

THE **Audit Report**

AN INTERNAL AUDIT NEWSLETTER

09

April 2024

STRATEGIC PRIORITY 5:
**ORGANIZATIONAL EFFECTIVENESS
& TRANSFORMATION EDITION**

MESSAGE
from the
VP for Audit



Chief Editor & Graphic Designer: Trystal Wright

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DoA Comics add an entertaining element to an already great product.

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FAMU Bookstore



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Message from the VP for Audit



JOSEPH K. MALESZEWSKI

MBA, CIA, CISA, CIG, CIGA, CIGI, CGAP, CCEP, CCA, CFE

At FAMU, we all recognize that organizational effectiveness and transformation are critical for sustained growth and excellence. Strategic Priority 5 focuses on implementing best practices to enhance institutional sustainability. In this issue of ***The Audit Report***, we highlight several university leaders who are poised to help FAMU achieve this Strategic Priority and as a result, achieve the audacious goals established by President Robinson and our Board. Key among these goals is to continue marching into the Top 100 Public Universities. Currently FAMU is ranked #91 in the U.S. News & World Report Rankings and has been the highest ranked public HBCU for five consecutive years. We will not stop here; we have goals to continue rising in these metrics and become a top performer in the SUS Performance-based Funding Metrics. We are also striving to achieve Carnegie R1 (Doctoral Universities: Very High Research Activity) status to be among the elite universities on the forefront of research and innovation.

Please enjoy this edition ***The Audit Report*** and the insights offered by our Transformers!





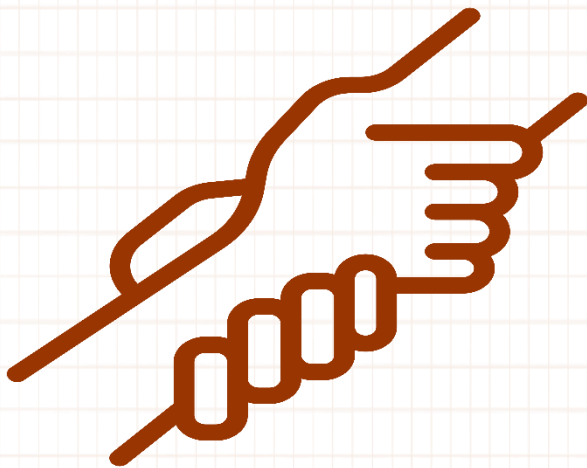
STRATEGIC PRIORITY 5

Organizational Effectiveness & Transformation



ENHANCE CULTURE:

- Strengthen full life-cycle performance management
- Consistency
- Stronger ethical culture
- Alignment
- Awareness, understanding, and adherence to best practices



DEVELOPMENT & SUPPORT

- Organized professional development
- Employee recognition
- Establish a comprehensive on-boarding program
- Enhance student success and administrative effectiveness

RESOURCE ALLOCATION & EFFICIENCY

- Increase resources and support for ongoing research/scholarship/creative activity
- Streamline processes
- Enhancement of processes and innovation
- High-quality IT infrastructure
- Data-driven decisions
- Compliance, internal controls, and enterprise risk management practices with emphasis on engagement, education, reporting, and accountability



DR. RODDRICK JONES, INTERIM VP OF STRATEGIC PLANNING, ANALYSIS, AND INSTITUTIONAL EFFECTIVENESS (SPAIE)

BY CRISENCIA BROWN, AUDITOR &
INVESTIGATOR



SPAIE's mission is to contribute strategic insight and act as trusted counsel to University leaders. SPAIE aims to be the most trusted university provider of data/information for evidence-based decision-making. Dr. Roddrick Jones is committed to ensuring senior leadership is provided with accurate analysis of institutional and other data to support effective decision-making.

Crissy: Dr. Jones, can you tell me a bit about the role of the FAMU's Division of SPAIE?

Dr. Jones: Absolutely. Here at SPAIE, we are dedicated to supporting FAMU's pursuit of excellence and continuous improvement. We do this by providing timely strategic insights and data-driven analyses to our stakeholders, enabling them to make informed decisions.

Crissy: Can you elaborate on the importance of the Boldly Striking Strategic Plan in this process?

Dr. Jones: Think of the Boldly Striking Strategic Plan as the compass guiding FAMU's path toward excellence. It outlines our overarching goals and serves as a roadmap for all our endeavors. In collaboration with faculty, staff, and students, we develop and execute strategic initiatives that directly align with our mission, vision, and core values.

Crissy: How does SPAIE specifically contribute to achieving these goals?

Dr. Jones: We take a forward-thinking approach, leveraging strategic foresight to ensure FAMU remains a leader in higher education and a catalyst for positive change. We believe that institutional effectiveness is the cornerstone of our university's success. It is about working together to achieve our objectives and fulfill our educational mission.

Crissy: Can you explain how SPAIE fosters a culture of institutional effectiveness?

Dr. Jones: Absolutely. As you might know, FAMU established the Office of Institutional Effectiveness, whose mission closely aligns with SPAIE's work. This office, which falls under the SPAIE umbrella, is dedicated to leading and coordinating initiatives focused on evaluating, assessing, and ultimately achieving FAMU's mission and strategic goals. Here at SPAIE, we foster a culture of institutional effectiveness in several ways:

- **Promoting a Commitment to Excellence:** We emphasize the importance of continuous improvement across all university functions. This means setting high standards, holding ourselves accountable for achieving them, and constantly seeking ways to enhance our performance.

- **Oversight of Key Functions:** The Office of Institutional Effectiveness, under SPAIE's purview, oversees critical functions like assessment, accreditation, academic program quality, and accountability. This comprehensive oversight ensures consistent focus on effectiveness across various university domains.
- **Transparency and Communication:** We believe in transparency and open communication. We share data and reports with the university community, encouraging dialogue and collaboration around areas for improvement. This fosters a shared ownership of institutional effectiveness and empowers everyone to contribute.
- **Supporting Strategic Planning:** SPAIE plays a central role in developing and implementing the university's strategic plan, the "Boldly Striking Strategic Plan." This plan serves as a roadmap for continuous improvement, guiding our efforts towards achieving our institutional goals.

Crissy: You mentioned SPAIE plays a role in implementing the strategic plan. Can you elaborate on that?

Dr. Jones: Certainly. We play a central role by:

- **Overseeing and facilitating the execution of strategic priorities:** We provide guidance, resources, and support to departments and units as they implement initiatives outlined in the plan.
- **Holding Strategic Planning Sessions:** These sessions bring together representatives from various departments to discuss progress, address challenges, and ensure alignment between individual initiatives and the overall strategic goals.
- **Developing tools and resources:** We design tools like the Strategic Planning Annual Submission Schedule and Evaluation Rubric. These tools help departments stay organized, consistent, and collaborate effectively throughout the planning and evaluation processes.

Crissy: Finally, how does SPAIE ensure its efforts align with the university's overall strategic direction?

Dr. Jones: Simple, everything we do revolves around implementing the goals and objectives outlined in the Boldly Striking Strategic Plan. This ensures our efforts directly support the university's overarching strategic direction.

Crissy: Thank you, Dr. Jones for your insights into SPAIE's important role at FAMU.

TERRISA BROWN, INTERIM ASSISTANT VICE PRESIDENT FOR HUMAN RESOURCES

BY BILL KNIGHT, ERM COORDINATOR



Ms. Terrisa Brown, Interim Assistant Vice President for Human Resources (HR) provided us with an update on how her office is helping to achieve organizational effectiveness and transformation through Comprehensive Onboarding (Strategy 5.1.2).

Strategy 5.1.2 - Establish a comprehensive onboarding program designed to equip new employees with information to achieve success in their new role and feel welcomed and included as a member of the family.

B. Knight: Could you share a few thoughts on the renewed focus by HR on hosting “Open House for New Hires” events?

T. Brown: Sure. At FAMU, we recognize the importance of providing new employees with a comprehensive onboarding experience that equips them with the necessary information to succeed in their roles and fosters a sense of belonging and inclusion within our university community.

The Open House for New Hires events have been well-received and are a critical part of our efforts to implement Strategy 5.1.2. During the Open House, new staff can hear from division leaders and senior leadership of the university. Other benefits offered by the Open House include:

- **Introduction to Leadership:** This fosters transparency and helps new hires understand the organizational structure and key decision-makers within the institution.
- **Enhanced Communication:** Employees can gain insights into the university’s vision, goals, and strategic priorities directly from those responsible for shaping its direction.
- **Cultural Integration:** This promotes cultural integration and alignment with the institution’s ethos, fostering a sense of belonging and commitment among new hires.
- **Inspiration and Motivation:** It sets a positive tone for their journey at the university and instills a sense of purpose and enthusiasm for contributing to the organization’s mission and goals.
- **Networking Opportunities:** The open house provides valuable networking opportunities for new staff to connect with leaders and colleagues from different departments and divisions.
- **Clarification of Roles and Expectations:** Leaders can use the platform to clarify new employees’ roles, responsibilities, and expectations.

The Open House also reinforces the university’s commitment to transparency, communication, and employee engagement. It sets a positive tone for new hires’ integration into the organization and lays the foundation for their success and contributions to the university community.

I want to recognize the Organizational and Development Training Team (ODT), which consists of Shanna Barber, Sr. Associate Director, HR; Bridget Roberts, Coordinator of Education Training Programs; and Shakia Jackson, Coordinator of Education Training Programs for their hard work and dedication in ensuring each Open House session is a success. There is a lot of planning, coordinating multiple schedules, and logistics, and the ODT teams always deliver!

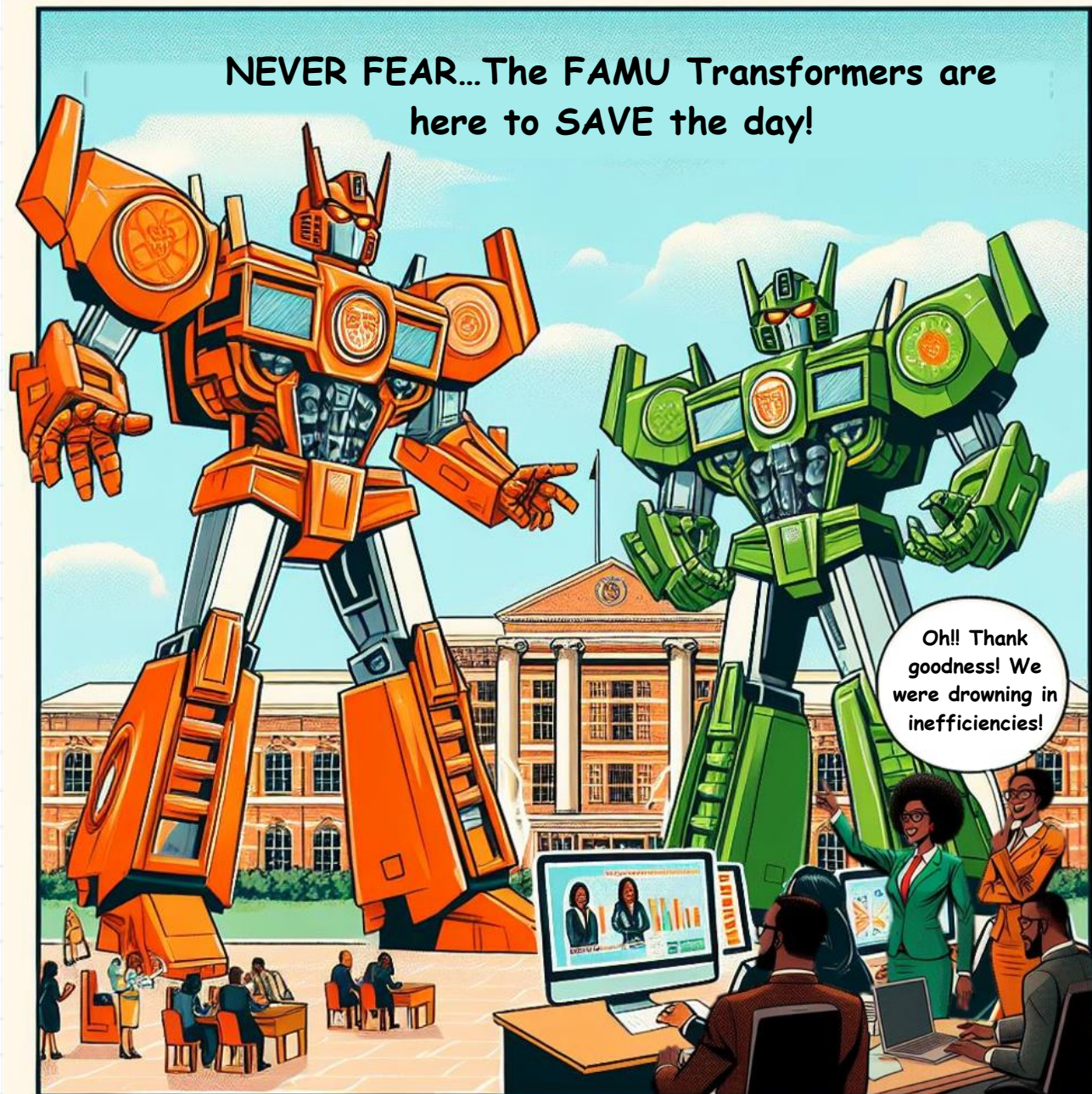
B. Knight: Wow! This is great! Can you provide more insight into how HR is working to automate the onboarding process?

T. Brown: Yes. Our office received a grant from the Partnership for Education Advancement to assist with automating and streamlining the onboarding process within our Enterprise Resource Planning (ERP) system. HR, Information Technology Services, the Budget Office, the Division of Academic Affairs, and FAMU’s Transformation Team meet weekly to discuss best practices, workflow processes, automating the new hire sign-up packet, and streamlining the background check process. This grant will not automate every employment action, but it is certainly a step in the right direction to eliminate manual processes and repetitive approvals while leveraging technology to increase efficiency and effectiveness.

Our office will contact a few departments across campus to participate in a “pilot session,” which will help us identify and resolve any potential system issues. Once the “pilot” phase has been completed, additional communication regarding training and campus rollout will be released.

Division of Audit Comics

Produced by Trystal Wright with Microsoft Copilot
Captioned by Rasheedat McKay



ARTHUR BIALOWAS, CHIEF INFORMATION SECURITY OFFICER (CISO)

BY WILLIAM THOMSON, SENIOR IT AUDITOR & INVESTIGATOR

Cybersecurity and the associated threats represent a growing concern and strategic priority for organizations worldwide. As we navigate deeper into the 21st century, technological advancements have rapidly transformed the way we communicate and conduct business across all industries. Consequently, ensuring the security of these communications and business processes has become necessity. In response, FAMU has identified cybersecurity as a core initiative within its strategic priorities, aimed at fostering the growth of its cybersecurity capabilities and bolstering the effectiveness of our internal security procedures.

In this article, we had the opportunity to speak with Arthur Bialowas, the Chief Information Security Officer (CISO) of FAMU, to delve into the significance of cybersecurity and gain insights into its role within our university.

Will: How is FAMU's cybersecurity program reinforced by a comprehensive strategy?

Arthur: The primary objective of FAMU's cybersecurity strategy is to fortify our IT infrastructure by safeguarding critical university data, ensuring the integrity of our systems, and efficiently managing responses to cyber incidents. This program aligns directly with the university's strategic priorities, extending its protective measures not only to infrastructure but also to vital functions such as research and learning.

Will: What are the key elements for facilitating the cybersecurity program?

Arthur: There is a critical importance to have information security policies alongside the implementation of layered security within our IT infrastructure. This involves establishing an IT architecture that incorporates redundancy, failover mechanisms, and backup systems to mitigate potential data loss and ensure uninterrupted operations in the face of disruptions.

Furthermore, security awareness training across the university community bears a tremendous significance for facilitating an effective cybersecurity strategy. In today's digital landscape, every member of the organization is susceptible to targeting by malicious actors. FAMU's cybersecurity initiative emphasizes the promotion of awareness among faculty, staff, and students about proactive measures to safeguard against cyber threats. This emphasis becomes increasingly vital as technology advances and cyber threats become more sophisticated, propelled by advancements in artificial intelligence and automation.

Will: What is your perspective on artificial intelligence (AI) and its role in or effect on cybersecurity?

Arthur: AI has the potential to be a very valuable tool. While many discussions often focus on the potential risks associated with AI, AI has the potential to enhance threat detection capabilities. By harnessing artificial intelligence, FAMU can significantly bolster its cybersecurity capabilities by leveraging advanced algorithms to detect patterns in network behavior, user activity, and data movements within our systems.

In conclusion, cybersecurity stands as a cornerstone in ensuring FAMU meets its strategic priorities securely and resiliently. It's no surprise that cybersecurity features prominently within FAMU's strategic agenda as a supporting initiative in elevating our information technology operations. I would like to extend my gratitude to the CISO for providing insights into his area of expertise and initiatives. Additionally, I commend his team for their diligent efforts in safeguarding our campus and upholding the efficiency and effectiveness of our university systems through their work in providing security to them.



STRATEGIC PRIORITIES WORD SEARCH

By Jeremiah Fisher, Student

Use the Word Bank below to help you find the words in the word search. Words are hidden →, ↓, and ↘. All respondents with a correctly completed puzzle before April 30, 2024, will be entered in a raffle to win a prize. We will announce the winner via The Daily Venom. Submit responses to: DivisionofAudit@famu.edu.

P A P C L O D D I T O S X W T E Y L D T Z M Y F
 O R O G B K I T G F S M L L R O R C Q Q D X X U
 C P I R W L Y U N J T H C B Z X R R A W F K N C
 O N I O G K Y W O Z Y E F N K Y Y Q K C J H G I
 A A O N R A F I B N U A O R K M T U O M O Z A G
 C A I M N I N D N B E I O S O B I Y A E V V R E
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WORD BANK

- | | | |
|---------------------|-----------------|----------------|
| Accountability | Advocacy | Affordability |
| Coaching | Effectiveness | Endowment |
| Enhancement | Graduation Rate | Infrastructure |
| Innovative Research | Investment | Measurement |
| Organizational | Peer Perception | Priority |
| Retention | Satisfaction | Strategic |
| Strengthen | Sustainability | Transformation |

The Office of University Policy (OUP) was created in 2023 in response to President Robinson's directive for administrative reform. Under the leadership of Shira Thomas, its mandate to propel the University towards top-tier rankings and Carnegie research status, is signaling a significant institutional shift towards excellence. We had the opportunity to sit down with Shira Thomas, Chief Policy Officer here at FAMU, to discuss the inception and objectives of the OUP.

Rasheedat McKay (RM): So, Shira, tell me, what's it like being the architect behind the University's new policy landscape?

Shira Thomas (ST): (chuckles) Architect is a good way to put it. It's exciting! It's like building a whole new city, but instead of bricks and mortar, we're using policies to make the University run smoother and reach its full potential.

RM: Sounds like a big job. What sparked the need for this new office in the first place?

ST: As a part of phase two of his administrative restructuring, President Robinson had a vision for the University to become a top-tier institution, which meant streamlining our operations and policies. We are also creating a one-stop shop for the various categories of University policies while also improving on the process for issuing standardized policies University-wide. It's OUP's goal to make resources readily available to assist policy owners with policy development and revision and to educate the University community about policies.

We're revising outdated policies, creating new ones where needed, and updating templates.



SHIRA THOMAS, CHIEF POLICY OFFICER

BY RASHEEDAT MCKAY,
AUDITOR & INVESTIGATOR

It's similar to reorganizing a closet. You want to group all like items in the appropriate place, which in this instance is the University's entire policy framework.

RM: I know policy changes can sometimes feel like a hassle for everyone involved. How are you making sure everyone's on board?

ST: Transparency is key! We have a user-friendly website where everyone can access all the policies, and we're working closely with faculty, staff, students, and the University Community to receive their input. We want everyone to feel invested in the University's success, and that includes having a say in how things are run. It's a collaborative effort, not a one-person show.

RM: What does the policy roadmap look like for the future of the University?

ST: We're constantly evaluating and refining our policies to ensure they stay relevant and adaptable. We have recently built a strong Policy Advisory Committee, to help us get the best ideas from across the University community. We are all stakeholders in this journey, and our goal is to create a streamlined and visionary policy framework that empowers everyone to reach their full potential. It's not just about rules, it's about building a brighter and more compliant future for the University, together.

In conclusion, as the University charts its course forward, the Policy Office stands as a cornerstone of institutional governance. The Office is not merely shaping policies but sculpting the University's trajectory towards excellence and adaptability.



Rica Calhoun, Chief Compliance Officer

BY NANCY SHEPHERD

SENIOR AUDITOR & INVESTIGATOR

Before stepping into the role of Chief Compliance and Ethics Officer at FAMU, my journey was driven by a deep commitment to integrity, fairness, and the pursuit of excellence. My background spans various facets of compliance and ethics, including various roles at Western Illinois University. This diverse experience provided me with a comprehensive understanding of the challenges and opportunities in higher education compliance. It was this passion for making a meaningful difference in educational communities that led me to my current position. – **Rica Calhoun**

Nancy: For those who might not be familiar, could you explain the primary functions of the Office of Compliance and Ethics and the key areas it oversees?

Rica: The Office of Compliance and Ethics is pivotal in safeguarding the integrity of our university and mitigating compliance risk. Our primary functions include managing effective compliance and ethics programs, which establishes and maintains related policies; monitors and mitigates compliance risk through initiatives like education, outreach, advisory support, and promoting accountability; as well as investigations.

Nancy: Looking back over your tenure, what are some achievements or milestones of the Office of Compliance and Ethics that you are particularly proud of?

Rica: Several achievements stand out: first, the development and implementation of FAMU Fundamentals, a comprehensive compliance training program tailored to the unique needs of our diverse University community, has been a major milestone. This initiative has significantly improved awareness and understanding of compliance and ethics across the University. Also, we established a more robust and transparent system for reporting and investigating misconduct concerns through the Compliance and Ethics Hotline. This system has not only increased reporting but also fosters a culture where individuals feel safe to voice concerns without fear of retaliation. Finally, the successful navigation of regulatory changes and ensuring the University's compliance amid the evolving higher education landscape underscore the resilience and adaptability of our office.

Nancy: Strategic Priority, Strategy 5.3.1 focuses on promoting a clear organizational commitment to a stronger ethical culture. Can you discuss the initiatives your office has undertaken to ensure consistent communication and tone throughout the university?

Rica: Our office has launched several key initiatives aimed at fostering a strong culture of compliance and ethical decision-making across the university. This includes a series of targeted communication campaigns, workshops, and compliance briefs that underscore the importance of ethics and compliance in every aspect of our operations. We've worked closely with senior leadership and the Enterprise Compliance Committee to make sure that the messaging on compliance and ethics is consistent and reflects our organizational values.

Nancy: Strategy 5.3.1 also calls for the University to establish an accountability framework to address compliance and ethics violations. Can you give us an overview of the framework and where we can find out more about it?

Rica: We have established a comprehensive framework to support managers in addressing compliance and ethics violations effectively. This framework outlines clear procedures for reporting violations, conducting investigations, and monitoring the implementation of recommendations and accountability, where necessary. It emphasizes transparency, fairness, and respect for all parties involved. To ensure the University community is well-informed about this framework, we have made detailed information available on the University's compliance and ethics website.

Nancy: With the goal of aligning organizational practices to ensure compliance (Strategy 5.3.3), how is your office navigating the challenges of updating and communicating changes in policies and procedures across campus?

Rica: In pursuit of Strategy 5.3.3's goal of aligning organizational practices with compliance requirements, our office regularly reviews, updates, and communicates changes in policies and procedures enforced by our office. This involves close collaboration with the newly established Office of University Policy, which works closely with policy owners across the university to ensure that updates are timely, relevant, and communicated effectively through multiple channels. We've leveraged FAMUINFO (now the Daily Venom), email communications, and targeted training sessions to inform stakeholders of changes. Additionally, we've established a feedback loop through feedback and culture surveys that allows us to gauge understanding and compliance with new procedures, enabling us to address any challenges proactively.

Nancy: As we conclude our interview, what final thoughts would you like to share with the university community?

Rica: I want to emphasize the critical role that compliance and ethics plays in not only mitigating compliance risks but also enabling our strategic goals of excellence in education, research, and University engagement. An ethical culture is the foundation upon which we build trust, credibility, and reputation. To the FAMU community, my call to action is this: be proactive in embracing and promoting our values of integrity, respect, and responsibility. Together, we can ensure that our University not only meets its compliance obligations but also sets a standard for ethical excellence.



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Email: William.thomson@famu.edu Phone: 850-412-7523

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Dr. Charles Weatherford, VP for Research

BY ERICA THAMES

SENIOR AUDITOR & INVESTIGATOR

At its core, the Division of Research (the Division) serves as a catalyst for research excellence, guiding faculty, students, and staff through the intricate process of grant applications and contracts. From illuminating pre-award opportunities to navigating the complex landscape of post-award activities, this Division ensures that the university's research endeavors adhere to the highest standards of compliance and efficacy. Dr. Weatherford's expertise and dedication are unparalleled. Dr. Weatherford is a Fellow of the American Physical Society and a Fellow of the National Society of Black Physicists. During his tenure, he has produced and mentored three Ph.D. candidates.

Erica: Dr. Weatherford, thank you for taking the time to speak with us today. Your leadership at the Division has been truly remarkable. Can you share with our readers a bit about your background and your journey at the university?

Dr. Charles Weatherford: Thank you, Erica. I've had the privilege of serving as the Vice President for the Division for the past four years, and my tenure at the university spans nearly 49 years. I'm possibly the institution's longest-continuously serving faculty member. During this time, I've had the opportunity to contribute to the institution's research efforts and witness its growth and transformation firsthand. It's been a rewarding journey, and I'm grateful for the opportunity to make a difference in advancing our research agenda.

Erica: Your dedication and commitment to excellence are truly inspiring. Can you tell us more about the Division and its role within the university?

Dr. Weatherford: Certainly. The Division plays a pivotal role in advancing the university's research mission and supporting faculty, staff, and students in their scholarly endeavors. We oversee several key offices, including the Office of Sponsored Research, the Office of Contracts and Grants, the Office of Animal Welfare and Research Security, the Medical Marijuana Research and Education Initiative, and the Office of Tech Transfer, which the Division plans to expand to the Office of Tech Transfer and Economic Development. These offices work collaboratively to facilitate research activities, secure grant funding opportunities, and foster innovation and entrepreneurship across campus.

Erica: That's impressive. Can you elaborate on how the Division supports faculty in securing grant funding opportunities?

Dr. Weatherford: Absolutely. While we do not typically draft research proposals, except for major institutional proposals, we provide extensive support to faculty, staff, and students in proposal preparation and composition. This includes offering guidance on proposal development, budget preparation, compliance requirements, and submission procedures. We also actively participate in outreach initiatives to showcase the university's capabilities and establish connections with funding agencies and industry representatives, and explore potential partnerships with companies at the forefront of chip technology development.



In support of the university's pursuit of the designation as a Carnegie R-1 research university, the Division has implemented measures to expand research initiatives across all areas of the institution to meet this target. The Department of Research has taken a strategic approach to support STEM and non-STEM faculty members by sponsoring their attendance at research conferences to foster awareness of diverse research endeavors and facilitate interdisciplinary collaboration.

Erica: It's clear that the Division plays a crucial role in driving research excellence at the university. Can you share any recent achievements or milestones that the Division has accomplished under your leadership?

Dr. Weatherford: Certainly. The Division also tracks the number and value of awards granted annually, along with Research & Development (R&D) spending. FAMU is the leading HBCU in R&D spending, except for Howard University due to their medical school expenditures. However, when excluding Howard University's medical school spending, our R&D spending surpasses that of all other HBCUs. R&D spending plays a crucial role in generating Facilities and Administrative (F&A) investments, which support operational activities and enhances support services for faculty. Over the past few years, our R&D spending has increased substantially, and we've witnessed a significant increase in awards, exceeding \$96 million in the past year alone. The success rate in securing grants and proposals stands at 66%--this is very high and reflects the quality of our faculty's research expertise and the quality of the work of the Division of Research staff. However, this success has led to saturation among faculty members, as they are fully engaged with existing grants, resulting in declining grant submission rates. This success rate reflects the quality of our faculty's research expertise and the dedication of our staff. However, we also face challenges, such as faculty saturation and declining grant submission rates, which we are actively addressing through mentorship and support initiatives. This challenge can be addressed by recruiting new faculty or by supporting existing faculty members in their proposal writing endeavors. We must leverage the expertise of faculty adept in grant writing to mentor others to overcome this challenge.

COMING SOON

The HBCU Presidents' Townhall on Operating in Excellence



**Wednesday
May 15, 2024
2pm-4pm**

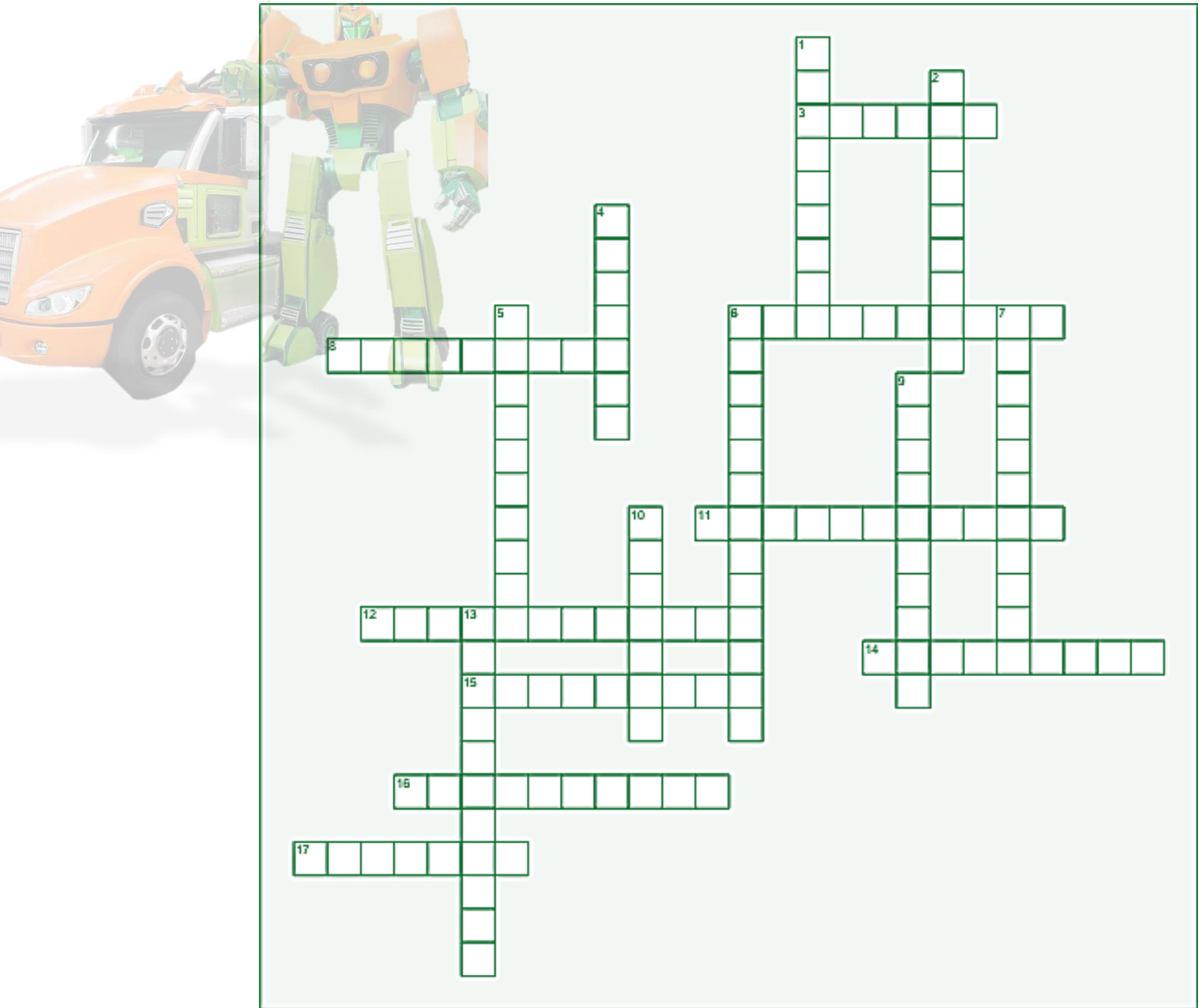


BE ON THE LOOKOUT FOR MORE DETAILS!

STRATEGIC PRIORITY 5: CROSSWORD

By Trystal Wright, Senior Auditor & Investigator

You can find the answers to this crossword puzzle by taking a look at FAMU's Boldly Striking Strategic Plan 2022-2027, specifically Strategic Priority 5. All respondents with a correctly completed puzzle before April 30, 2024, will be entered in a raffle to win a prize. We will announce the winner via The Daily Venom. Submit responses to: DivisionofAudit@famu.edu.



across:

- 3: Acknowledge and _____ staff for exemplary service and career milestones.
- 6: Operational _____ Plan that offers all employees organized professional development.
- 8: Engage a high-performing _____.
- 11: Develop a _____ IT infrastructure.
- 12: _____ Framework that aligns market competitiveness and internal equity.
- 14: Utilize _____ to drive data driven decisions.
- 15: Increase _____ and support for ongoing research, scholarship, and creative activity among faculty.
- 16: _____ processes improve business operations.
- 17: Promote a stronger _____ culture through consistent messaging and tone.

down:

- 1: Strengthen the University's culture of _____ decision-making.
- 2: A group of doctors, dentists, etc., who all work in the same building and share office costs.
- 4: Deliver results that enhance _____ success.
- 5: The act of obeying an order, rule, or request.
- 6: Optimize _____ of operations.
- 7: Cultivate an environment of _____.
- 9: Establish comprehensive _____ program designed to equip new employees with information to achieve success.
- 10: Enhance a _____ that intentionally fortifies FAMU's status as an employer of choice.
- 13: Strengthen full life-cycle _____ management framework.

DoA Noteworthy Events



FAMU co-hosted a Cybersecurity Table Top Exercise led by Cybersecurity and Infrastructure Security Agency on December 13, 2023.



October 2023
 Event: 2023 IGNITE Conference
 Topic: Generative AI and ChatGPT Risks



December 2023
 Event: ISACA Global Webinar Series
 Topic: 2023 Technology Trends

January 2024
 Event: ISACA Global Webinar Series



September 2023
 Event: Association of College and University Auditors
 Topic: Engaging the University Community (Internal Audit Awareness Campaigns)



Deidre Melton, AVP for Audit, celebrated her 10th year of enhancing value and optimizing efficiencies across the University.



November 2023
 Event: Association of Certified Fraud Examiners – Tallahassee Chapter



EMPLOYEE SPOTLIGHTS



Welcome New Lead Senior Auditor & Investigator, NANCY SHEPHERD!!

Nancy joins us with over 20 years' experience in public sector auditing, with a focus on Federal grant compliance-- most recently at Florida Department of Transportation. She is passionate about internal controls. She has long been a fan of FAMU's leadership in ERM and is excited to join the team.

Nancy earned her B.A. from the University of Chicago in Economics and her Masters in Accountancy from Indianapolis University/Purdue University at Indianapolis. She currently holds certifications as a CPA, CIA, CGFM, and CRMA. She is also a Board member for the Tallahassee Chapter of the IIA.

Nancy enjoys painting, walking, reading and hanging out with her husband and two cats. She is studying for her Technician ham radio license (entry level) so she can join her husband, a ham enthusiast, at local events.



New CIGI Certification – Congratulations RASHEEDAT McKAY!!

Rasheedat recently received a highly-valued certification in the field as a Certified Inspector General Investigator (CIGI)! Her hard work and commitment to excellence have paid off are reflected in her ongoing personal and professional growth. She will undoubtedly contribute to maintaining high ethical standards and safeguarding our operations.



New CIGI Certification - Congratulations TRYSTAL WRIGHT!!

Trystal recently earned a highly-respected certification in the field as a Certified Inspector General Investigator (CIGI)! Her dedication to continuous learning and professional development is truly commendable. This accomplishment not only demonstrates her expertise and commitment but also strengthens her team's capabilities.



Congratulations ERICA THAMES on being selected to be Secretary of the Tallahassee Association of Certified Fraud Examiners (ACFE)!!

Erica's appointment is a testament to her exceptional organizational skills, attention to detail, and leadership qualities. Her contributions in this role will be instrumental in ensuring smooth operations and effective communication within the ACFE Board.

AUDIT ADVENTURES



Crissy Brown cruising the beachside in Cabo San Lucas, Mexico February 2024.



Erica Thames at the Eiffel Tower in Paris, France March 2024.



VP Joe Maleszewski makes this obstacle look easy at the March 2024 Savage Race.



Will Thomson crossing the finish line at the March 2024 Savage Race.



RESOURCES

Need to file a complaint or make a report to the DoA?

You can reach DOA by emailing us at DivisionofAudit@famu.edu or by phone at 850-412-5479.

Complaints can also be submitted via the University's Compliance and Ethics website which allows anonymous reporting.

[Click on this link to file an Ethics Report.](#)



We look forward to hearing from you.

Additional DoA Resources

[The Audit Charter](#)

[Audit Reports](#)

[ERM, Training, & Other Resources](#)

Did you enjoy reading...

The Division of Audit's The Audit Report Magazine? [Click here](#) to find previous issues on the Division of Audit's website.



Fraud Education and Resources

Want to know more about how to prevent, detect and address fraud within the University or in your day to day life?

Check out some of the resources listed below:

[Association of Certified Fraud Examiners](#)

[AGA Fraud Resources](#)

[FAMU Division of Audit](#)

[FRAUD Magazine](#)

[Institute of Internal Auditors Fraud Resources](#)

ACCOUNTABILITY • INTEGRITY • EFFICIENCY
FAIRNESS • OBJECTIVITY • PROFESSIONALISM

FAMU

FLORIDA A&M UNIVERSITY
DIVISION OF AUDIT

1700 Lee Hall Drive

G7 Foote-Hilyer Administration Center

Tallahassee, Florida 32307

Phone: (850) 412-5479

Fax: (850) 561-2079

<https://www.famu.edu/administration/audit/>

Email: DivisionofAudit@famu.edu



"At FAMU, Great Things are Happening Every Day!"