Level	108 FTE's	108 FTE's

### Distribution of Planned Activities:

#### By Audit Activity Type (hours/%):

	FY16 Plan		Prior Year Plan	
<b><i>Audits</i></b>	97,173	64%	95,789	64%
<b><i>Advisory Services</i></b>	37,321	24%	37,153	24%
<b><i>Investigations</i></b>	<u>18,473</u>	<u>12%</u>	<u>18,963</u>	<u>12%</u>
	152,967	100%	151,905	100%

#### By University area:

	FY16 Plan	Prior Year Plan
<b><i>Campus/Laboratory*</i></b>	74%	76%
<b><i>Health Sciences</i></b>	<u>26%</u>	<u>24%</u>
	<b>100%</b>	<b>100%</b>

\* Includes Lawrence Berkeley National Laboratory (LBNL), Agriculture & Natural Resources (ANR) and UCOP

## Highlights of the Consolidated Audit Plans

- The Plan provides for over 37,000 Advisory Service hours to be able to assist management in addressing internal control issues in a restructured and budget constrained environment;
- The Plan affords flexibility with over 18,000 hours provided for audit topics to be determined based on emerging local or systemwide priorities;
- The Plan contains approximately 7,000 hours to continue the emphasis on audit follow-up on corrective actions;
- Over 10,000 hours are budgeted for continued professional development for our internal audit staff; and
- The budgeted hours for investigations is less than the current year's annualized amount, reflecting an ongoing emphasis on reducing audit involvement in investigations that are appropriately handled by management.

**Available Resources**

	<b>FY16 Plan</b>		<b>3/31/15 Annualized</b>	
<b>Weighted Average FTE</b>	108		107	
	<u>Hours</u>	<u>Percent</u>	<u>Hours</u>	<u>Percent</u>
<b>Personnel Hours</b>	226,582	97.3%	222,624	98.3%
<b>Other Resource Hours</b>	6,331	2.7%	3,843	1.7%
<b>Gross Available Hours</b>	232,913	100.0%	226,467	100.0%
<b>Less: Non-Controllable Hours</b>	36,925	15.9%	39,473	17.4%
<b>Less: Admin/Training</b>	28,755	12.3%	31,460	13.9%
<b>Total Direct Hours</b>	<u>167,233</u>	<u>71.8%</u>	<u>155,535</u>	<u>68.7%</u>

**Available Resources**

The table to the left depicts the staffing level assumed in the Plans and quantifies the human resources available to assign to audit activities. Total hours are reduced for non-controllable hours (vacation, holiday and illness per University policy) and for program administration and training.

**Resource Allocation**

	<b>FY16 Plan</b>		<b>3/31/15 Annualized</b>	
<b>Audit Program</b>	<u>Hours</u>	<u>Percent</u>	<u>Hours</u>	<u>Percent</u>
Planned Audits* (225 projects)	71,940	43.0%	77,268	49.7%
Supplemental Audits	18,308	10.9%	8,153	5.2%
Audit Follow Up	6,925	4.1%	5,767	3.7%
<b>Total Audit Program</b>	<b>97,173</b>	<b>58.0%</b>	<b>91,188</b>	<b>58.6%</b>
<b>Advisory Services</b>				
Planned Projects* (102 projects)	16,843	10.1%	N/A	N/A
Supplemental Hours	20,478	12.2%	N/A	N/A
<b>Total Advisory Services</b>	<b>37,321</b>	<b>22.3%</b>	<b>30,341</b>	<b>19.51%</b>
<b>Investigations</b>	<b>18,473</b>	<b>11.0%</b>	<b>20,000</b>	<b>12.9%</b>
<b>Audit Support Activities</b>	<b>14,466</b>	<b>8.6%</b>	<b>14,006</b>	<b>9.0%</b>
<b>Total Direct Audit Hours</b>	<u>167,433</u>	<u>100.0%</u>	<u>155,535</u>	<u>100.0%</u>

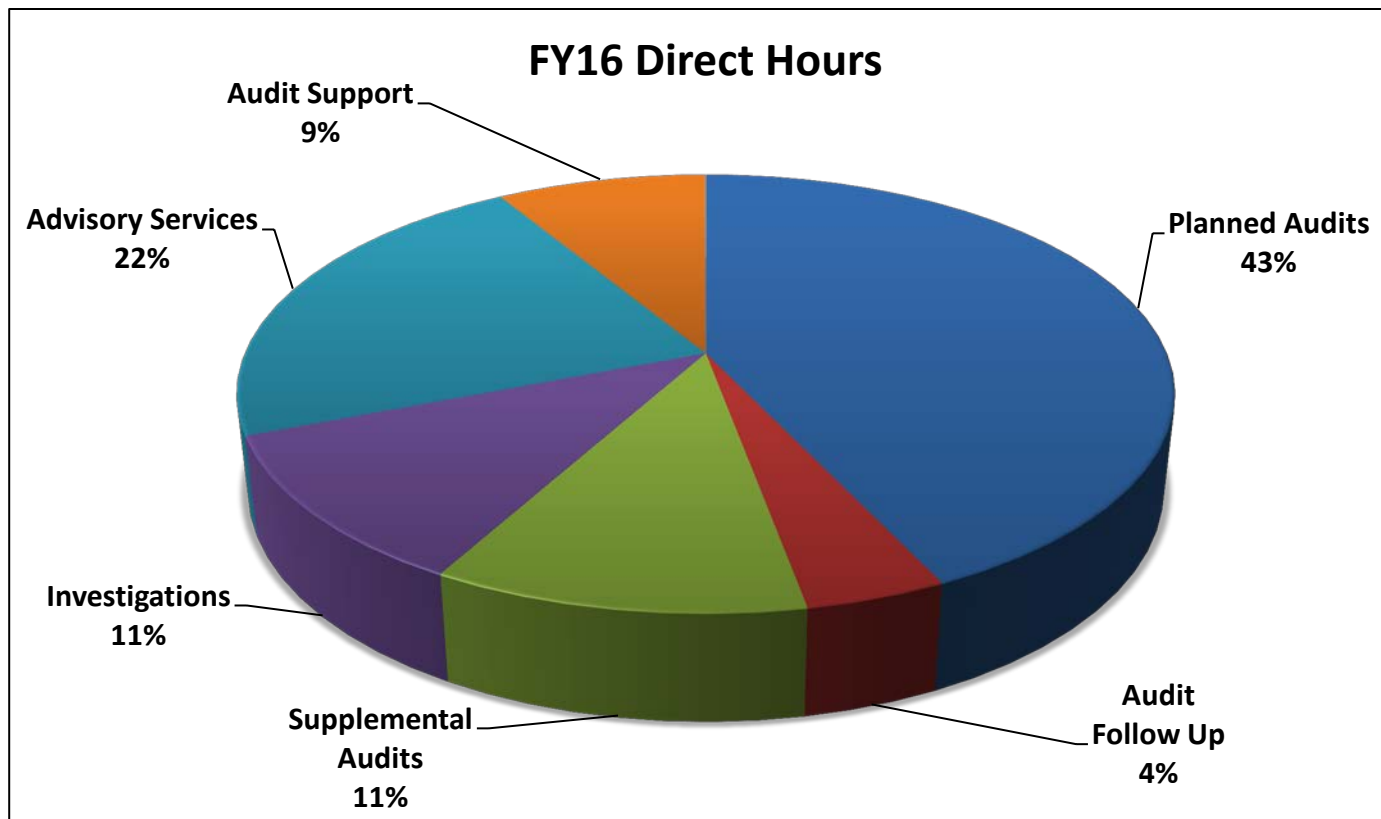
**Resource Allocation**

The table to the left displays the deployment of the Available Resources among our activities by type (audit, advisory services and investigations). While the mix over time tends to shift somewhat between Investigations and Advisory Services, the commitment of the majority of our efforts to a substantial program of regular audits remains evident.

\*Total Hours for 327 Planned Projects = 88,013 (see Planned Projects at Appendix 1)



The chart below depicts the direct audit coverage of our FY16 plan. It demonstrates that over half of our planned direct hours have been allocated to planned and supplemental audits, with the remaining time allocated to our other lines of service, advisory services and investigations, as well as audit follow up and audit support activities. (refer to the next page for the specific detail of the direct areas).



**Distribution of Direct Hours**

\* Audit support activities include audit planning, audit committee support, systemwide audit support, computer support and quality assurance

## DISTRIBUTION OF AVAILABLE HOURS

	FY16		3/31/2015 Annualized	
	Plan	Percent	Actual	Percent
<b>INDIRECT HOURS</b>				
Administration	18,020	9.2%	20,020	10.7%
Professional Development	10,117	5.2%	11,439	6.1%
Other	618	0.3%	-	0.0%
<b>Total Indirect Hours</b>	<b>28,755</b>	<b>14.7%</b>	<b>31,459</b>	<b>16.8%</b>
<b>DIRECT HOURS</b>				
<b>Audit Program</b>				
Planned Audits	71,170	36.3%	77,268	41.3%
Supplemental Audits	19,078	9.7%	8,153	4.4%
Audit Follow Up	6,925	3.5%	5,767	3.1%
<b>Total Audit Program Hours</b>	<b>97,173</b>	<b>49.5%</b>	<b>91,188</b>	<b>48.8%</b>
<b>Advisory Services</b>				
Advisory Service Projects	27,433	14.0%	22,770	12.2%
External Audit Coordination	7,507	3.8%	5,528	3.0%
Compliance Support	2,381	1.2%	2,043	1.1%
<b>Total Advisory Services Hours</b>	<b>37,321</b>	<b>19.0%</b>	<b>30,341</b>	<b>19.6%</b>
<b>Investigations Hours, IN</b>	<b>18,473</b>	<b>9.4%</b>	<b>20,000</b>	<b>9.2%</b>
<b>Audit Support Activities</b>				
Audit Planning	3,468	1.8%	2,679	1.4%
Audit Committee Support	1,869	1.0%	1,493	0.8%
Systemwide Audit Support	4,268	2.2%	5,083	2.7%
Computer Support*	3,645	1.9%	3,851	2.1%
Quality Assurance	1,216	0.6%	900	0.5%
<b>Total Audit Support Hours</b>	<b>14,466</b>	<b>7.4%</b>	<b>14,006</b>	<b>7.5%</b>
<b>Total Direct Hours</b>	<b>167,433</b>	<b>85.3%</b>	<b>155,535</b>	<b>83.2%</b>
<b>TOTAL NET AVAILABLE HOURS</b>	<b>196,188</b>	<b>100.0%</b>	<b>186,994</b>	<b>100.0%</b>

### Distribution of Available Hours

The table to the left provides a more detailed breakdown of planned time as a basis for ongoing accountability. From this detail the continuing commitment to timely audit follow-up is displayed by the plan to invest approximately 7,000 hours. The category of Compliance Support is intended to facilitate our efforts to integrate the Compliance and Audit Programs into joint efforts such as annual plan development, project coordination and ongoing risk monitoring.

\* Includes time spent on TeamMate (Audit Management System) upgrades and functional enhancement

## Appendix – List of Audit and Advisory Service Projects

Appendix lists all the planned audit and advisory service projects at each location - the progress and status of these projects are reported quarterly.

<b>Systemwide-Focused Projects (2.5 FTE at UCOP) – Audits</b>	<b>Hours</b>	<b>Est. Completion Qtr</b>
UCOP Executive Compensation (Systemwide)	125	4
IT Security (Systemwide)	200	4
Construction (Systemwide)	200	4
Medical Centers Clinical Enterprise Management Recognition Plan (CEMRP)	250	2
Office of the Treasurer Annual Incentive Plan (AIP)	250	2
Office of the Chief Investment Officer (OCIO) Cash Management	250	1
OCIO Defined Contributions Plan	250	3
UCPath Application Security	175	1
RASC Targeted Process Reviews	225	3
<b>Systemwide-Focused Projects – Advisory Services</b>	<b>Hours</b>	<b>Est. Completion Qtr</b>
Student Health Self-Assessment Assistance	100	4
OCIO Business Continuity/Disaster Recovery Planning Assistance	50	4
Uniform Guidance Advisory Assistance	100	4
UCPath Implementation Advisory Assistance	400	4
<b>Total Planned Hours – Systemwide-Focused Projects</b>	<b>2,575</b>	

\* Fieldwork to be performed by campus Internal Audit Departments

<b>Lawrence Berkeley National Laboratory (5 FTE**) – Audits</b>	<b>Hours</b>	<b>Est. Completion Qtr</b>
FY15 Cost Allowability	650	3
Conference Activities	350	3
Office of Management and Budget (OMB) Circular A-123	350	2
IT Security (Systemwide)	250	1
Construction (Systemwide)	250	2
F\$M Post-Implementation	450	3
Technology Transfer	400	3
Home Office Costs	350	2
American Recovery and Reinvestment Act (ARRA) Closeout	250	3
<b>Lawrence Berkeley National Laboratory – Advisory Services</b>	<b>Hours</b>	<b>Est. Completion Qtr</b>
CY15 Executive Compensation (AREC) (Systemwide)	300	3
Employee Performance Management	300	2
Safety Programs	400	2
<b>Total Planned Hours – LBNL</b>	<b>4,300</b>	
<b>UC Berkeley (8 FTE) – Audits</b>	<b>Hours</b>	<b>Est. Completion Qtr</b>
Implementation of Regulatory Changes under the Uniform Guidance	300	4
Internal Communications — CalMessages	300	2
Leave Management and Liability	300	4
Business Partnerships (including public private partnerships, exclusive arrangements, joint ventures)	300	4
Procurement in the International Environment	240	3
Lawrence Hall of Science	250	3
Space Sciences Laboratory	250	4
Student Fees	300	2
International Visiting Scholars	180	2
Performance Measurement	240	2
Commercialization of Intellectual Property	240	4
Research Data Management	240	2
Supervisory Control and Data Acquisition (SCADA) / Embedded Systems	300	3
Alignment of Human Resources System Access, Roles, and Responsibilities Post Campus Shared Services Implementation	300	3
Chancellor's Expense G-45 (Executive Compensation) (Systemwide)	150	3
Health Insurance Portability and Accountability Act (HIPAA) Compliance	240	4
Construction (Systemwide)	250	2
IT Security (Systemwide)	250	3

<b>UC Berkeley – Advisory Services</b>	<b>Hours</b>	<b>Est. Completion Qtr</b>
School of Law - Administration	200	4
Data Analytics (Research Administration)	200	4
Data Analytics	200	4
Student Information System Implementation	200	4
Financial Internal Control Documentation	200	4
Financial Fraud and Misconduct Risk Management	200	4
<b>Total Planned Hours – UCB</b>	<b>5,830</b>	
<b>UC Davis (12.5 FTE) – Audits</b>	<b>Hours</b>	<b>Est. Completion Qtr</b>
Epic Resolute Billing	400	1
Office of Research	400	2
Financial Aid	350	4
G-45 (Systemwide)	100	3
Construction (Systemwide)	250	2
IT Security (Systemwide)	50	4
Police Department	250	1
Student Admissions by Exception	200	4
Effort Reporting/Cost Sharing	300	3
Charge Capture Pathology Labs	350	2
Clinical Operations - Clinic to be selected	300	1
Rehabilitation Unit	300	3
Wasting of Narcotics	250	3
Remote Access/Third Party Access	380	4
Research Computing Data Security	380	3
Disaster Recovery	380	2
Student Health Center Data Security	380	1
Receivable Reconciliations	400	3
<b>UC Davis – Advisory Services</b>	<b>Hours</b>	<b>Est. Completion Qtr</b>
Volunteer Management	350	3
Academic Advising	400	4
Global Footprint	300	4
Consulting Expenses	300	4
Procurement System Implementation	200	4
Two-Factor Authentication	100	4
Associated Students, University of California, Davis (ASUCD)	400	1

<b>UC Davis – Advisory Services</b>	<b>Hours</b>	<b>Est. Completion Qtr</b>
Education Administrative Review	300	3
Vet Med Administrative Review	300	4
Assist Controller Committee of Sponsoring Organizations of the Treadway Commission (COSO) Assessment	40	1
Law Fellow Development	750	4
Campus Committee Participation	180	4
Health System Committee Participation	50	4
ACL Analytics and Development	200	4
IT Committees	25	4
<b>Total Planned Hours – UCD</b>	<b>9,315</b>	
<b>UC Irvine (9 FTE) – Audits</b>	<b>Hours</b>	<b>Est. Completion Qtr</b>
Mesa Court Housing	300	1
Overtime	300	2
Donated Art	250	1
Health Sciences Compensation Plan Management	400	3
Cashiering - Campus	350	2
Plastic Surgery	300	2
Hospital Receivables - Denial Management	300	4
Radiological Sciences	300	1
Referral Labs	300	2
Executive Compensation Annual Report on Executive Compensation (AREC) & G-45 (Systemwide)	200	3
Conflict of Commitment/Outside Professional Activities	300	2
Facilities Management - Campus	400	4
Pharmacy Business Operations	350	1
IT Security (Systemwide)	200	3
Campus Billing Services	300	4
Pre Award and Post Award Administration	400	3
School of Education	400	4
Dermatology	300	3
Disaster Recovery & Business Continuity Planning (Medical Center)	300	4
Construction (Systemwide)	250	3
<b>UC Irvine – Advisory Services</b>	<b>Hours</b>	<b>Est. Completion Qtr</b>
Police Department Property Audits	75	4
Kuali Financial System Workflow	100	4
UC Path	75	4

<b>UC Irvine – Advisory Services</b>	<b>Hours</b>	<b>Est. Completion Qtr</b>
Payroll Certification System	75	4
Office of Management and Budget (OMB) Uniform Guidance	75	4
International Statistical Classification of Diseases and Related Health Problems (ICD)-10 Readiness	100	4
Continuous Auditing Corporate Card Transactions	75	4
Student Information System Implementation	75	4
Physical Inventory Observations	50	4
Electronic Medical Record System	100	4
<b>Total Planned Hours – UCI</b>	<b>7,000</b>	
<b>UC Los Angeles (28 FTE***) – Audits</b>	<b>Hours</b>	<b>Est. Completion Qtr</b>
Network Clinics	2000	1
Clinical Laboratory	500	1
Affiliation Agreements	400	1
Skilled Nursing Facility	450	1
Accountable Care Act Alliances	350	1
Radiology	475	1
Patient Business Services	350	1
Hospital-administered Construction Projects (Systemwide)	425	1
Physicians' Billing Office	350	1
Recruitment Costs	300	1
Housestaff Duty Hours	425	2
Information Technology - Change Controls	400	2
IT Security (Systemwide)	160	2
Per Diem Employees	380	2
Main Cashiering Office	400	2
Fundraising Effectiveness	300	2
Nutrition - Outsourced Food Vendors	350	2
Volunteer Program	375	2
Mobile Device Security	250	2
Operation Mend - Advisory	120	2
Parking Subsidies	300	2
Bruin Café - Cashiering Audit	215	3
Housing Information Technology	315	2
Off-Campus Housing (OCH) - Maintenance Shop	265	3
UCLA Catering	315	2

\*\*\* Incorporates recharge model

<b>UC Los Angeles – Audits</b>	<b>Hours</b>	<b>Est. Completion Qtr</b>
Vending Procurement and Inventory	265	3
Dining Services Purchasing (Non-Food)	315	2
Mail, Document, and Distribution Services	470	3
Business Continuity	300	1
Infrastructure Security - Consolidation	300	1
Equipment Inventory and Property and Evidence Management	475	3
Human Resources and Payroll Center - North	500	1
Contracting and Project Management - Design, Project Management & Operations (DPMO)	350	2
General Operations (DPMO)	300	2
Equipment Inventory Review - Finance & Information Systems (F&IS)	350	3
General Operations - Maintenance and Alterations (M&A)	400	2
Fleet and Transit (F&T) - Vehicle and Vessel Management	320	3
Parking Permit Inventory	210	2
Events & Transportation (E&T) - Cashiering	335	2
Cooperage Division: Taco Bell, Bruin Buzz, Curbside, Tsunami, Kerkoff Coffee House	200	3
Human Resources - Payroll	300	2
General Controls	250	2
Food Services - Point of Sales System	250	2
Employee Time and Attendance Reporting	300	2
Materials and Equipment Purchasing	350	2
Project Closeout Process	350	3
Recharge Process	350	3
Foundation	500	1
Athletics	400	1
Purchasing	400	1
CashNet Process and Reconciliation	400	1
Academic Department - 1	500	2
Academic Department - 2	500	2
Academic Department - 3	500	2
Executive Compensation - Chancellor's Expenses (G-45) (Systemwide)	200	2
Executive Compensation - Annual Review of Annual Report on Executive Compensation (AREC) (Systemwide)	250	2
<b>Total Planned Hours – UCLA</b>	<b>21,060</b>	



<b>UC Merced (2 FTE) – Audits</b>	<b>Hours</b>	<b>Est. Completion Qtr</b>
Control of Equipment and Supplies	200	1
Records Management	200	1
Human Resources - Leaves and Workers Compensation	200	1
Purchase Card and Low Value Purchases	200	2
Financial Aid and Scholarships	200	2
Export controls	200	2
IT Security (Systemwide)	200	3
Executive Compensation (Systemwide)	100	3
Construction (Systemwide)	200	4
Dining Services - Control of Payments and Inventories	200	4
<b>UC Merced – Advisory Services</b>	<b>Hours</b>	<b>Est. Completion Qtr</b>
Financial Processes Reviews - Schools of Engineering and Social Sciences, Humanities and Arts (SSHA)	150	1
Additional uses of Data Analytics	200	3
Review of Uniform Guidance requirements	200	4
<b>Total Planned Hours – UCM</b>	<b>2,450</b>	
<b>UCOP (1.5 FTE UCOP staff plus co-sourced auditors) – Audits</b>	<b>Hours</b>	<b>Est. Completion Qtr</b>
ANR 4-H Youth Development Program Cash Review	200	1
ANR Research and Extension Center (REC) Review	200	1
<b>UCOP – Advisory Services</b>	<b>Hours</b>	<b>Est. Completion Qtr</b>
Research Grants Program Office (RGPO) System Implementation Advisory Assistance	100	4
Agriculture and Natural Resources (ANR) Cooperative Extension Support Costs - Phase 2	120	2
ANR Data Analytics Assistance	100	4
ANR UCPATH Future State Process Design Assistance	150	2
Office of General Counsel (OGC) Financial Controls Review	100	1
Business Resource Center (BRC) Data Analytics Assistance	100	4
Data Center Migration	150	2
<b>Total Planned Hours – UCOP</b>	<b>1,220</b>	
<b>UC Riverside (5 FTE) – Audits</b>	<b>Hours</b>	<b>Est. Completion Qtr</b>
School of Medicine	360	1
IT Security (Systemwide)	280	2
Housing, Dining and Residential Services (HDRS)	320	2
University Extension (UNEX)	320	2
Contracts and Grants	340	3

<b>UC Riverside – Audits</b>	<b>Hours</b>	<b>Est. Completion Qtr</b>
Laboratory Safety	300	2
Contract Audit - Performance	300	3
Business Continuity	300	4
Campus Mobile Devices	330	4
Senior Management Group (SMG) Travel & Entertainment	320	3
Annual Analytic Review & Fraud Detection	760	4
Construction (Systemwide)	320	3
<b>UC Riverside – Advisory Services</b>	<b>Hours</b>	<b>Est. Completion Qtr</b>
Campus Efficiencies/Operational Excellence	480	4
UCPath	140	4
Early Academic Outreach Program	320	2
Patent Expenses	280	1
School of Medicine	160	4
Training - Other	60	4
Training - Whistleblower & Fraud	60	4
Training - Orientation	60	4
Enterprise Risk Management (ERM)	120	4
<b>Total Planned Hours – UCR</b>	<b>5,930</b>	
<b>UC Santa Barbara (6.75 FTE) – Audits</b>	<b>Hours</b>	<b>Est. Completion Qtr</b>
IT: Financial System Implementation Project (FSIP) - Limited Scope Progress Review	325	1
UCSB Extension	300	1
California Nanosystems Institute (CNSI)	275	1
Stewardship of Student Funds	300	1
IT: Financial System Implementation Project (FSIP) - Phase I Post Implementation Internal Control Review (Business & Financial Services)	275	2
Lab Safety: Settlement Compliance	275	2
Associated Students Internal Control Review	275	2
Construction (Systemwide)	250	2
Long Range Development Plan (LRDP): Reporting and Mitigation Monitoring	250	3
IT: Information Security - Restricted Information	250	3
IT: Information Security - North Hall Data Center Physical Security	250	3
Executive Compensation: Annual Report on Executive Compensation (AREC) (Systemwide)	100	3
Credit Cards: Payment Card Industry (PCI) Compliance	275	3
Sponsored Projects: Cost Sharing	250	3

<b>UC Santa Barbara – Audits</b>	<b>Hours</b>	<b>Est. Completion Qtr</b>
Intercollegiate Athletics and Department of Recreation: Procurement and Contracting	300	4
IT: Enterprise and Campus-wide IT Project Costs: FY 2015-16 Review	275	4
Research Conflict of Interest	250	4
IT: Information Security (Systemwide)	200	4
<b>UC Santa Barbara – Advisory Services</b>	<b>Hours</b>	<b>Est. Completion Qtr</b>
IT: UCPath Implementation Support - Business Process Evaluation	275	3
IT: UCPath Implementation Support - Facilitating UCPath-Driven Change	275	4
IT: Financial Aid System Implementation - As-Needed Project	200	4
IT: Enterprise Systems Implementation - As-Needed Project	150	4
Data Analytics Program - Development and Collaboration	250	4
Outreach, Training, and Presentations	200	4
<b>Total Planned Hours – UCSB</b>	<b>6,025</b>	
<b>UC Santa Cruz (4 FTE) – Audits</b>	<b>Hours</b>	<b>Est. Completion Qtr</b>
IT Cloud Computing	430	2
Building Management Systems on Public Networks	450	3
Safety of Faculty & Staff on Field Research Assignments	400	2
Campus Key and Building Access Controls	450	3
Joint Ventures, Memorandums of Understanding (MOU's), Partnerships and Affiliations	455	2
Campus Policy and Guidance Implementation	350	3
Student Miscellaneous Fee Governance	325	4
Annual Report on Executive Compensation (AREC) (Systemwide)	100	4
Chancellor's Expenses - BFB G-45 Bi-yearly (Systemwide)	100	4
Construction (Systemwide)	250	3
IT Security (Systemwide)	200	3
<b>UC Santa Cruz – Advisory Services</b>	<b>Hours</b>	<b>Est. Completion Qtr</b>
NCAA Report Annual Review	58	3
Accessibility Governance – Accessible Technology Committee (ATC)	80	1
Strategic Plan - Silicon Valley	150	2
Enterprise Technology Center (ETC) Borland Proposal	325	1
Student Intern Program	60	4
Business & Administrative Services (BAS) Financial Reporting	40	4
Investigation Workgroup	40	4
IT Security Committee (ITSC)	40	4

<b>UC Santa Cruz – Advisory Services</b>	<b>Hours</b>	<b>Est. Completion Qtr</b>
Business & Administrative Services (BAS) Support	40	4
UC Laboratory Audit Committee Support	80	4
<b>Total Planned Hours – UCSC</b>	<b>4,423</b>	
<b>UC San Diego (16.2 FTE) – Audits</b>	<b>Hours</b>	<b>Est. Completion Qtr</b>
Effort Reporting	350	1
Cashiering and Sub-cashiering (BUS-49)	350	2
Drawdowns (Cash Management)	350	4
Sub-recipient Monitoring	350	2
Student Business Services	400	3
Major Capital Construction (Jacobs Medical Center) (Systemwide)	400	2
Advancement - Gift Processing	300	1
Department Financial Controls (Anthropology)	300	3
Recreation - Business Process Review	400	1
Graduate Student Funding	400	1
SIO Academic Affairs Business Processes	350	4
IT Security (Systemwide)	200	2
Clinical Research Billing	400	4
Clinical Partnerships - Site Operations Review	400	2
Surgical & Perioperative Services (Epic OpTime)	400	3
Gastroenterology/Endoscopy Services	400	2
Infusion Services (Hillcrest, La Jolla, Encinitas)	400	4
Medication Charges: Dispense to Administration	400	2
Authorization Management Processes	400	4
Advanced Beneficiary Notices (ABN) Process	400	3
International Statistical Classification of Diseases and Related Health Problems (ICD)-10 Implementation	350	4
Health Sciences Research Service Core	350	1
Stem Cell Clinical Trial Accounting	300	1
Department of Radiation Medicine & Applied Sciences	300	2
<b>UC San Diego – Advisory Services</b>	<b>Hours</b>	<b>Est. Completion Qtr</b>
Data Analytics - Bookstore Recharges	250	1
Annual Review of Executive Compensation (AREC) (Systemwide)	200	4
Data Analytics - Payroll and Faculty Compensation	250	3
Chancellor's Expenses (Systemwide)	200	1

<b>UC San Diego – Advisory Services</b>	<b>Hours</b>	<b>Est. Completion Qtr</b>
Charity Care	250	3
Financial Policy – Self-Pay Patients	250	3
<b>Total Planned Hours – UCSD</b>	<b>10,050</b>	
<b>UC San Francisco (10 FTE) – Audits</b>	<b>Hours</b>	<b>Est. Completion Qtr</b>
Joint Ventures / Affiliations	450	4
Clinic Operations	250	2
Clinical Funds Flow	350	1
EPIC Post-Implementation Review	450	3
Data Warehouse Management	250	2
Mission Bay Hospital	300	4
Faculty Compensation Plan	300	1
Construction (Systemwide)	250	2
Chemicals Management	250	3
Office of Sponsored Research New Process Validation	250	3
Conflicts of Interest / Commitment	250	2
Clinical Research Billing	200	4
Data Security Compliance Program Follow Up	350	3
Third Party Network Access	300	1
KPMG IT Remediation	250	2
IT Security (Systemwide)	200	3
Executive Compensation (Systemwide)	200	2
Human Resources Operations / Office of Federal Contract Compliance Programs (OFCCP) Compliance	400	4
<b>UC San Francisco – Advisory Services</b>	<b>Hours</b>	<b>Est. Completion Qtr</b>
Data Analytics - Quality Measures	250	4
UCSF Health Finance Organization	200	3
Data Analytics - Faculty Practice Organization (FPO) Monitoring Of Financial Performance	150	3
ACL Analytics - USBANK Services	150	1
UCSF Fresno - Research Activities	250	2
Facilities Services - New System Implementation	150	3
UCSF Foundation - Pace System Implementation	150	3
Capital Programs System Implementation	150	4
Continuous Monitoring Program	400	4
Background Check	150	2
Payment Card Industry (PCI) Compliance Advisory	200	3

<b>UC San Francisco – Advisory Services</b>	<b>Hours</b>	<b>Est. Completion Qtr</b>
Office of Management and Budget (OMB)-81 Workgroup	25	4
Medical Center Compliance Committee	30	4
Clinical Enterprise Compliance Committee	30	4
Investigations Workgroup	60	4
IT Governance Committee	30	4
IT Governance Business Committee	25	4
IT Governance Technology & Architecture Committee	25	4
Ethics & Compliance Board	60	4
Security and Policy Committee	25	4
ICD-10 Committee	25	4
Research Advisory Board	25	4
Privacy Steering Committee	25	4
	<b>Total Planned Hours – UCSF</b>	<b>7,835</b>
	<b>All Campuses and Lab Total Planned Hours</b>	<b>88,013</b>