



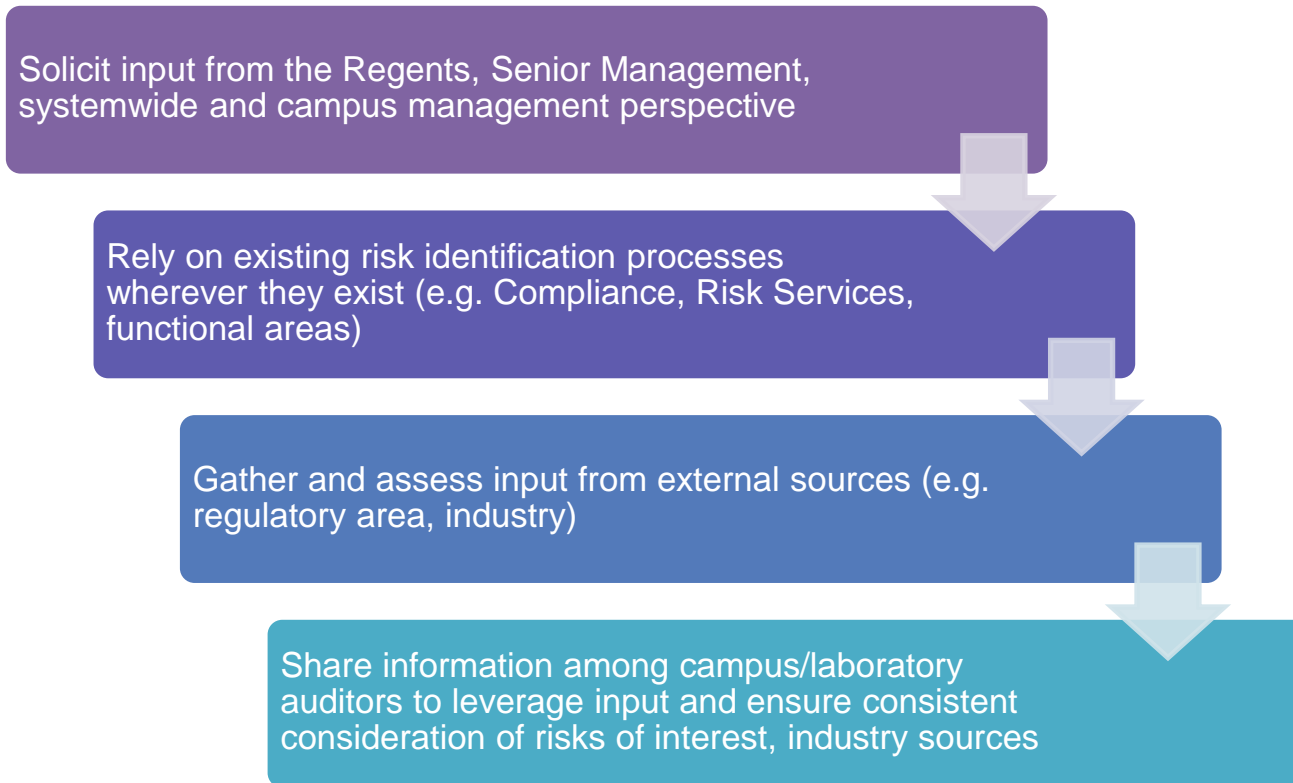
UNIVERSITY
OF
CALIFORNIA

Internal Audit Plan 2016-17

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 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 2016-17



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.

Topics Addressed in FY17 Audit Plans

Governance

- Joint Ventures, Partnerships and Affiliations*
- Executive Compensation
- Incentive Plans
- Outside Professional Activities

Risk Management

- Laboratory Safety
- Student Health
- Disability Management
- Disaster Recovery & Business Continuity

Compliance

- Conflict of Interest/Conflict of Commitment
- Fair Wage/Fair Work*
- Sponsored Projects
- State Audit Follow-up

Financial

- Financial Monitoring
- Cash Management
- Health Sciences Revenue Cycle
- Strategic Sourcing*
- Clinical Research Billing

Operations

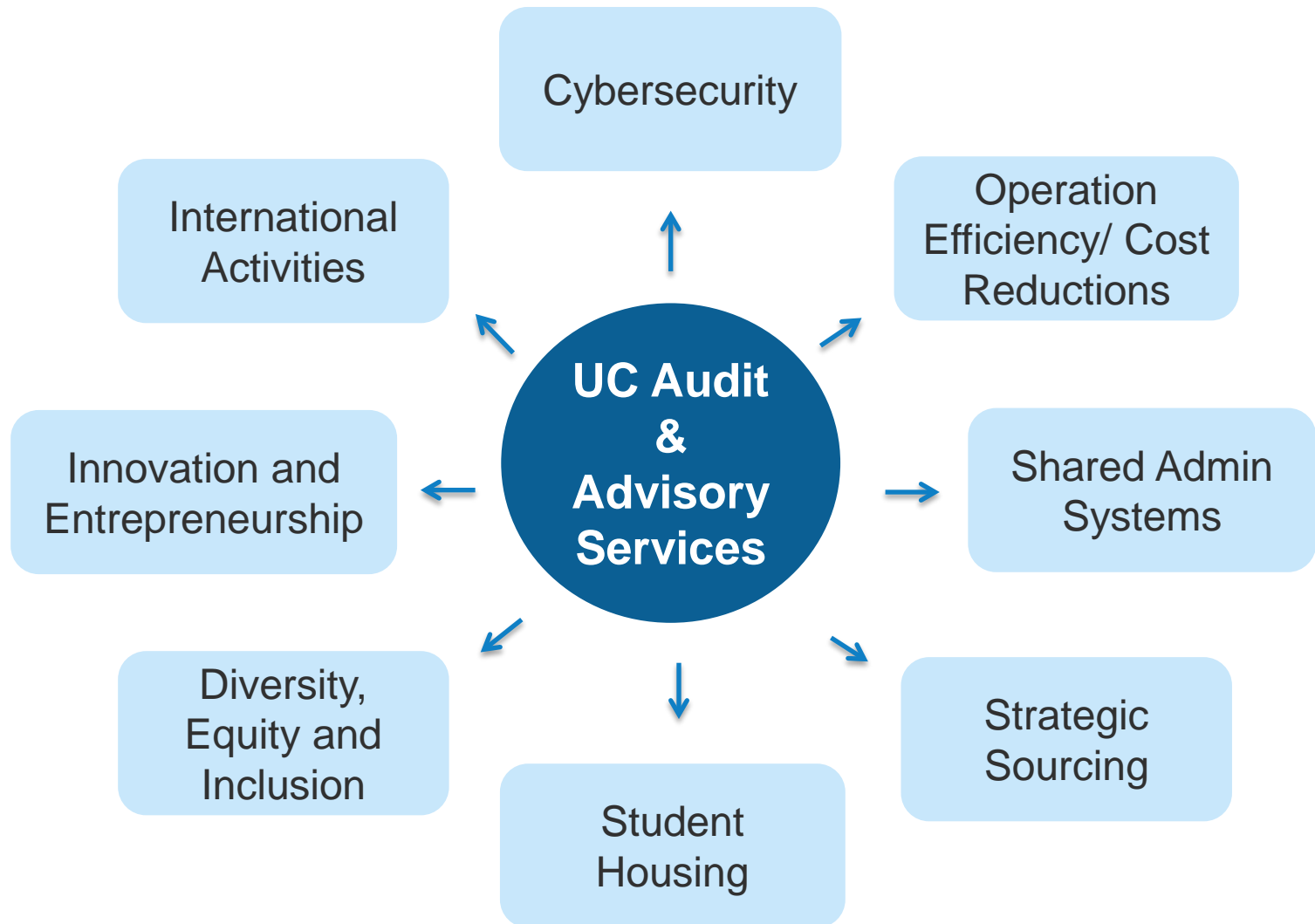
- Shared Services*
- Intercollegiate Athletics
- Merced 2020*
- UC-Mexico*
- Construction

Information Technology

- Cybersecurity*
- IT System Implementations*
- Mobile Devices
- Cloud Computing
- IT Outsourcing
- IT Project Costs

* Management Strategic Priority/Initiative

Focus on Strategic Alignment



Highlights of Consolidated Audit Plans

Personnel:	<u>FY17 Plan</u>		<u>Prior Year Plan</u>	
Authorized staff level	112 FTE's		113 FTE's	
Avg. Staff Level	107 FTE's		108 FTE's	
Distribution of Planned Activities:				
By Audit Activity Type (hours/%):	<u>FY17 Plan</u>		<u>Prior Year Plan</u>	
Audits	98,944	65%	97,173	64%
Advisory Services	36,109	23%	37,321	24%
Investigations	<u>17,826</u>	<u>12%</u>	<u>18,473</u>	<u>12%</u>
	152,879	100%	152,967	100%
By University area:	<u>FY17 Plan</u>		<u>Prior Year Plan</u>	
Campus/Laboratory*	76%		74%	
Health Sciences	<u>24%</u>		<u>26%</u>	
	100%		100%	

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

Allocation of Available Resources

Weighted Average FTE	FY17 Plan		3/31/16 Annualized	
	Hours	Percent	Hours	Percent
	107		108	
Personnel Hours	223,465	98.1%	225,106	98.0%
Other Resource Hours	<u>4,274</u>	<u>1.9%</u>	<u>4,615</u>	<u>2.0%</u>
Gross Available Hours	227,739	100.0%	229,720	100.0%
Less: Non-Controllable Hours	36,560	16.1%	40,740	17.7%
Less: Admin/Training	<u>24,860</u>	<u>10.9%</u>	<u>32,080</u>	<u>14.0%</u>
Total Direct Hours	<u>166,319</u>	<u>73.0%</u>	<u>156,901</u>	<u>68.3%</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.

Audit Program	FY17 Plan		3/31/16 Annualized	
	Hours	Percent	Hours	Percent
Planned Audits* (229 projects)	74,240	44.6%	76,326	48.6%
Supplemental Audits	17,729	10.7%	9,818	6.3%
Audit Follow Up	<u>6,975</u>	<u>4.2%</u>	<u>7,698</u>	<u>4.9%</u>
Total Audit Program	98,944	59.5%	93,842	59.8%
Advisory Services				
Planned Projects* (80 projects)	17,130	10.3%	N/A	N/A
Supplemental Hours	<u>18,979</u>	<u>11.4%</u>	<u>N/A</u>	<u>N/A</u>
Total Advisory Services	36,109	21.7%	35,683	22.7%
Investigations	17,826	10.7%	12,660	8.1%
Audit Support Activities	<u>13,440</u>	<u>8.1%</u>	<u>14,716</u>	<u>9.4%</u>
Total Direct Audit Hours	<u>166,319</u>	<u>100.0%</u>	<u>156,901</u>	<u>100.0%</u>

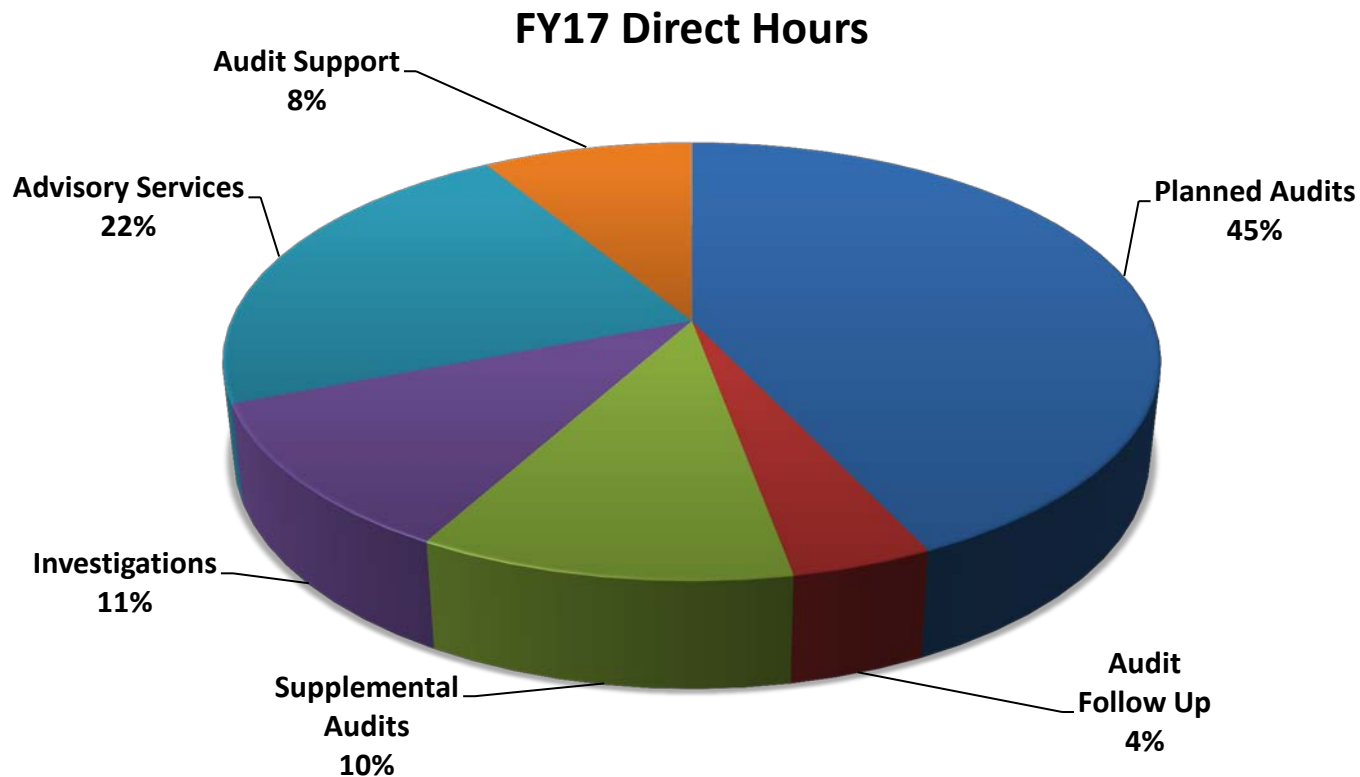
Resource Allocation

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 309 Planned Projects = 91,370 (see Planned Projects in Appendix)

Distribution of Direct Hours

The chart below depicts the direct audit coverage of our FY17 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).



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

Distribution of Available Hours

	FY17		3/31/2016 Annualized	
	Plan	Percent	Actual	Percent
INDIRECT HOURS				
Administration	15,252	8.0%	20,329	10.8%
Professional Development	8,863	4.6%	11,751	6.2%
Other	745	0.4%	-	0.0%
Total Indirect Hours	24,860	13.0%	32,080	17.0%
DIRECT HOURS				
Audit Program				
Planned Audits	74,240	38.8%	76,326	40.4%
Supplemental Audits	17,729	9.3%	9,818	5.2%
Audit Follow Up	6,975	3.6%	7,698	4.1%
Total Audit Program Hours	98,944	51.7%	93,842	49.7%
Advisory Services				
Advisory Service Projects	27,630	14.5%	26,399	13.9%
External Audit Coordination	6,948	3.6%	6,815	3.6%
Compliance Support	1,531	0.8%	2,469	1.3%
Total Advisory Services Hours	36,109	18.9%	35,683	18.8%
Investigations Hours, IN	17,826	9.3%	12,660	6.7%
Audit Support Activities				
Audit Planning	3,922	2.1%	2,988	1.6%
Audit Committee Support	1,823	1.0%	1,645	0.9%
Systemwide Audit Support	3,426	1.8%	4,715	2.5%
Computer Support*	3,339	1.7%	4,280	2.2%
Quality Assurance	930	0.5%	1,089	0.6%
Total Audit Support Hours	13,440	7.1%	14,716	7.8%
Total Direct Hours	166,319	87.0%	156,901	83.0%
TOTAL NET AVAILABLE HOURS	<u>191,179</u>	<u>100.0%</u>	<u>188,981</u>	<u>100.0%</u>

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 by Location

This appendix lists all the planned audit and advisory service projects at each location and their corresponding planned hours budget. The progress and status of these projects are reported quarterly.

Systemwide-Focused Projects (2.5 FTE at UCOP/ECAS) – Audits	Hours	Est. Completion Qtr
Cybersecurity - Vulnerability Assessments and Penetration Testing (systemwide)	200	2
Outside Professional Activities	200	3
Fair Wage/Fair Work (systemwide)	100	3
UCOP Executive Compensation (systemwide)	150	4
UCPath Center	250	2
Medical Centers Clinical Enterprise Management Recognition Plan (CEMRP)	250	2
Office of the Treasurer Annual Incentive Plan (AIP)	250	2
Retirement Administration Service Center (RASC) User Access	150	2
RASC Death Reporting	150	2
New Pension Tier	150	1
Systemwide-Focused Projects – Advisory Services	Hours	Est. Completion Qtr
Strategic Sourcing - Bypass Spending (systemwide)	250	4
Cybersecurity Risk Assessment (systemwide)	250	2
State Audit Follow-up	50	4
UCPath Pilot Deployment	250	4
Student Health Self-Assessment (systemwide)	200	2
Systemwide-Focused Projects UCOP/ECAS Subtotal	2,850	

Appendix – List of Audit and Advisory Service Projects by Location

Lawrence Berkeley National Laboratory (5 FTE) – Audits	Hours	Est. Completion Qtr
FY16 Cost Allowability (annual)	650	4
FY16 Home Office Costs (Department of Energy required)	450	4
Conference & Meals (Department of Energy required)	300	3
Gifts (Department of Energy required)	300	3
Systemwide Placeholder	350	3
Technology Transfer Phase II	400	3
Office of Management and Budget (OMB) A-123 IT Controls	300	3
Time/Effort Reporting	400	2
Construction Projects	400	3
Electronic Request for Issuance of Check (eRFIC)	400	2
Benefits Eligibility	350	2
Safety Culture	350	2
Lawrence Berkeley National Laboratory – Advisory Services	Hours	Est. Completion Qtr
CY16 Executive Compensation	300	3
FY16 Employee Performance Management (HR request)	300	2
LBNL Subtotal	5,250	
UC Berkeley (7.5 FTE) – Audits	Hours	Est. Completion Qtr
Leave Management and Accrual	100	1
General Prior Year Cleanup	200	1
Internal Communication	160	4
Sponsored Projects—Award Close-out	300	3
Sponsored Projects—Indirect Cost Recovery	240	2
Sponsored Projects—Sub-awards	300	4
International Agreements	300	4
Campus Shared Services	400	2
Restricted Gifts	300	2
Facility Services	300	4
Capitalized Assets — Equipment and Software	300	4
Disability Governance	300	2
Common Good Expenses versus Recharged Expenses	240	3
Supply Chain Management	300	4
Intercollegiate Athletics—Expenses	240	3

Appendix – List of Audit and Advisory Service Projects by Location

UC Berkeley – Audits – cont’d	Hours	Est. Completion Qtr
IT Disaster Recovery	300	3
Human Resources—Data Management	300	2
Cybersecurity (Systemwide)	40	1
Executive Compensation	180	3
UC Berkeley – Advisory Services	Hours	Est. Completion Qtr
Operational Excellence—Leveraging Lessons Learned	300	4
Financial Fraud and Misconduct Risk Management - Procure to Pay Process	200	4
UCB Subtotal	5,300	
UC Davis (12.5 FTE) – Audits	Hours	Est. Completion Qtr
Systemwide Placeholder	300	3
Review of Annual Report on Executive Compensation	200	3
Protection of Minors	500	4
Purchasing Cards	300	2
Physician Compensation	300	2
Student Accounting for Tuition and Fees	250	1
Epic Work Queues	300	2
Charge Description Master	300	3
Centers for Medicare & Medicaid Services (CMS) Quality Measures	200	2
Cloud Computing and IT Vendor Management	350	3
Institutional Data Governance and Security	350	4
Graduate Studies IT Operations	300	1
Vulnerability Management	300	2
Personnel Action Approval Process	200	3
Gifts and Grants Classification	300	4
Charge Router	350	4
Clearing and Suspense Account Management	300	4
Software Licensing	300	2
Vet Med Teaching Hospital	350	3
Research Cores	300	2
Outside Professional Activities	100	4

Appendix – List of Audit and Advisory Service Projects by Location

UC Davis – Advisory Services	Hours	Est. Completion Qtr
Office of Research Transition Review	350	4
Humanities, Arts and Cultural Studies (HArCS) Approval Process	80	1
School of Biological Sciences Transition Review	200	1
School of Education Transition Review	200	1
Incentive Compensation – UCD Health Sciences	300	3
Intercollegiate Athletics (ICA) Transition Review	200	1
Materials Management System UCD Medical Center	60	4
Time Reporting System (ecotime)	250	3
Administrative Staff Comparison and Benchmarking by College/School	350	2
Pathology Beaker Epic Module Implementation	40	4
Law Fellow Development	750	4
ACL Analytics and Development	200	4
UCD Subtotal	9,130	
UC Irvine (9 FTE) – Audits	Hours	Est. Completion Qtr
School of Physical Sciences	300	1
Arroyo Vista Housing	300	1
School of Medicine - Orthopedic Surgery	300	1
Charging Food/Meals on Federal Awards	300	1
Human Resources - Background Checks	200	1
Athletics	400	2
Data Inventory (Electronic Inventory Resource Database)	300	2
Mobile Device Security	300	2
Clinical Research Billing Systems	300	2
School of Medicine - Psychiatry & Human Behavior	300	2
School of Medicine - Anesthesiology	300	3
Medical Center Contract Management	300	3
Vendor Master File Review	400	3
Executive Compensation	100	3
International Travel	300	3
Systemwide Audit (Placeholder)	300	4
Physician Billing Group	500	4
Kuali Financial System	300	4
Focused Audits (Cash Handling, Equipment, Ledger Reviews)	400	4
IBM File Imaging System (Filenet)	300	4

Appendix – List of Audit and Advisory Service Projects by Location

UC Irvine – Advisory Services	Hours	Est. Completion Qtr
Site of Service 11 and 22 Reviews	150	4
Assessment of International Statistical Classification of Diseases and Related Health Problems (ICD)-10 Readiness	100	4
Electronic Health Records (EHR) Migration to Epic	50	4
UC Path Workgroup	50	4
Payroll Certification System	50	4
Police Department Property Audits	75	4
Continuous Auditing Corporate Card Transactions	100	4
Physical Inventory Observations	75	4
Exchange Server	50	4
Control Substance and Drug Diversion; Security of Pharmacy in Santa Ana Family Clinic (SNA)	100	4
UCI Applied Innovation Agreements and Revenue Streams	100	4
UCI Subtotal	7,100	
UC Los Angeles (27 FTE) – Audits	Hours	Est. Completion Qtr
Housing & Hospitality Services - Conference Services	368	4
Housing & Hospitality Services - Cashiering Operations	418	4
Housing & Hospitality Services - Lake Arrowhead Conference Center	318	4
Housing & Hospitality Services - Student Technology Center	268	4
Housing & Hospitality Services - University Apartments - Revenue, Leasing, and Vacancy	318	4
Housing & Hospitality Services - Vending Services Cashiering Operations	218	4
Housing & Hospitality Services - On-Campus Housing - Major Maintenance Reserve	268	4
Events & Transportation - Fleet & Transit - Auto Parts Inventory	277	4
Events & Transportation - Fleet & Transit - Fuel Accountability	277	4
Events & Transportation - Pay Stations	277	4
Events & Transportation - Revenue Recognition	477	4
UC Police Department (UCPD) - Cash Management	425	4
UC Police Department (UCPD) - Recharges and Revenue Reconciliation	475	4
Campus Service Enterprises - Early Care and Education	320	4
Campus Service Enterprises - Insurance and Risk Management	320	4
Information Technology Services - Procurement and Asset Management	350	4
Central Ticket Office - Cashiering	285	4
Residential Life	350	4
Facilities Management - Energy Services	400	4
Facilities Management - Purchased Utility Billing	400	4

Appendix – List of Audit and Advisory Service Projects by Location

UC Los Angeles – Audits – cont'd	Hours	Est. Completion Qtr
Facilities Management - Recycling and Waste Management	300	4
Facilities Management - Employee Incentive Awards	300	4
Capital Programs - CapStar System Review	400	4
Capital Programs - Project Planning and Development	400	4
Capital Programs - Records Center Administration	350	4
Associated Students (ASUCLA) - UCLA Store - Retail Division - Computer Store	240	4
Associated Students (ASUCLA) - UCLA Store - Retail Division - Textbooks Division	280	4
Associated Students (ASUCLA) - UCLA Restaurants - North Campus Division	260	4
Associated Students (ASUCLA) - Finance Division - Accounts Receivable	320	4
Associated Students (ASUCLA) - Finance Division - Loss Prevention	200	4
Campus - UCLA Foundation	500	4
Campus - Athletics	400	4
Campus - Academic Department - 1	500	4
Campus - Academic Department - 2	500	4
Campus - Purchasing and Accounts Payable Assessment - Follow-up	200	4
Campus - Systemwide Audit	300	4
Campus - Data Analytics - Procurement Strategic Sourcing	300	4
Business Contracts	500	4
Clinical Laboratory	600	4
Overflow Care	450	4
Hospital Revenue	1500	4
UCLA Health Clinics	350	4
Faculty Practice Group-Business Office	500	4
Main Cashiers Office	2500	4
Housestaff Duty Hours	450	4
School of Medicine-Administration	451	4
Nursing Support for Research Studies	530	4
Outpatient Bone Marrow Transplant Program	400	4
Patient Dietary Assessments	350	4
Travel Expenses	400	4
Entertainment Expenses	400	4
Compensation Agreements	450	4
Nursing Volunteers	375	4
Decentralized On-Boarding	425	4
Leasing Costs	400	4

Appendix – List of Audit and Advisory Service Projects by Location

UC Los Angeles – Advisory Services		Hours	Est. Completion Qtr
IT Security		300	4
Wounded Warrior Project/Operation Mend		450	4
	UCLA Subtotal	24,340	
UC Merced (2 FTE) – Audits		Hours	Est. Completion Qtr
Pre-Award and Post-Award Processes		200	1
Pay Increases and Performance Evaluations		300	2
Access to Student Data - Banner Access Controls		200	3
Annual Report of Executive Compensation		100	3
Safety (Safe Work Practices and Building Access)		200	3
Strategic Sourcing		200	4
UC Merced – Advisory Services		Hours	Est. Completion Qtr
Fraud Risk Management Program (Reviewing Fraud Risks and Conflicts of Interest)		300	1
Employee Turnover and Employee Success (Reclasses, Equity, Work Environment, Training)		200	1
Student Housing		200	2
2020 Project Impact on Campus Risk Assessment		300	4
	UCM Subtotal	2,200	
UCOP (1.5 FTE) – Audits		Hours	Est. Completion Qtr
UCOP Travel and Entertainment		150	2
ANR Federal Excess Personal Property Program		150	4
ANR Research and Extension Center (REC) Review		200	1
Electric Service Provider (ESP) Power Supply Validation		50	1
UCOP – Advisory Services		Hours	Est. Completion Qtr
ANR Financials		200	2
Modernization of Technology Infrastructure for Value (MOTIVE) Data Center Migration Project		150	1
Research Grants Program Office (RGPO) System Implementation Advisory Assistance		100	4
	UCOP Subtotal	1,000	

Appendix – List of Audit and Advisory Service Projects by Location

UC Riverside (5 FTE) – Audits	Hours	Est. Completion Qtr
Housing, Dining and Residential Services	350	1
IT Security	370	2
Physical Plant	350	1
College of Humanities, Arts, and Social Sciences (CHASS) Dean's Office	300	2
College of Natural and Agricultural Sciences (CNAS) Dean's Office	300	2
Environmental Health and Safety (EH&S) Laboratory Safety	280	4
Campus Mobile Devices	330	3
Overtime & Comp Time	440	4
College of Engineering – Center for Environment Research and Technology (CE-CERT)	400	2
Annual Report on Executive Compensation (AREC)	220	3
Annual Analytic Review & Fraud Detection	860	4
Systemwide Placeholder	400	4
UC Riverside – Advisory Services	Hours	Est. Completion Qtr
Campus Efficiencies/Operational Excellence	430	4
UC Path (pilot)	220	4
UC Mexico Initiative	320	3
Contract & Grant Internal Controls Review	280	3
College of Humanities, Arts, and Social Sciences (CHASS) Cluster Review	280	2
Enterprise Risk Management (ERM)	60	4
	UCR Subtotal	6,190
UC Santa Barbara (7.5 FTE) – Audits	Hours	Est. Completion Qtr
IT: Information Security - Restricted Information	250	1
Intercollegiate Athletics and Department of Recreation - Procurement and Contracting	300	1
Koegel Autism Center (and Clinic)	300	1
Kavli Institute for Theoretical Physics (KITP)	300	1
National Center for Ecological Analysis and Synthesis (NCEAS)	300	2
IT: Campus Financial System (CFS) - Phase I Post Implementation Internal Control Review	275	2
IT: Administrative & Residential Information Technology (ARIT) – Operational Review	250	2
Human Subjects	275	2
Hosford Counseling & Psychological Services Clinic	300	3

Appendix – List of Audit and Advisory Service Projects by Location

UC Santa Barbara – Audits – cont'd	Hours	Est. Completion Qtr
IT: Student Information Systems & Technology (SIS&T) - Operational Review	250	3
IT: Information Security - Server Practices	250	3
Housing – Internal Control Review	300	3
Executive Compensation: Chancellor's Expenses and Executive Travel & Entertainment (Systemwide)	125	3
Systemwide Placeholder	300	3
IT: UCPath Project Progress Review	275	4
Conference Services - Internal Control Review	300	4
IT: Enterprise and Campus-wide IT Project Costs - FY 2016-17 Review	275	4
Controlled Substances	275	4
UC Santa Barbara – Advisory Services	Hours	Est. Completion Qtr
Work Order Systems and Processes	250	1
Environmental Health & Safety (EH&S) - Placeholder for As-Needed Services	225	2
Campus Compliance Self-Assessment	275	2
Internal Control Self-Assessment	275	3
IT: Connect or Electronic Timekeeping - As-Needed Project	275	4
Data Analytics Program - Development and Collaboration	250	4
UCSB Subtotal	6,450	
UC Santa Cruz (4 FTE) – Audits	Hours	Est. Completion Qtr
Distributed User Authentication Controls	350	2
Information Technology End Point Security (BigFix)	350	3
Laptop Security	350	4
Independent Contactors	350	2
Export Control Awareness Update	350	3
Laser Safety	350	4
Conflict of Interest Disclosures on Federal Contracts	350	2
Chancellor's Expenses UC Policy Business Finance Bulletin (BFB-G-45) (systemwide)	150	3
Annual Report on Executive Compensation (AREC) (systemwide)	150	3
Campus Use of Consultants	200	4
Systemwide Placeholder	300	4

Appendix – List of Audit and Advisory Service Projects by Location

UC Santa Cruz – Advisory Services	Hours	Est. Completion Qtr
Office of Physical Education, Recreation and Sports (OPERS) Financial Review	350	1
Summer Session Operations	300	4
IAS Annual Risk Assessment and Audit Plan	180	4
National Collegiate Athletic Association (NCAA) Report Annual Review	60	3
Spreadsheet Use and Reporting Survey	80	4
Student Intern Program	60	4
Data Analytics Initiative	80	4
UCSC Subtotal	4,360	
UC San Diego (16.4 FTE) – Audits	Hours	Est. Completion Qtr
Budget Planning and Monitoring	300	2
Facilities Management - Renovations and Alterations	350	4
Delegations of Authority	350	2
Scripps Institution of Oceanography - Financial Controls (Marine Biology Research Division/Center for Marine Biotechnology and Biomedicine/Center for Marine Biodiversity and Conservation)	400	2
Supervisory Control & Data Acquisition (SCADA) Systems	350	4
Financial Aid Office	350	4
Emergency Management and Business Continuity	350	2
Computer Science and Engineering - Department Audit	400	2
Center for Energy Research (Organized Research Unit)	400	4
Department Financial Controls (Anthropology)	300	2
Systemwide Placeholder	300	4
Information Technology General Controls	400	2
Clinical Engineering / SCADA (Supervisory Control and Data Acquisition)	350	4
Infusion Services (Hillcrest, La Jolla, Encinitas)	400	2
Department of Surgery	350	2
Psychiatry Clinical Services	400	4
Medical Staff Administration – Physician Credentialing & Proctoring	350	4
Epic Link - Access by Community Providers	350	4
Clinic Cashiering & Reconciliations	350	2
Moore's Cancer Center (Organized Research Unit Review)	400	2
Human Subjects Research	400	4

Appendix – List of Audit and Advisory Service Projects by Location

UC San Diego – Advisory Services	Hours	Est. Completion Qtr
Data Analytics - Construction Plant Accounts	350	2
Annual Review of Executive Compensation	200	3
Sponsored Projects Accounts Receivable and Cash Management (SPARCM) System	350	4
Genomic Testing – Send-Out Tests	250	2
Point of Service Collections (Passport System)	250	4
Resource Alignment	400	4
UCSD Subtotal	9,400	
UC San Francisco (12 FTE) – Audits	Hours	Est. Completion Qtr
Inventory Management	250	2
Physician Assistant / Nurse Practitioner Scope of Practice	250	1
Hospital Billing Receivables	300	3
Langley Porter Psychiatric Hospital (LPPH) Revenue Cycle Processes	300	1
Radiation Oncology	250	1
Clinical Research Billing	300	4
Electronic Medical Records (EMR) Integration	300	2
Adverse Event Reporting - Clinical Trials	250	3
Lab Chemical Safety & Management	250	2
Critical Infrastructure	200	3
International Research	200	3
Student Record Security	250	1
Vendor Management	250	2
HR Operations	300	3
Fair Wage/Fair Work	200	4
Data Security Compliance Program	200	1
Quincy Data Center	250	3
Systemwide Placeholder	300	3
Prior Project Follow Up Review (Health System)	150	4
Prior Project Follow Up Review (Campus)	150	4

Appendix – List of Audit and Advisory Service Projects by Location

UC San Francisco – Advisory Services	Hours	Est. Completion Qtr
Affiliations / Joint Ventures / Accountable Care Organization (ACO)	300	4
Facility Administered Pharmaceuticals Charging and Billing	150	4
UCSF Health Financial Integration	250	1
Benchmarking Accuracy and Utilization	150	4
Procure to Pay	300	4
Children’s Hospital Oakland Research Institute (CHORI) - Integration with UCSF	150	1
Lease Payment	200	1
Contracts and Grants Accounting	250	3
Emergency Preparedness	200	1
IT Outsourcing	200	2
Office of Federal Contract Compliance Program (OFCCP) Data Analytics	200	3
Continuous Analytics Program	400	4
Enterprise-wide Collaboration	150	4
	UCSF Subtotal	7,800
	All Campuses and Lab Total Planned Hours	91,370