



Audit and Compliance Committee Handbook

**Prepared by
the Office of the Inspector General
and Director of Compliance**

June 2010

Audit and Compliance Committee Handbook

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Executive Summary

The *Audit and Compliance Committee Handbook* (the Handbook) provides new members of the Audit and Compliance Committee (Audit Committee) with an overview of their duties and responsibilities. In addition, the Handbook is a reference tool compiling in one place pertinent documents, such as the Audit and Compliance Committee Charter, that are the source of the Audit Committee's legal authority and mandate to take actions on behalf of the Board of Governors (Board).

The Office of Inspector General and Director of Compliance (OIGC or Inspector General) was established to demonstrate the Board's commitment to accountability in carrying out its fiduciary responsibility for the overall management of the State University System of Florida (SUS). The Inspector General reports to the Board through the Audit Committee and administratively to the Chancellor. Because of this dual reporting relationship, the Handbook also includes sources of authority for the Inspector General including the OIGC Charter and applicable statutes.

The Handbook is divided in several sections that provide work plans and other documents that describe the scope of the Audit Committee duties and a timetable for the completion of major projects. An organizational chart of the Board of Governors' senior staff is included along with a description of the units that make up the Board Office. Lastly, a list of each Board member's dates of service and his or her biography are provided.

In furtherance of our core values, the OIGC is pleased to provide the Audit Committee and the members of the Board this Handbook, which will be updated annually.

Audit and Compliance Committee Charter

The Audit Committee was established by the Board of Governors to demonstrate its firm commitment to accountability and in furtherance of its fiduciary responsibility for the overall management of the state university system. The *Audit and Compliance Committee Charter* articulates the powers and duties of the Audit Committee and establishes clear lines of authority, responsibility, and expectations related to the Office of Inspector General and Director of Compliance (OIGC).

Final approval and adoption of the Charter by the Board in March 2009 was the culmination of a cooperative and collaborative process with key representatives from all State University System members who offered comments and suggestions. The Audit Committee is required annually to review and assess the adequacy of the Charter in achieving the goals and objectives of the Board.

**BOARD OF GOVERNORS
STATE UNIVERSITY SYSTEM OF FLORIDA
AUDIT AND COMPLIANCE COMMITTEE CHARTER**

INTRODUCTION:

The Board of Governors, State University System of Florida ("Board"), has established an Audit and Compliance Committee as a demonstration of the Board's commitment to accountability. The Audit and Compliance Committee's Charter articulates the powers and duties of the Committee, provides for a systematic and disciplined approach to the evaluation of the Board's operations, and fosters a management environment committed to integrity, efficiency, sound financial controls, and accountability for the whole university system.

This Charter establishes clear lines of authority, responsibility and expectations related to the Office of Inspector General and Director of Compliance ("Inspector General"), which shall coordinate activities designed to promote accountability, efficiency and effectiveness in the operations of the Board and activities to support accountable, efficient, and effective practices in the State University System.

The Charter is presented with the following sections: I. Organization, II. Authority, III. Duties and Responsibilities, and IV. Meetings/Reporting Responsibilities.

I. ORGANIZATION:

The Board is comprised of seventeen members, fourteen of whom are appointed by the Florida Governor and confirmed by the Florida Senate for a term of seven years. The remaining members include the Chair of the Advisory Council of the Faculty Senate, the Commissioner of Education, and the President of the Florida Student Association.

The Audit and Compliance Committee serves as the central point for demonstrating the Board's commitment to accountability, financial integrity, and efficiency in the operations of the State University System. The Audit and Compliance Committee shall be comprised of five to nine members of the Board appointed by the Chair and should include at least one member who is a "financial expert."¹

¹ Financial expert is defined as having expertise through education and/or substantial practical business experience in the function and meaning of financial statements and an understanding of proper oversight and accountability for financial matters.

The audit committees of the respective Boards of Trustees for the state universities and their respective internal audit executives serve as the central point for demonstrating the university Boards of Trustees' commitment to accountability, financial integrity, and efficiency in the operations of their respective institutions.

The Board's Audit and Compliance Committee, the Board's Inspector General, the audit committees of the respective Boards of Trustees for the state universities and their respective internal audit executives each serve important roles in ensuring that processes are in place to meet the State University System's responsibility for financial accountability, integrity and efficiency.

The Chancellor for the State University System of Florida ("Chancellor") is primarily responsible for providing support to the Board in achieving its mission, goals, and objectives. Among other duties, the Chancellor is responsible for the development and implementation of Board policies and the day-to-day operations of the Board Office, including supervision of professional and support staff.

The Inspector General shall provide leadership and coordination of audit and compliance functions for the Board of Governors and is generally responsible for promoting activities that ensure accountability, financial integrity, and efficiency as required by law.

To achieve necessary independence and to ensure maximum effectiveness and coordination, the Inspector General has a dual reporting relationship with the Audit and Compliance Committee and the Chancellor. The Inspector General shall report functionally to the Audit and Compliance Committee and shall report administratively directly to the Chancellor for the State University System of Florida. To "report functionally" means the Inspector General shall, among other duties, provide to the Audit and Compliance Committee:

- the proposed internal risk assessment and audit plan for the Board Office;
- reports on the results of internal audits and investigations;
- other matters as requested by the Committee, or as may be required by law, applicable auditing standards or the independent professional judgment of the Inspector General.

To report administratively to the Chancellor shall mean all matters within the Board's office management structure that facilitate day-to-day operations of the internal audit and investigation function such as budgeting, human resources administration, internal communication flows, and administration of Board Office internal policies and procedures.

II. AUTHORITY:

Article IX, Section 7, subsection (d) of the Florida Constitution mandates that the Board operate, regulate, control, and be fully responsible for the management of the State University System of Florida, including but not limited to defining the distinctive mission of each constituent university and its articulation with free public schools and community colleges; ensuring the well-planned coordination and operation of the system; and avoiding wasteful duplication of facilities or programs. The Board's management is subject to the powers of the Legislature to appropriate for the expenditure of funds, and the Board is required to account for such expenditures as provided by law. Under Article IX, Section 7, subsection (c) of the Florida Constitution and Board authorizations, the Board of Trustees of each university in the State University System is responsible for oversight and administration of the university.

The authority of the Audit and Compliance Committee comprises the specific duties and responsibilities delegated to it by the Board as set forth in this Charter.

III. DUTIES AND RESPONSIBILITIES:

A. BOARD OF GOVERNORS

The essential functions of the Audit and Compliance Committee relative to the operation and management of the Board of Governors are to provide oversight of activities related to internal audit, financial controls, compliance and ethics; to review significant accounting and reporting issues and confirm appropriate management responses; to review risk assessment methodologies and risk management policies; to assess the effectiveness of the internal control system; and to review and confirm appropriate management response to any report of significant audit- or compliance-related findings and recommendations.

Specifically, the committee will:

- review the operational and financial audits conducted by the Auditor General;
- review periodic reports issued by the Inspector General on audits, management reviews, and investigation;
- review corrective action plans implemented by the Chancellor;
- approve the Charter for the Board's Inspector General's Office;
- review and approve risk assessments and internal audit plans prepared by the Inspector General, who shall determine operationally the scope and assignment of the audit;
- direct the Inspector General to perform audits of special programs, functions, or organizational units;

- provide guidance on how to establish and maintain strong working relationships with external auditors and other stakeholders and assist the Board in obtaining adequate funding and resources needed by the Board's Office of Inspector General to fulfill his or her mandated duties.

B. STATE UNIVERSITY SYSTEM

The Audit and Compliance Committee's duties relative to the State University System include:

- acting as a liaison with the audit committee of university boards of trustees;
- receiving and reviewing university audit reports;
- identifying trends in such reports and confirming that adverse trends are being addressed by the universities;
- initiating inquiries if the committee has reasonable cause to believe that a university is not providing for appropriate response to significant audit findings;
- directing the Inspector General to conduct an inquiry or investigation if the committee has reasonable cause to believe that a university board of trustees is unwilling or unable to provide for objective investigation of credible allegations of fraud or other substantial financial impropriety; and
- working collaboratively with the universities to develop resources that will support sound audit and financial compliance practices.

IV. MEETINGS/REPORTING RESPONSIBILITIES:

The Audit and Compliance Committee shall generally meet at least four times a year with the authority, as circumstances warrant, to convene additional meetings. The Audit and Compliance Committee shall report regularly to the Board about Committee activities and provide an open and effective avenue of communication between the Inspector General, external auditors, the University Boards of Trustees' Audit Committees, and the Board.

The Audit and Compliance Committee shall confirm annually that the duties and responsibilities outlined in this Charter have been carried out and will review and assess the adequacy of the Charter in achieving the goals and objectives of the Board.

Approved by the Board of Governors of the State University System of Florida.

Date: March 26, 2009

Office of the Inspector General and Director of Compliance Charter

The Office of the Inspector General and Director of Compliance was established by the Board in July 2007 to promote accountability, integrity, and efficiency throughout the State University System and is consistent with the provisions of the Florida Inspector General Act. The *Office of Inspector General and Director of Compliance Charter* (OIGC Charter), in accordance with the Audit Committee Charter, was approved by the Board in June 2009. The OIGC Charter articulates the powers and duties of the Board's Inspector General and provides for a systematic and disciplined approach to the evaluation of the Board Office's operations; and, to achieve the necessary independence to ensure maximum effectiveness and coordination, clearly establishes the Inspector General has a dual reporting relationship with the Audit Committee and the Chancellor.

Like the Audit Committee Charter, the final approval of the OIGC Charter was the result of a cooperative and collaborative process involving representatives from all members of the State University System who provided invaluable feedback, comments, and suggestions. The OIGC Charter will be reviewed annually to assess its adequacy in achieving the goals and objectives of the Board.

**BOARD OF GOVERNORS
STATE UNIVERSITY SYSTEM OF FLORIDA
THE OFFICE OF THE INSPECTOR GENERAL AND
DIRECTOR OF COMPLIANCE CHARTER**

INTRODUCTION:

This Charter shall establish clear lines of authority, responsibility, and expectations related to the Office of Inspector General and Director of Compliance (“Inspector General”), which shall coordinate activities designed to promote accountability, efficiency, and effectiveness in the operations of the Board of Governors for the State University System of Florida (“Board”) and activities to support accountable, efficient, and effective practices throughout the system.

The Charter is presented with the following sections consistent with the Audit and Compliance Committee Charter: I. Organization, II. Authority, III. Independence, IV. Professional Standards, V. Scope of Work, VI. Audit Planning, and VII. Annual Review.

I. ORGANIZATION:

The Inspector General shall provide leadership and coordination of audit and compliance functions for the Board and is generally responsible for promoting activities that ensure accountability, financial integrity, and efficiency as required by law.

The Audit and Compliance Committee serves as the central point for demonstrating the Board’s commitment to accountability, financial integrity, and efficiency in the operations of the State University System. The Audit and Compliance Committee is comprised of five to nine members of the Board appointed by the Chair and should include at least one member who is a “financial expert.”¹

The Chancellor for the State University System of Florida (“Chancellor”) is primarily responsible for providing support to the Board in achieving its mission, goals, and objectives. Among other duties, the Chancellor is responsible for the development and implementation of Board policies and the day-to-day operations of the Board Office, including supervision of professional and support staff.

¹ Financial expert is defined as having expertise through education and/or substantial practical business experience in the function and meaning of financial statements and an understanding of proper oversight and accountability for financial matters.

The Board's Audit and Compliance Committee, the Board's Inspector General, the audit committees of the respective Boards of Trustees for the state universities and their respective internal audit executives each serve important roles in ensuring that processes are in place to meet the State University System's responsibility for financial accountability, integrity and efficiency.

II. AUTHORITY:

Article IX, Section 7, subsection (d) of the Florida Constitution mandates that the Board operate, regulate, control, and be fully responsible for the management of the State University System of Florida, including but not limited to defining the distinctive mission of each constituent university and its articulation with free public schools and community colleges; ensuring the well-planned coordination and operation of the system; and avoiding wasteful duplication of facilities or programs. The Board's management is subject to the powers of the Legislature to appropriate for the expenditure of funds, and the Board is required to account for such expenditures as provided by law. Under Article IX, Section 7 of the Florida Constitution and Board authorizations, the Board of Trustees of each university in the state university system is responsible for oversight and administration of the university.

The authority of the Audit and Compliance Committee comprises the specific duties and responsibilities delegated to it by the Board as set forth in the Charter adopted on March 29, 2009.

The Board has established the Office of Inspector General which shall provide leadership and coordination of audit, investigative, and compliance functions for the Board Office and shall generally promote activities within the state university system designed to ensure accountability, financial integrity, and efficiency.

III. INDEPENDENCE:

To achieve the necessary independence and to ensure maximum effectiveness and coordination, the Inspector General has a dual reporting relationship with the Audit and Compliance Committee and the Chancellor. The Inspector General shall report functionally to the Audit and Compliance Committee and shall report administratively directly to the Chancellor.

To "report functionally" to the Audit and Compliance Committee means the Inspector General shall, among other duties, provide to the Committee:

- the proposed internal risk assessment and audit plan for the Board Office,
- reports on the results of internal audits and investigations, and
- information on other matters as requested by the Committee, or as may be required by law, applicable auditing standards or the independent professional judgment of the Inspector General.

To “report administratively” to the Chancellor shall mean all matters within the Board’s office management structure that facilitate day-to-day operations of the internal audit and investigation function such as budgeting, human resources administration, internal communication flows, and administration of Board Office internal policies and procedures.

This dual reporting relationship is designed to ensure effective communication and coordination of activities while still demonstrating that the Inspector General is not impaired in any manner from performing his or her mandated duties and responsibilities.

All internal audit activities related to the Board Office shall remain free of influence by any other employee of the Board, including matters of audit selection, scope, procedures, frequency, timing, or report content to ensure the continuation of independent and objective actions necessary to render accurate and unbiased conclusions and findings. In addition, no employee of the Board shall prevent or prohibit the Inspector General from initiating, carrying out, or completing any audit or investigation that is authorized by the Board or by law. However, the Board, the Audit and Compliance Committee, or the Chancellor may at any time direct the Inspector General to perform an audit of a special program, function, or organizational unit of the Board Office.

IV. PROFESSIONAL STANDARDS:

The Inspector General shall conduct all of its activities in accordance with the current *International Standards for the Professional Practice of Internal Auditing* published by the Institute of Internal Auditors, Inc., or, where appropriate, in accordance with *Government Auditing Standards*, published by the Comptroller General of the United States, and *the Principles and Standards for Offices of Inspector General* published by the Association of Inspectors General. All reports issued by the Inspector General shall include a statement that the audit or investigation was conducted pursuant to the appropriate standards.

Furthermore, the Inspector General and his or her staff shall conduct activities consistent with the Institute of Internal Auditors “Code of Ethics” as well as any and all professional codes of conduct required by applicable law, rule, regulation, or Board’s policy.

V. SCOPE OF WORK:

In adherence with applicable law, the Florida Constitution, and the Audit and Compliance Committee’s Charter, the Inspector General shall perform the following activities as they relate to:

A. THE BOARD OFFICE

1. Internal Audit

- Provide direction for, supervise, and coordinate audits, management reviews, surveys, inspections, and other such activities, relating to the programs and operations of the Board. Audits to be conducted shall be identified through a risk-based assessment and work plan and include financial, performance, compliance, and information systems/EDP audits.
- Conduct, supervise, or coordinate other projects carried out or financed by the Board for the purpose of promoting economy and efficiency in the administration of, or preventing and detecting fraud and abuse in, its programs and operations.
- Ensure that an appropriate balance is maintained between audit, investigative, and other accountability activities.
- Report periodically to the Board, the Audit and Compliance Committee, and the Chancellor about fraud, abuses, or deficiencies relating to programs and operations administered or financed by the Board, recommend appropriate corrective actions, and report on the progress made in implementing such corrective action.
- Act as liaison with the Auditor General, federal auditors, and other governmental entities to ensure coordination of external reviews to avoid duplication.
- Review, as appropriate, regulations relating to the programs and operations of the Board and make recommendations concerning their impact.
- Monitor the implementation of the Board's response to any report on the Board issued by the Office of the Auditor General or by the Office of Program Policy Analysis and Government Accountability and no later than six months after the release of the final report provide a written response to the Audit and Compliance Committee and to the Chancellor on the status of corrective actions taken and confirm a copy of such response is filed with the Legislative Auditing Committee.

2. Investigations

- Receive and review complaints of alleged violations of policies, regulations, or procedures, and when appropriate initiate, conduct, supervise, and coordinate investigations designed to detect, deter, prevent, and eradicate fraud, waste, mismanagement, misconduct, and other abuses.
- Report expeditiously to the Department of Law Enforcement or other law enforcement agencies, as appropriate, whenever the Inspector General has reasonable grounds to believe there has been a violation of criminal law.
- Conduct investigations and other inquiries free of actual or perceived impairment by any person to the independence of the Inspector General.

- Submit in a timely fashion to the Board, the Audit and Compliance Committee, and the Chancellor final reports on investigations conducted by the Inspector General, except for investigations conducted pursuant to the Florida Whistle-blower's Act, which shall be conducted and reported pursuant to applicable law.
- Investigate complaints filed by a Board employee pursuant to Florida's "Whistle-blower's Act," which allege violation of federal, state, local law, rule, or regulation or which create and present a substantial and specific danger to the public's health, safety, or welfare or which allege a suspected act of gross mismanagement, malfeasance, misfeasance.

B. THE STATE UNIVERSITY SYSTEM

- Receive and review university audit reports in order to identify trends in such reports and confirm that adverse trends are being addressed by the universities.
- As directed by the Audit and Compliance Committee, initiate inquiries if the Committee has reasonable cause to believe that a university is not providing for appropriate response to significant audit findings.
- As directed by the Audit and Compliance Committee, be responsible for conducting any audit or other such activity relating to a state university pursuant to the provisions set forth in its Charter.
- As directed by the Audit and Compliance Committee, conduct an inquiry or investigation in order for the Committee to determine if there is reasonable cause to believe that a university board of trustees is unwilling or unable to provide for objective investigation of credible allegations of fraud or substantial financial impropriety.
- Work collaboratively with the universities to develop resources that will support sound audit and financial compliance practices.

C. OTHER ACTIVITIES

- Prepare an annual report on or before September 30, which summarizes the activities of the Office of the Inspector General during the preceding fiscal year. The annual report shall be provided to the Chancellor, members of the Board, and other designated entities.
- Provide support to the Board and the Chancellor, as requested, in matters that improve the overall efficiency and/or effectiveness of the Board.
- Ensure that periodic quality assurance reviews by the Florida Auditor General of the Office of the Inspector General are conducted consistent with applicable law

and professional standards.

- Represent the Board of Governors on the State University Audit Council.
- On behalf of the Board, act as a liaison with outside agencies and the federal government to promote accountability, integrity, and efficiency in the audit and compliance functions relating to the Board's internal operations.

VI. AUDIT PLANNING:

The Inspector General shall develop long-term and annual Audit Plans relating to the Board Office based on the findings of periodic risk assessments. The Audit Plan shall include the individual audits to be conducted during each year and related resources to be devoted to the respective audits and activities.

The Audit Plan shall be developed based on a review of all Board operational units using a risk-based methodology and assessment. Any significant deviation from the formally approved work schedule shall be communicated to the Audit and Compliance Committee and to the Chancellor through periodic status reports. The Audit Plan shall take into account available resources and staffing and budget limitations.

The Audit Plan may include special projects supporting Board or system financial controls, integrity and accountability.

The Audit Plan shall be submitted to the Audit and Compliance Committee of the Board for final approval, with a copy of the approved plan submitted to the Auditor General.

VII. ANNUAL REVIEW:

The Audit and Compliance Committee shall confirm annually that the duties and responsibilities outlined in this Charter have been carried out and review and assess the adequacy of the Charter in achieving the goals and objectives of the Board.

Approved by the Board of Governors of the State University System of Florida.

Date: June 18, 2009

Audit and Compliance Committee Dashboard

The *Audit and Compliance Committee Dashboard* (the Dashboard) is a snapshot of the Audit Committee Work Plan for the current fiscal year. The 2009-2010 Dashboard lists the specific goals and deliverables, the Audit Committee Member who serves as “Lead” and the planned completion date for each project.

Board of Governors – State University System of Florida
Audit and Compliance Committee Work Plan
Dashboard
July 1, 2009 – June 30, 2010

BOG Lead: Norman Tripp

Additional BOG Members: John Dasburg, Charles Edwards, Frank Martin, Tico Perez, Gus Stavros, John Temple, and Zach Zachariah

Lead Staff: Derry Harper/Lori Clark
Office of the Inspector General and
Director of Compliance (OIGC)

Goals and Deliverables	Lead	Planned Completion Date
I. Annual Review of Audit and Compliance Committee Work Plan	Tripp	1/28/10
II. Develop and Approve SUS Compliance Program	Temple	9/15-16/10
III. Approve Office of the Inspector General and Director of Compliance (OIGC) Policies and Procedures	Stavros	9/15-16/10
IV. Annual Review of OIGC Work Plan	Tripp	1/28/10
V. Adopt Procedures for Monitoring University Audit and Compliance Activities	Edwards	3/17-18/10
VI. Approve BOG Office Internal Audit Work Plan	Zachariah	9/15-16/10
VII. Accept OIGC Annual Report	Tripp	1/28/10
VIII. Annual Review of AACC and OIGC Charters	Tripp	3/17-18/10

OIGC

Summary Work Plan

The OIGC Summary Work Plan (SWP) contains a list of all projects, goals, and deliverables for Inspector General in the current fiscal year, consistent with the priorities established by the Audit Committee Work Plan. The SWP was designed to provide more detail on the steps necessary to complete the project by the proposed date. The SWP is approved annually by the Audit Committee and updated periodically by the Inspector General in response to any shift in priorities directed by the Audit Committee or the Chancellor.

Office of the Inspector General and Director of Compliance (OIGC)
Summary Work Plan
July 1, 2009 - June 30, 2010

Primary Activities: 1.0 Establishment of OIGC 2.0 Legal and Statutory Requirements 3.0 Liaison Activities 4.0 Special Projects 5.0 Investigations		Top Priorities: • <i>1.2 Develop Compliance Program</i> • <i>1.4 Develop Procedure for Monitoring Audit & Compliance Activities</i> • <i>2.1 Develop BOG Office Audit Work Plan</i> • <i>2.2 Prepare BOG OIGC 2009 Annual Report</i> • <i>5.1 Establish Procedures and Forms (for Investigations)</i>			Completed Items: • 2.2 BOG OIGC 2009 Annual Report submitted 9/30/09.		
PRIMARY ACTIVITY	PRIORITY	LEGAL AUTHORITY	ACTIONS TAKEN/PLANNED	STAFF	DELIVERABLE	STATUS	COMPLETION DATE
1.0 Establishment of OIGC							
1.1 Annual Review of Audit & Compliance Committee (AACC) and OIGC Charters							

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PRIMARY ACTIVITY	PRIORITY	LEGAL AUTHORITY	ACTIONS TAKEN/PLANNED	STAFF	DELIVERABLE	STATUS	COMPLETION DATE
		BOG F.S. 20.055 & 20.155	Planned: <ul style="list-style-type: none"> • Review Charters for necessary updates or general revisions. • Meet/confer with key constituencies (UBOT Audit Committee Chairs, Chief Audit Executives, etc.) • Present to Committee and then full Board in the spring for review and approval. • Post both Charters on IG Web page. 	Harper/ Clark	<ul style="list-style-type: none"> • AACC Charter • OIGC Charter 	Pending	March, 2010
1.2 Develop Compliance Program							

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PRIMARY ACTIVITY	PRIORITY	LEGAL AUTHORITY	ACTIONS TAKEN/PLANNED	STAFF	DELIVERABLE	STATUS	COMPLETION DATE
1.2.a. Create BOG/SUS Compliance Infrastructure consistent with AACC Charter.	A	BOG F.S. 20.055 & 20.155	Action Taken: <ul style="list-style-type: none"> Reviewed SUS and peer institutions compliance programs; identified three institutions (USF, FAMU, and FIU) Compliance Officers; reviewed/identified National Professional Associations in compliance area. 8/11/09 - first conference call with group Met with BOG Compliance Steering Committee Planning meeting to develop a risk assessment/compliance project. Developed database tool to review BOG Regulations for compliance and to create a compliance matrix. Planned: <ul style="list-style-type: none"> Regular face-to-face or conference call meetings with SUS compliance officers Meet with other university system compliance executives (University of Texas, North Carolina, and Georgia). 	Harper/ Clark	Recommend a compliance organization and structure	Pending	September, 2010
1.2.b. Develop OIGC Policies & Procedures for Monitoring SUS Compliance/Audit Activities	A	BOG F.S. 20.055, 20.155, and BOG Reg. 1.001	Action Taken: <ul style="list-style-type: none"> Reviewed previous data request procedures Obtained sample scope of work from outside vendor to develop a "checklist" model. Identified areas of compliance: 1) Data Requests (Form 990s, DSO external audits, University internal audits), 2) AG Financial and Operational Audits, 3) OPPAGA reports, 4) BOG Operational Audits, 5) American Recovery and Reinvestment Act of 2009. Planned: <ul style="list-style-type: none"> Identify peer systems that have developed oversight framework. Obtain input from individual SUS institutions. Convene Compliance Work Group (CWG), composed of SUS representatives, to discuss value-added approach to compliance. 	Harper/ Clark		Pending	January, 2010

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PRIMARY ACTIVITY	PRIORITY	LEGAL AUTHORITY	ACTIONS TAKEN/PLANNED	STAFF	DELIVERABLE	STATUS	COMPLETION DATE
1.3 Develop OIGC Policies & Procedures							
1.3.a. Processing Consumer Complaints	B		Action Taken: <ul style="list-style-type: none"> Met with appropriate BOG staff to discuss needs and current procedures for tracking and handling consumer complaints and investigation requests. Draft Audit/Investigative procedures for OIGC and obtain input from SUS member institutions. 	Harper/Clark	Submission of policies and procedures to BOG and Chancellor	Completed	March, 2009
1.3.b. Communication protocol with Audit and Compliance Committee on investigations, SUS audit reports, and BOG audit reports.	B	Audit and Compliance Committee Charter BOG Reg. 1.001	Action Taken: <ul style="list-style-type: none"> Functional analysis draft in progress to list IG actions needed to comply with AACC Charter as well as the new BOG Regulation (1.001) for UBOT Powers and Duties Planned: <ul style="list-style-type: none"> Establish reporting process for Inspector General to inform Audit and Compliance Committee (AACC) of results of preliminary investigation(s) into any audit, compliance, or grievance matter where it appears a university and/or its Board of Trustees is unwilling or unable to provide for objective investigation. Establishment of policies and procedures for OIGC unit and BOG How To Manual. 	Harper/Clark	Submission of policies and procedures to BOG and Chancellor	Pending	September, 2010
1.3.c. Responses to AG audits of BOG office (see 2.3)	B		Action Taken: <ul style="list-style-type: none"> Internal procedures for communication with AG's office held with appropriate BOG senior staff. IG's role defined. Planned: <ul style="list-style-type: none"> Establishment of policies and procedures for OIGC unit and BOG How To Manual. 	Harper	Submission of policies and procedures to BOG and Chancellor	Pending	September, 2010

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PRIMARY ACTIVITY	PRIORITY	LEGAL AUTHORITY	ACTIONS TAKEN/PLANNED	STAFF	DELIVERABLE	STATUS	COMPLETION DATE
1.3.d. Receipt and processing of university audit reports (including internal audits)	B	Audit and Compliance Committee Charter BOG Reg. 1.001	Action Taken: <ul style="list-style-type: none"> Dissemination of AACC Charter to SUS with follow-up conference calls to discuss best procedures. 10/22/09 - Requested copy of SUS internal audit reports be sent to OIGC. Draft data request ready to submit to SUS-Submissions to set up quarterly request for SUS internal audit reports. Planned: <ul style="list-style-type: none"> Data request (SUS-Submissions) 	Harper/Clark	Submission of policies and procedures to BOG and Chancellor	Pending	September, 2010
1.4 Semi-Annual Review of Committee Work Plan (CWP), OIGC Summary Work Plan (SWP), and OIGC Detailed Work Plan (DWP)							
1.4.a. CWP			Action Taken: <ul style="list-style-type: none"> CWP approved by Committee January 28, 2009. Subsequent revisions done as requested by Exec. Vice Chancellor. Planned: <ul style="list-style-type: none"> Document revised by OIGC January, 2010. 	Harper/Clark	CWP for Committee use and BOG meeting planning	On-going	n/a
1.4.b. SWP			Action Taken: <ul style="list-style-type: none"> SWP will be dynamic documents with revisions made and submitted to Committee for review and approval as appropriate. 	Harper/Clark	SWP for OIGC project planning, orientation, and training	On-going	n/a
1.4.c. DWP	C		Action Taken: <ul style="list-style-type: none"> DWP drafted and revised frequently. Like the SWP, the DWP will be a dynamic document with revisions made as appropriate. 	Harper/Clark	DWP for OIGC planning and project development	On-going	n/a
1.5 Develop OIGC Outreach and Training							
1.5.a. Staff Orientation to IG Role	B		Action Taken: <ul style="list-style-type: none"> Lunch and Learn Session Held 9/2/09 	Harper/Clark	Lunch & Learn session	Completed	September, 2009

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PRIMARY ACTIVITY	PRIORITY	LEGAL AUTHORITY	ACTIONS TAKEN/PLANNED	STAFF	DELIVERABLE	STATUS	COMPLETION DATE
1.5.b. AACC Handbook	B		Action Taken: <ul style="list-style-type: none"> • identified intended audience and uses (resource for AACC members, orientation for new AACC members, and orientation for new Chancellor). Planned: <ul style="list-style-type: none"> • Identify any new materials needed • Ask key staff to proof 	Clark/ Harper	Comprehensive Handbook for multiple uses	On-going	n/a
1.5.c. Posting of OIGC Reports and Charters for Public Access	C		Action Taken: <ul style="list-style-type: none"> • Identified components to be posted to OIGC Web page. Planned: <ul style="list-style-type: none"> • Revise text to include Annual Reports and Charters on Web page • Obtain input from senior staff 	Harper/ Clark	Comprehensive and Helpful Web site	Pending	June, 2010
2.0 Legal and Statutory Requirements							
2.1 Implementation of BOG Office Audit Work Plan							

DRAFT

PRIMARY ACTIVITY	PRIORITY	LEGAL AUTHORITY	ACTIONS TAKEN/PLANNED	STAFF	DELIVERABLE	STATUS	COMPLETION DATE
	A	F.S. 20.055	Actions Taken: <ul style="list-style-type: none"> • Developed "Risk Assessment Questionnaire" to gather general operational data • Reviewed other agency Risk Assessment processes • Reviewed Professional Standards to conducting assessment and developing Audit Plan. Planned: <ul style="list-style-type: none"> • Distribution of Risk Assessment Questionnaire and schedule meetings with key staff • Follow-up meetings with BOG members and Chancellor • Analyze data to determine areas of highest risk • Submit draft Audit Plan to Audit Committee for discussion and approval. 	Harper/Clark	Audit Plan	Pending	March, 2010

2.2 BOG OIGC Annual Report

2008-2009	B	F.S. 20.055	Action Taken: <ul style="list-style-type: none"> • The 2008 Annual Report served as a template for the 2009 report. Additionally, reports from other agencies have been reviewed for features to consider in the 2009 report. • IG and staff met in May 2009 to review components for 2008-2009 report. Planned: <ul style="list-style-type: none"> • Approved report will be filed in the IG Publish folder and will be posted on the IG Web page. 	Harper/Clark	Annual Report to be submitted to designated entities and posted on the BOG IG Web site.	Completed	September 30, 2009
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2.3 Respond to Auditor General Audits of BOG Office

DRAFT

PRIMARY ACTIVITY	PRIORITY	LEGAL AUTHORITY	ACTIONS TAKEN/PLANNED	STAFF	DELIVERABLE	STATUS	COMPLETION DATE
2009 Op Audit	C		Action Taken: <ul style="list-style-type: none"> • 2009 Op Audit delayed by AG's office until May or June, 2009. 	Harper/Clark and other BOG staff	<ul style="list-style-type: none"> • Audit Plan • Response to any P&T findings • Formal response to final report 	Pending	TBD
3.0 Liaison Activities							
3.1 Meetings with SUS Chief Audit Executive and Audit Committee Chairs							
	C	BOG F.S. 20.055	Action Taken: <ul style="list-style-type: none"> • AACC and OIGC Charters approved by AACC in 2009. • Met with SUS Chief Audit Executives October, 2009. • Established the "Brogan Doctrine" 	Harper/Clark	Communication protocol	As needed	n/a
3.2 Plan and Schedule BOG Audit Committee Meetings							
	C	BOG F.S. 20.055	Action Taken: <ul style="list-style-type: none"> • AACC meeting schedule approved for FY 2008-2009. AACC members assigned as leads for action items on Committee Work Plan (approved January 28, 2009). Planned: <ul style="list-style-type: none"> • Prepare status of activities and work plans • Submit report on BOG Operational Audit • Review CWP and SWP with Committee 	Harper/Clark	Agenda and meeting materials as needed.	Pending	n/a
3.3 Schedule Meeting with the Auditor General							

DRAFT

PRIMARY ACTIVITY	PRIORITY	LEGAL AUTHORITY	ACTIONS TAKEN/PLANNED	STAFF	DELIVERABLE	STATUS	COMPLETION DATE
	D	BOG F.S. 20.055	Action Taken: <ul style="list-style-type: none"> • Met with auditor manager and lead auditors • Established communication protocol for all SUS audits to be transmitted to OIGC Planned: <ul style="list-style-type: none"> • Develop agenda • Schedule meeting with Auditor General and Chancellor, and State University Audit Council 	Harper/ Clark	Letter agreement with Auditor General	Pending	September, 2010
3.4 Coordinate Legislative Briefings							
	D	BOG F.S. 20.055	Planned: <ul style="list-style-type: none"> • Meet with BOG, Chancellor, and Legislative Affairs Director for guidance • Schedule briefing with Joint Legislative Auditing Committee staff 	Harper/ Clark		As needed	
3.5 Schedule and Plan UBOT Audit Committee Workshop (Annually, in August)							
	D		Action Taken: <ul style="list-style-type: none"> • No UBOT Workshop held in 2009. AACC Handbook created to use in orienting new Chancellor as well as BOG committee members. • New Chancellor orientation materials prepared that can also be used for UBOT workshop that might be scheduled at a different time of year. 	Harper/ Clark	Agenda and meeting materials as needed.	Pending	TBD
4.0 Special Projects							
5.0 Investigations							
5.1 Establish Procedures and Forms for Investigations							

DRAFT

PRIMARY ACTIVITY	PRIORITY	LEGAL AUTHORITY	ACTIONS TAKEN/PLANNED	STAFF	DELIVERABLE	STATUS	COMPLETION DATE
	A	Audit and Compliance Committee and Office of the Inspector General and Director of Compliance Charters	Action Taken: <ul style="list-style-type: none"> • Procedures under development in response to investigations (or requests for) from internal BOG staff or directly from complainant. • Responded and reviewed complaints submitted to BOG. Planned: <ul style="list-style-type: none"> • Establishment of report format to use in closing investigations and reporting to appropriate entities the outcome. 	Harper/ Clark	Final Report to close investigation	As needed	n/a

OIGC Annual Report

Pursuant to the Inspector General Act, Section 20.055, Florida Statutes, on or before September 30th the Inspector General must submit to the Board and the Chancellor an Annual Report summarizing the activities of the Office for the preceding fiscal year. A copy of the Annual Report is sent to all members of the Board, the Joint Legislative Auditing Committee, the Auditor General, the Chief Inspector General and other interested parties.



Annual Report

July 1, 2008 – June 30, 2009

**Office of the Inspector General
and Director of Compliance**

**BOARD OF GOVERNORS
STATE UNIVERSITY SYSTEM OF FLORIDA**



FLORIDA BOARD OF GOVERNORS

325 West Gaines Street - Suite 1614 - Tallahassee, Florida - 32399-0400
(850) 245-0466 - www.flbog.org

September 30, 2009

Sheila McDevitt, Chair
Board of Governors
State University System of Florida And
Frank Brogan, Chancellor
325 West Gaines Street, Suite 1614
Tallahassee, Florida 32399-0400

Dear Chair McDevitt and Chancellor Brogan:

Pursuant to the Inspector General Act, s. 20.055, Florida Statutes, and in furtherance of our mission to promote accountability, integrity and efficiency in the state university system of Florida, we are pleased to submit the 2008-2009 Annual Report of the Office of the Inspector General and Director of Compliance.

A significant percentage of our time this past year was dedicated to the task of establishing a clearly defined organizational structure for the Audit and Compliance Committee and the Inspector General that complied with all applicable professional standards and best practices while demonstrating the Board of Governors' steadfast commitment to accountability. This included the Board's formal adoption of the *Audit and Compliance Committee Charter* and the *Office of Inspector General and Director of Compliance Charter*.

In addition, we engaged in a variety of audit and investigative activities including: acting as liaison with the Auditor General during the operational audit of the Board Office; conducting five preliminary inquiries or investigations; responding to 20 requests for assistance and review of proposed office policies or procedures; and referring seven complaints to state university members for resolution.

We deeply appreciate your support this past year and look forward to assisting you and the Board in achieving its mission to mobilize resources and diverse constituencies to govern and advance the State University System of Florida.

Sincerely,

Derry Harper
Inspector General and
Director of Compliance

DH/lc

- c: Governor Ava Parker, Vice Chair
- Governor Norman Tripp, Chair, Audit Committee
- Governor John Temple, Vice Chair, Audit Committee
- Members of the Board of Governors
- Florida Auditor General
- Chief Inspector General, Office of the Governor

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I. EXECUTIVE SUMMARY

In order to promote accountability, integrity, and efficiency within the State University System of Florida, and consistent with the Board of Governors (Board) mandate and applicable law, the Office of the Inspector General and Director of Compliance (OIGC or Inspector General) engaged in the following activities in the fiscal year 2008-2009:

- Prepared and recommended for the Board's final approval and adoption, the *Board of Governors Audit and Compliance Committee Charter*. The Charter articulates the powers and duties of the Audit and Compliance Committee (Audit Committee); provides for a systematic and disciplined approach to the evaluation of the Board's operations; and reaffirms the Board's goal to foster a management environment within the State University System committed to integrity, accountability, efficiency, and sound financial controls. The final draft was the result of a cooperative and collaborative process with key SUS representatives.
- Prepared and recommended for the Board's final approval and adoption the *Office of the Inspector General and Director of Compliance Charter*. The OIGC charter articulates the powers and duties of the Board's Inspector General, provides for a systematic and disciplined approach to the evaluation of the Board Office's operations, and reaffirms the Board's goal to foster an audit and compliance environment within the State University System committed to integrity, accountability, efficiency, and sound financial controls. The OIGC charter, like the audit committee charter, was the result of a cooperative and collaborative process with key SUS representatives.
- Facilitated and coordinated a six-month follow-up of recommendations made by the Board of Governors Task Force on Florida A&M University Finance and Operational Control Issues. The task force's goal was to assist FAMU in restoring public trust in its fiscal and administrative operations. In its final report, submitted June 30, 2008, the task force stated that the University's financial and operational integrity had been restored. Dr. James H. Ammons, FAMU's President, provided the Audit Committee with a six-month follow-up report at its meeting January 28, 2009, confirming that adequate progress had been achieved in the implementation of the Corrective Action Plan.
- Acted as liaison with the Florida Auditor General's office during its operational audit of the Board's Office. This included submitting a six-month

follow-up to the Board's Chair on the staff implementation of a Corrective Action Plan.

- Prepared and recommended for final approval an Audit Committee Work Plan to provide a framework of goals within which the Audit Committee should operate.
- Established fundamental OIGC operating policies and procedures designed to carry out required duties and responsibilities such as assisting with consumer complaints, accepting and reviewing SUS members audited financial statements, and providing consultation and technical assistance to Board staff by reviewing proposed policies and procedures for compliance with applicable law and regulations.
- Received over 30 complaints, requests for investigation, or compliance matters. Seven matters were closed by referring them to the appropriate university for resolution. Approximately twenty matters were compliance-related questions or concerns from university personnel or university constituents, including at least five complaints that warranted a preliminary investigation by OIGC staff to determine whether a full investigation by the Board Office was appropriate.

II. INTRODUCTION

In furtherance of the Board mandate and in compliance with the Inspector General Act of 1994, Section 20.055, Florida Statutes, the OIGC has prepared this Annual Report for the Fiscal Year 2008-2009. The Annual Report summarizes the activities during the prior fiscal year within the framework adopted by the Board, the Audit Committee, and the Chancellor. To enhance public trust is the vision of the OIGC. Our mission is to provide leadership in the promotion of accountability and integrity in the State University System. "We are about making a difference" is our Office motto, reflecting how we approach every task large or small.

III. AUTHORITY, ROLE, AND FUNCTIONS

The OIGC was established by the Board on July 1, 2007 pursuant to its constitutional authority and in compliance with the provisions of the Inspector General Act (Section 20.055, Florida Statutes) and other applicable law. The Board adopted charters for the Audit Committee and the OIGC that provide a clear articulation of the OIGC's authority, duties, and responsibilities. The

following sub-sections of the Annual Report are a brief compilation of the OIGC's constitutional, statutory, and regulatory authority as affirmed by the Board.

A. Duties and Responsibilities

The responsibilities of the OIGC include providing leadership in the promotion of accountability, integrity, and efficiency in audit and compliance matters for the Board and throughout the State University System of Florida.

In addition, pursuant to Section 20.155, Florida Statutes, the Board may direct the Inspector General to conduct an investigation if it determines a university board of trustees is "unwilling or unable to address substantiated allegations . . . relating to waste, fraud, or financial mismanagement...."

B. Independence and Objectivity

The Inspector General reports directly to the Board through the Chair of the Audit and Compliance Committee on matters related to audit and compliance and reports administratively to the Chancellor on broader issues and concerns that fall within the scope of work. The dual reporting relationship is designed to promote effective communication and coordination of OIGC activities, while ensuring that the Inspector General is not impaired in any manner from performing his mandated duties and responsibilities.

Professional standards specify that the Inspector General and staff must refrain from assuming managerial responsibilities for, or participating in, any operational activities that they might be expected to review, appraise, or render an independent opinion upon except under specific situations defined by auditing standards. To ensure compliance with these standards, the Inspector General and staff are prohibited from engaging in activities that could be construed to compromise their independence and objectivity.

C. Core Values

The following core values contribute to the Office of Inspector General foundation:

- **Excellence:** We strive to be an efficient, objective and fact-finding office. We have high expectations for quality and timely work products. We stand committed to improve our performance to benefit our key constituencies.
- **Professionalism and Integrity:** We maintain the independence and impartiality necessary to objectively perform our mission. We accommodate differences of opinion without compromising principle. We practice good citizenship with emphasis on ethics and acceptance of social responsibility.

- **Communication:** We listen to, learn from, and collaborate with our key constituencies and each other. We believe that effective communication, upward, downward, and laterally, is of utmost importance to our individual and combined success.
- **Accountability:** We are committed to demonstrate by objective, quantitative, or qualitative means our office has fulfilled its purpose, mission, and goals.
- **Agility:** We are flexible and innovative. We readily accept changes that are intended to improve our operations.

D. Legal Requirements

As mandated by Section 20.055, Florida Statutes, the OIGC is statutorily directed to perform the following duties and responsibilities as they relate to the Board Office:

- Review and evaluate internal controls to ensure the fiscal accountability of the organization. The Inspector General should conduct financial, compliance, electronic data processing, and performance audits and submit a final report of the findings to the agency head and Auditor General.
- Develop long-term and annual audit plans based on periodic risk assessments.
- Initiate, conduct, supervise, and coordinate investigations to detect and prevent fraud, waste, mismanagement, misconduct, and other such abuses in state government.
- Report investigations, except for Whistle-blower investigations, to the agency head.
- Submit a final, annual report of activities no later than September 30th to the Chancellor and Chair of the Board of Governors.

Regarding investigative activities, the Inspector General shall:

- Receive and review complaints of alleged violations of policies, regulations, or procedures, and when appropriate initiate, conduct, supervise, and coordinate investigations designed to detect, deter,

prevent, and eradicate fraud, waste, mismanagement, misconduct, and other abuses.

- Report expeditiously to the Department of Law Enforcement or other law enforcement agencies, as appropriate, whenever the Inspector General has reasonable grounds to believe there has been a violation of criminal law.
- Conduct investigations and other inquiries free of actual or perceived impairment by any person to the independence of the Inspector General.
- Submit in a timely fashion to the Board, the Audit and Compliance Committee, and the Chancellor final reports on investigations conducted by the Inspector General, except for investigations conducted pursuant to the Florida Whistle-blower's Act, which shall be conducted and reported pursuant to applicable law.
- Investigate complaints filed by a Board employee pursuant to Florida's "Whistle-blower's Act," which allege violation of federal, state, local law, rule, or regulation or which create and present a substantial and specific danger to the public's health, safety, or welfare or which allege a suspected act of gross mismanagement, malfeasance, misfeasance.

In addition, the OIGC shall:

...be organized using existing resources and funds to promote accountability, efficiency, and effectiveness and to detect fraud and abuse within state universities. If the Board of Governors determines that a state university board of trustees is unwilling or unable to address substantiated allegations made by any person relating to waste, fraud, or financial mismanagement, the office shall conduct, coordinate, or request investigations into substantiated allegations made by any person relating to waste, fraud, or financial mismanagement within a state university. The office shall have access to all information and personnel necessary to perform its duties and shall have all of its current powers, duties, and responsibilities authorized in s. 20.055. [Section 20.155 (5), Florida Statutes]

E. The Audit Committee and OIGC Charters

During fiscal year 2008-2009, the OIGC prepared for review and approval by the Board of the *Audit and Compliance Committee Charter* and the *Office of the Inspector General and Director of Compliance Charter*. The Audit Committee charter was approved by the Board on March 26, 2009, and the OIGC charter on June 18, 2009. Both documents clarify the role of the Audit Committee and the OIGC,

provide for a systematic and disciplined approach to the evaluation of the Board's operations, and reaffirm the Board's goal to foster a management environment within the State University System committed to integrity, accountability, efficiency and sound financial controls.

The three main areas of focus are:

1. Audit Activities

The Audit Committee, relative to the operation and management of the Board of Governors, provides the following:

- Oversight of activities related to internal audit, financial controls, compliance and ethics
- Review of significant accounting and reporting issues and confirmation of appropriate management responses
- Review of risk assessment methodologies and risk management policies
- Assessment of the effectiveness of the internal control system
- Review and confirmation of appropriate management response to any report of significant audit- or compliance-related findings and recommendations.

The Audit Committee's duties relative to the State University System include:

- Acting as a liaison with the audit committee of university boards of trustees
- Receiving and reviewing university audit reports
- Identifying trends in such reports and confirming that adverse trends are being addressed by the universities
- Initiating inquiries if the Committee has reasonable cause to believe that a university is not providing for appropriate response to significant audit findings
- Working collaboratively with the universities to develop resources that will support sound audit and financial compliance practices.

2. Investigative Activities

As provided in its charter, the Audit Committee can direct the Inspector General to conduct an inquiry or investigation if it has reasonable cause to believe that a university board of trustees is unwilling or unable to provide for objective investigation of credible allegations of fraud or other substantial financial impropriety.

Additionally, the OIGC charter states that the Inspector General and his staff will work collaboratively with universities to develop resources that will support sound audit and financial compliance practices.

3. Compliance Activities

In the area of Compliance, relative to the operation and management of the Board of Governors, the OIGC shall:

- Prioritize implementation of a compliance program to focus on areas of higher regulatory risk which could impact health or safety, academic or fiscal integrity.
- Provide recommendations, education and training in connection with regulatory compliance gaps identified.
- Monitor new developments or requirements in regulatory compliance.
- Improve coordination, dissemination and communication of regulatory compliance issues.
- Develop a best practices model for regulatory compliance.

IV. STAFF

A. Derry Harper, Inspector General and Director of Compliance

Mr. Harper joined the Board of Governors senior staff in July, 2007 as the first Inspector General and Director of Compliance. Immediately prior to joining the Board, he served as Chief of Internal Audit and Investigation for Citizens Property and Insurance Corporation. Before that, he served as the Chief Inspector General for over four years during the administration of former Florida Governor Jeb Bush. In that role, his responsibilities included oversight and management of the 17 executive agency Inspectors General.

Before his return to public service, Mr. Harper spent 12 years in the private sector as corporate counsel for BellSouth Corporation handling a variety of legal matters including litigation and employment cases. He is a former federal and state prosecutor, having served as an Assistant United States Attorney and an Assistant District Attorney General, all in Nashville, Tennessee.

A graduate of Vanderbilt University School of Law, Mr. Harper received his undergraduate degree from Davidson College, where he served on the College Board of Trustees for six years.

B. Lori Clark – Compliance Analyst

Ms. Clark became a member of the OIGC staff in August, 2008, after serving two years as an educational policy analyst in the Board's Academic and Student Affairs department. She is a graduate of Florida State University with bachelor's and master's degrees in French Language and Literature. Ms. Clark has over 20 years of experience in postsecondary education, including teaching, student services administration, and program implementation and is receiving professional development and intense on-the-job training in the area of compliance.

C. Karen McKinnie – Administrative Assistant

Ms. McKinnie began working with the Board of Regents in 1990. She remained on staff throughout the various iterations of the Board before it was re-established in 2003 as the Board of Governors. Her administrative and secretarial experience in personnel, policy and research, planning and budgeting, and property began in 1967 and are a valuable component in the operations of the OIGC and the other units she assists.

V. OFFICE ESTABLISHMENT

The OIGC was established on July 1, 2007. During the fiscal year 2007-2008, the vast majority of OIGC resources was dedicated to providing staff support to the Task Force on FAMU Operational and Control Issues (Task Force). This past year, the OIGC has focused on developing a governance and operational framework consistent with the Board's constitutional mandate and in compliance with all legal, regulatory, and professional standards. The following subsections describe the most significant accomplishments during fiscal year 2008-2009:

A. Audit and Compliance Committee Charter

The Board was created in 2002 and in 2003 convened its first meeting under its present governance structure. On August 6, 2008, Governor Norman Tripp presided over his first meeting as Chair of the Audit Committee. He stated that

the first priority of the Audit Committee should be the adoption of a charter in adherence to the Board's delegation of authority and all applicable professional standards and best practices. The formal adoption of a charter, he added, was essential to demonstrate the Board's commitment to accountability.

On March 26, 2009, the Board adopted the *Audit and Compliance Committee Charter*. The charter articulates the powers and duties of the Audit and Compliance Committee, provides for a systematic and disciplined approach to the evaluation of the Board's operations and reaffirms the Board's goal to foster a management environment within the State University System committed to integrity, accountability, efficiency, and sound financial controls. The approval of the Audit Committee Charter was the culmination of a year long collaborative and cooperative process that included obtaining input from key representatives of all state university members.

B. Office of the Inspector General and Director of Compliance Charter

The *Office of the Inspector General and Director of Compliance Charter* was adopted by the Board on June 18, 2009. The OIGC charter articulates the powers and duties of the Board's Inspector General, provides for a systematic and disciplined approach to the evaluation of the Board Office's operations, and like the Audit Committee charter, reaffirms the Board's goal to foster a management environment within the State University System committed to integrity, accountability, efficiency, and sound financial controls. In addition, the OIGC charter prescribes the parameter within which the Inspector General functions in relation to the Board Office and the State University System while respecting the role of each university board of trustees to be responsible for oversight and administration of their respective universities. It is also the culmination of comments and suggestions from representatives of all State University System members.

C. Policies and Procedures

OIGC policies and procedures are based upon the charters, applicable law, and professional standards. In developing its policies and procedures, the OIGC has sought input from state university audit and compliance officers as well as state agency inspectors general through participation in the State University Audit Council (SUAC) and the Florida Inspector General group chaired by the Governors Chief Inspector General.

During this reporting period, the OIGC has established policies and procedures in the following areas:

- Receipt, review, and handling university audit reports (external audit financial statements as well as Auditor General Financial and Operational Audit Reports)
- Process for internal consultations on consumer complaints
- Receipt and handling of requests for investigations or allegations of fraud, waste, or abuse in the State University System
- Role of the Board's Inspector General in the State University Audit Council

D. Work Plans

1. Audit and Compliance Committee Work Plan

In 2008, Chair Sheila McDevitt asked that each Board Committee develop an annual work plan that outlined its goals and a timetable for deliverables. On January 28, 2009, the Audit Committee approved the *Audit and Compliance Committee Work Plan* (CWP). The chart below lists the goals and deliverables for the previous fiscal year.

Audit and Compliance Committee Goals and Deliverables (2008-2009):

- I. Approve Audit and Compliance Committee (AACC) and Office of the Inspector General and Director of Compliance Charters
- II. Develop and Approve BOG Office and SUS Compliance Program
- III. Approve Office of the Inspector General and Director of Compliance (OIGC) Policies and Procedures
- IV. Approve OIGC Work Plan
- V. Adopt Procedures for Monitoring University Audit and Compliance Activities
- VI. Approve BOG Office Audit Work Plan
- VII. Accept OIGC Annual Report
- VIII. Coordinate Response to Auditor General Operational Audit and Six-Month Follow-up
- IX. Annual Review of Audit and Compliance Committee Charter
- X. FAMU Task Force Project: Follow-up on Recommendations

Each Audit Committee member was assigned a role as the leader for a particular task. A projected timetable for completion of each task was approved. At the same meeting, the Audit Committee approved the draft of an OIGC Summary Work Plan, linked to the CWP but designed to provide more detail on the steps necessary to achieve the goals and objectives.

2. OIGC Summary Work Plan

The OIGC Summary Work Plan (SWP) outlines the goals and deliverables for the Inspector General and staff. It is consistent with the priorities established by the Audit Committee in the CWP.

As reflected by the chart below, the SWP lists five Primary Activities and several activities identified as “Top Priorities” with the date specific tasks or deliverables were completed. Those tasks not completed during this reporting period will remain on the SWP for the 2009-2010 Fiscal Year.

Primary Activities:	Top Priorities:	Completed Items:
1.0 Establishment of OIGC 2.0 Legal and Statutory Requirements 3.0 Liaison Activities 4.0 Special Projects 5.0 Investigations	<ul style="list-style-type: none">• 1.1 Develop BOG Audit & Compliance Committee and OIGC Charters• 1.2 Develop Compliance Program• 1.4 Develop Procedures for Monitoring University Audit & Compliance Activities• 1.5 Prepare Committee Work Plan, OIGC Summary Work Plan, and OIGC Detailed Work Plan• 2.1 Develop BOG Office Audit Work Plan• 2.2 BOG OIGC 2008 Annual Report• 4.1 FAMU Task Force Project Follow-up on Recommendations• 5.1 Establish Procedures and Forms (for Investigations)	<ul style="list-style-type: none">• 1.1 Audit and Compliance Committee Charter created and approved by Committee (January 28, 2009) and BOG (March 29, 2009)• 1.5 Committee Work Plan developed and approved (January 28, 2009), Summary Work Plan approved by Committee (November 5, 2008)• 1.6 Document Management Index System created (January 2009)• 2.2 BOG OIGC 2008 Annual Report (September 30, 2008)• 2.3 Respond to Auditor General Audit, BOG Op Audit for FYE 2007 (September 26, 2008)• 4.1 FAMU Task Force Project Follow-up on Recommendations - reported to Board and announced BOG's role in project is concluded (January 29, 2009)

VI. AUDIT ACTIVITIES

A. Board Office Audit Plan

Applicable law and professional standards require the development of an Annual Audit Plan based upon a systematic risk assessment of Board Office operations. During the past year, the OIGC engaged in a comprehensive review of Board Office policy, procedures, and regulations. A Risk Assessment Questionnaire designed to obtain detailed information from Board Senior Staff and key managers was developed.

Based upon information obtained from the questionnaire and face-to-face interviews with all respondents, the OIGC will determine the areas of highest risk consistent with settled professional standard risk ranking criteria. As of June 30, 2009, this process is ongoing.

B. Task Force on FAMU Finance and Operational Control Issues, Six-Month Follow-Up

The *Task Force on FAMU Finance and Operational Control Issues* (Task Force), was created on March 20, 2007 to conduct a comprehensive review of the corrective actions implemented by Florida A&M University (FAMU). In its final report, submitted June 30, 2008, the Task Force concluded that FAMU had implemented adequate and effective controls that addressed the vast majority of issues raised by several previous audits conducted by the Auditor General.

The Board adopted the Task Force's recommendations, including a request that FAMU present a six-month follow-up report to the Audit Committee. On January 28, 2009, Dr. James H. Ammons, FAMU's President, made a presentation to the Audit Committee. He provided confirmation that the Task Force's recommendations had been successfully implemented by FAMU.

In addition, President Ammons reported the State of Florida Auditor General's Operational Audit (Report No. 2009-087, Issued January 2009) listed only seven findings, down from 35 in the previous audit. He stated that many of the seven remaining findings involved matters already addressed by the Corrective Action Plan.

The acceptance of the six-month follow-up report by Dr. Ammons concluded the Audit Committee's and the Board's work on this project.

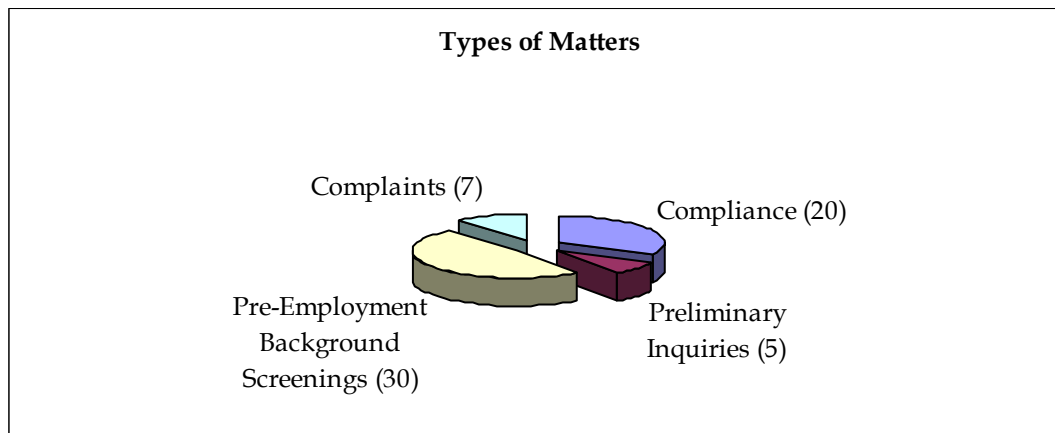
C. Board Operational Audit, Six-Month Follow-up Report

In 2008, the OIGC acted as liaison with the Florida Auditor General's office during its operational audit of the Board's Office. On May 19, 2009, the Board submitted its six-month follow-up report to the Auditor General's *Operational Audit for the Fiscal Year Ended June 30, 2007, and Selected Actions Taken Through February 29, 2008* (Report No. 2009-019) of the Board Office. The Board's Chief Financial Officer, Academic and Student Affairs Associate Vice Chancellor, and Finance and Facilities Director were the designated responsible parties for the implementation of corrective actions to address each of the three findings. They submitted their responses to Inspector General, who compiled and reviewed them. Based upon that review, the Inspector General determined that all issues or concerns were being adequately addressed.

VII. INVESTIGATIVE ACTIVITIES

During the past year, the OIGC handled a variety of "matters" submitted by current or prospective students, parents, university faculty and staff, and the

general public. All matters were categorized, indexed, and assigned a case number for tracking and follow-up. OIGC staff reviewed over 30 matters; including seven complaints referred to appropriate university staff for resolution; ten compliance related inquiries either resolved by the OIGC or referred to appropriate university officials; five complaints where the Inspector General conducted a sufficient preliminary inquiry to determine whether the allegations warranted further Board involvement; and approximately ten inquiries of a general nature from Board staff or the public. The following chart depicts this activity:



In addition, Board policy requires the Inspector General to review and sign-off on all Pre-Employment Background Screenings of Board staff. This past year 19 current and 11 new staff (including student assistants and interns) submitted to a background screening.

VIII. COMPLIANCE ACTIVITIES

In fulfilling its compliance responsibilities for this reporting period, the OIGC:

- A. Reviewed financial and operational audits of state university members conducted by the Auditor General. Two universities had findings in their operational audit reports regarding institutes and centers in which the budget included in the annual reporting database did not match the operating budget at the university. The OIGC worked with appropriate Board staff to review these findings. Board staff issued a statement to all universities instructing them to review and comply with BOG Regulation 10.015, Institutes and Centers.
- B. Reviewed and offered comment on draft procedures for:

- handling consumer complaints to ensure compliance with Board legal authority and governance;
 - changes to the Board travel policy in response to new statutory language about state employee travel; and
 - assigning mobile devices to Board staff.
- C. Acted as liaison between the Board Office, State University System, and the Governor's Chief Inspector General's office for information and reporting of the American Recovery and Reinvestment Act stimulus funds.

Activities included:

- A presentation to Budget Directors at the Florida Higher Education Summit emphasizing the criticality of engaging Internal/ Audit Compliance staff in the university's development of procedures for monitoring ARRA funds.
 - Submission and receipt of a response from the Board Budget Office "2009 American Recovery and Reinvestment Act Risk Assessment Survey." Results of the survey will be made part of the OIGC's overall Risk Assessment audit plan project.
- D. Received the commitment from representatives from five members from State University System institutions to participate in a Compliance Work Group charged with recommending to the Board the adoption of an SUS compliance program.

In addition, with the March 26, 2009 approval of BOG Regulation 1.001, University Board of Trustees Powers and Duties, universities are now required to submit final internal audit reports to the OIGC. OIGC staff and the Compliance Work Group will develop procedures for submission of these reports.

IX. 2009-2010 INITIATIVES

OIGC top priorities for this year include:

1. Recommend the adoption of a Compliance Program for the State University System and the Board Office.

This goal is two-pronged in that two compliance programs need to be developed: one for the State University System, and one for the Board

Office. The Compliance Work Group, comprised of audit and compliance executives and general counsels from the State University System, will be instrumental in the collaborative project of creating an appropriate and effective compliance program for the university system. The objective is to develop a compliance program for review and approval by the Board of Governors by March, 2010.

2. Submit for Board Approval of the Audit Work Plan
3. Adopt Procedures for Conducting Preliminary Inquiries

During the past year, the OIGC developed procedures to respond to consumer complaints, ranging from consultations with Board staff to allegations of fraud and waste against a university by one of its faculty or staff. A more rigorous procedure for handling preliminary inquiries that may warrant an investigation, however, is needed.

4. Develop presentations and materials to provide outreach and training within the Board Office as well as in the State University System.

X. CONTACT INFORMATION & RESOURCES

A. OIGC Contact Information

Office of the Inspector General
and Director of Compliance
Board of Governors, State University System of Florida
325 W. Gaines Street, Suite 1614
Tallahassee, FL 32399-0400
Phone: (850) 245-0466, Fax: (850) 245-9192

B. Resources

American Recovery and Reinvestment Act <http://www.recovery.gov/>

Association of Colleges and Universities Auditors
<http://www.acua.org/>

Association of Inspectors General www.inspectorsgeneral.org

BOG Regulations <http://www.flbog.edu/about/regulations/>

FAMU Task Force Reports

<http://www.flbog.org/about/taskforce/famu/>

Florida Office of Economic Recovery <http://flarecovery.com/>

Florida Inspectors General Expertise System (FIGES)

<http://figes.dcf.state.fl.us/>

Institute of Internal Auditors <http://www.theiia.org/>

Major Projects

The OIGC allocates its time and resources to conduct audit, investigation and compliance functions consistent with the priorities set by the Audit Committee and the Chancellor. A brief description of several fiscal year projects is provided to reflect the broad scope of responsibilities assigned to the Inspector General.

Major Projects

A. Monitoring and Identification of Trends

The Inspector General reviews financial and operational audits conducted by the Auditor General (AG); independent audited financial statements of university direct support organizations (DSOs), health services support organizations (HSSOs); and audits of federal awards, contracts and grants received by state universities conducted by the AG pursuant to the Florida Single Audit Act. Audited financial statements of DSO's and HSSO's are submitted to the IG via the State University System Data Collection Process commonly referred to as the Data Request System. Pursuant to the University Powers and Duties Regulation all internal audits reports conducted by the university's internal auditors are to be submitted to the IG via the data request system. The Inspector General, as directed by the Audit Committee, reviews these audit reports to identify trends and confirm universities are addressing findings and recommendations for corrective actions.

To assist in developing a framework for an effective system of review the IG established the SUS Compliance Work Group comprised of representatives from four state universities responsible for the compliance programs at their respective institutions. In addition to providing technical expertise in reviewing procedures adopted by the IG to track trends, the Compliance Work Group will assist in developing a recommendation for establishing an SUS compliance program. The final recommendation will be presented to the Audit Committee for its review and approval.

B. Audit Plan/Risk Assessment

The Inspector General will develop an annual audit plan for the Board office based upon a systematic risk assessment. The audit plan must be reviewed and approved by the Audit Committee.

C. Outreach and Training

The BOG Office of the Inspector General and Director of Compliance (OIGC) provides the following activities, services, or training to BOG staff:

- Introduction of the OIGC and its benefit to the organization
- Consultation of policies and procedures drafted by BOG staff
- Introduction to Risk Assessment
- Consultation with BOG staff in handling of complaints or grievances from potential, current, or former students and their families of a state university

The OIGC will provide the following activities, services, or training to the state's universities:

- Consultation with university staff in investigations or audit findings
- Participation in the State University Audit Council
- Creation of an SUS Compliance Program Plan
- Review of audit reports to identify trends and establish lines of communication with all universities to address areas of concern

D. Regulation Compliance Review Project

The Regulation Compliance Review Project (RCP) is a key component in the development of a “compliance matrix” that will serve as the foundation for establishing a compliance program for the Board Office. The primary objective of the RCP is to analyze each existing BOG regulation to determine what action or conduct it requires be taken by the Board or by state universities. Staff from each operational unit acting as the “primary analyst” will perform an initial review and upon approval by the unit supervisor or “secondary analyst” submit a report to the IG. At the end of this process the IG will make recommendations to management for enhancing or improving existing processes or procedures. The IG will provide a report to the Audit Committee on the results of the RCP.

E. 2008-2009 BOG Operational Audit

The Florida Auditor General (AG) is required by law to conduct an audit of the Board’s operations, including assessing the effectiveness of existing internal controls and compliance with applicable statutes.

The AG began its operational audit of the Board Office on March 2, 2010. The areas or topics to be reviewed focus on core Board operations, including traditional operational audit areas such as travel, contracts, personnel policies and internal operating procedures. A final report, including findings, recommendations, and management’s response will be provided to the Chair, the Audit Committee and all members of the Board.

Legal Authority

The Board was established pursuant to the Florida Constitution, Article IX Section 7 by adoption of the Audit Committee Charter delegated specific duties and responsibilities to the Audit Committee. A copy of Article IX Section 7, and other resolutions, regulations, or statutes that provide the legal authority for the Audit Committee to act are included in the Handbook for the convenience of Members or other users.

- A. Florida Constitution, Article IX, Section 7
- B. Section 20.055, Florida Statutes, Agency Inspectors General
- C. Section 20.155, Florida Statutes, Board of Governors Office of the Inspector General
- D. Board of Governors' Master Powers and Duties
- E. Board of Governors' Regulation 1.001, University Board of Trustees Powers and Duties

FLORIDA CONSTITUTION

ARTICLE IX, SECTION 7

FLORIDA CONSTITUTION - ARTICLE IX, SECTION 7

SECTION 7. State University System.--

(a) **PURPOSES.** In order to achieve excellence through teaching students, advancing research and providing public service for the benefit of Florida's citizens, their communities and economies, the people hereby establish a system of governance for the state university system of Florida.

(b) **STATE UNIVERSITY SYSTEM.** There shall be a single state university system comprised of all public universities. A board of trustees shall administer each public university and a board of governors shall govern the state university system.

(c) **LOCAL BOARDS OF TRUSTEES.** Each local constituent university shall be administered by a board of trustees consisting of thirteen members dedicated to the purposes of the state university system. The board of governors shall establish the powers and duties of the boards of trustees. Each board of trustees shall consist of six citizen members appointed by the governor and five citizen members appointed by the board of governors. The appointed members shall be confirmed by the senate and serve staggered terms of five years as provided by law. The chair of the faculty senate, or the equivalent, and the president of the student body of the university shall also be members.

(d) **STATEWIDE BOARD OF GOVERNORS.** The board of governors shall be a body corporate consisting of seventeen members. The board shall operate, regulate, control, and be fully responsible for the management of the whole university system. These responsibilities shall include, but not be limited to, defining the distinctive mission of each constituent university and its articulation with free public schools and community colleges, ensuring the well-planned coordination and operation of the system, and avoiding wasteful duplication of facilities or programs. The board's management shall be subject to the powers of the legislature to appropriate for the expenditure of funds, and the board shall account for such expenditures as provided by law. The governor shall appoint to the board fourteen citizens dedicated to the purposes of the state university system. The appointed members shall be confirmed by the senate and serve staggered terms of seven years as provided by law. The commissioner of education, the chair of the advisory council of faculty senates, or the equivalent, and the president of the Florida student association, or the equivalent, shall also be members of the board.

History.--Proposed by Initiative Petition filed with the Secretary of State August 6, 2002; adopted 2002.

SECTION 20.055, FLORIDA STATUTES
AGENCY INSPECTORS GENERAL

SECTION 20.055, FLORIDA STATUTES
AGENCY INSPECTORS GENERAL

20.055 Agency inspectors general.--

(1) For the purposes of this section:

(a) "State agency" means each department created pursuant to this chapter, and also includes the Executive Office of the Governor, the Department of Military Affairs, the Fish and Wildlife Conservation Commission, the Office of Insurance Regulation of the Financial Services Commission, the Office of Financial Regulation of the Financial Services Commission, the Public Service Commission, the Board of Governors of the State University System, and the state courts system.

(b) "Agency head" means the Governor, a Cabinet officer, a secretary as defined in s. [20.03](#)(5), or an executive director as defined in s. [20.03](#)(6). It also includes the chair of the Public Service Commission, the Director of the Office of Insurance Regulation of the Financial Services Commission, the Director of the Office of Financial Regulation of the Financial Services Commission, and the Chief Justice of the State Supreme Court.

(c) "Individuals substantially affected" means natural persons who have established a real and sufficiently immediate injury in fact due to the findings, conclusions, or recommendations of a final report of a state agency inspector general, who are the subject of the audit or investigation, and who do not have or are not currently afforded an existing right to an independent review process. Employees of the state, including career service, probationary, other personal service, Selected Exempt Service, and Senior Management Service employees, are not covered by this definition. This definition also does not cover former employees of the state if the final report of the state agency inspector general relates to matters arising during a former employee's term of state employment. This definition does not apply to persons who are the subject of audits or investigations conducted pursuant to ss. [112.3187](#)-112.31895 or s. [409.913](#) or which are otherwise confidential and exempt under s. [119.07](#).

(d) "Entities contracting with the state" means for-profit and not-for-profit organizations or businesses having a legal existence, such as corporations or partnerships, as opposed to natural persons, which have entered into a relationship with a state agency as defined in paragraph (a) to provide for consideration certain goods or services to the state agency or on behalf of the state agency. The relationship may be evidenced by payment by warrant or purchasing card, contract, purchase order, provider agreement, or other such mutually agreed upon relationship. This definition does not apply to entities which are the subject of audits or investigations conducted pursuant to ss. [112.3187](#)-112.31895 or s. [409.913](#) or which are otherwise confidential and exempt under s. [119.07](#).

(2) The Office of Inspector General is hereby established in each state agency to provide a central point for coordination of and responsibility for activities that promote accountability, integrity, and efficiency in government. It shall be the duty and responsibility of each inspector general, with respect to the state agency in which the office is established, to:

(a) Advise in the development of performance measures, standards, and procedures for the evaluation of state agency programs.

(b) Assess the reliability and validity of the information provided by the state agency on performance measures and standards, and make recommendations for improvement, if necessary, prior to submission of those measures and standards to the Executive Office of the Governor pursuant to ¹s. [216.0166](#)(1).

(c) Review the actions taken by the state agency to improve program performance and meet program standards and make recommendations for improvement, if necessary.

(d) Provide direction for, supervise, and coordinate audits, investigations, and management reviews relating to the programs and operations of the state agency, except that when the inspector general does not possess the qualifications specified in subsection (4), the director of auditing shall conduct such audits.

(e) Conduct, supervise, or coordinate other activities carried out or financed by that state agency for the purpose of promoting economy and efficiency in the administration of, or preventing and detecting fraud and abuse in, its programs and operations.

(f) Keep such agency head informed concerning fraud, abuses, and deficiencies relating to programs and operations administered or financed by the state agency, recommend corrective action concerning fraud, abuses, and deficiencies, and report on the progress made in implementing corrective action.

(g) Ensure effective coordination and cooperation between the Auditor General, federal auditors, and other governmental bodies with a view toward avoiding duplication.

(h) Review, as appropriate, rules relating to the programs and operations of such state agency and make recommendations concerning their impact.

(i) Ensure that an appropriate balance is maintained between audit, investigative, and other accountability activities.

(j) Comply with the General Principles and Standards for Offices of Inspector General as published and revised by the Association of Inspectors General.

(3)(a) The inspector general shall be appointed by the agency head. For agencies under the direction of the Governor, the appointment shall be made after notifying the Governor and the Chief Inspector General in writing, at least 7 days prior to an offer of employment, of the agency head's intention to hire the inspector general.

(b) Each inspector general shall report to and be under the general supervision of the agency head and shall not be subject to supervision by any other employee of the state agency. The inspector general shall be appointed without regard to political affiliation.

(c) An inspector general may be removed from office by the agency head. For agencies under the direction of the Governor, the agency head shall notify the Governor and the Chief Inspector General, in writing, of the intention to terminate the inspector general at least 7 days prior to the removal. For state agencies under the direction of the Governor and Cabinet, the agency head shall notify the Governor and Cabinet in writing of the intention to terminate the inspector general at least 7 days prior to the removal.

(d) The agency head or agency staff shall not prevent or prohibit the inspector general from initiating, carrying out, or completing any audit or investigation.

(4) To ensure that state agency audits are performed in accordance with applicable auditing standards, the inspector general or the director of auditing within the inspector general's office shall possess the following qualifications:

(a) A bachelor's degree from an accredited college or university with a major in accounting, or with a major in business which includes five courses in accounting, and 5 years of experience as an internal auditor or independent postauditor, electronic data processing auditor, accountant, or any combination thereof. The experience shall at a minimum consist of audits of units of government or private business enterprises, operating for profit or not for profit; or

(b) A master's degree in accounting, business administration, or public administration from an accredited college or university and 4 years of experience as required in paragraph (a); or

(c) A certified public accountant license issued pursuant to chapter 473 or a certified internal audit certificate issued by the Institute of Internal Auditors or earned by examination, and 4 years of experience as required in paragraph (a).

(5) In carrying out the auditing duties and responsibilities of this act, each inspector general shall review and evaluate internal controls necessary to ensure the fiscal accountability of the state agency. The inspector general shall conduct financial, compliance, electronic data processing, and performance audits of the agency and prepare audit reports of his or her findings. The scope and assignment of the audits

shall be determined by the inspector general; however, the agency head may at any time direct the inspector general to perform an audit of a special program, function, or organizational unit. The performance of the audit shall be under the direction of the inspector general, except that if the inspector general does not possess the qualifications specified in subsection (4), the director of auditing shall perform the functions listed in this subsection.

(a) Such audits shall be conducted in accordance with the current International Standards for the Professional Practice of Internal Auditing as published by the Institute of Internal Auditors, Inc., or, where appropriate, in accordance with generally accepted governmental auditing standards. All audit reports issued by internal audit staff shall include a statement that the audit was conducted pursuant to the appropriate standards.

(b) Audit workpapers and reports shall be public records to the extent that they do not include information which has been made confidential and exempt from the provisions of s. [119.07](#)(1) pursuant to law. However, when the inspector general or a member of the staff receives from an individual a complaint or information that falls within the definition provided in s. [112.3187](#)(5), the name or identity of the individual shall not be disclosed to anyone else without the written consent of the individual, unless the inspector general determines that such disclosure is unavoidable during the course of the audit or investigation.

(c) The inspector general and the staff shall have access to any records, data, and other information of the state agency he or she deems necessary to carry out his or her duties. The inspector general is also authorized to request such information or assistance as may be necessary from the state agency or from any federal, state, or local government entity.

(d) At the conclusion of each audit, the inspector general shall submit preliminary findings and recommendations to the person responsible for supervision of the program function or operational unit who shall respond to any adverse findings within 20 working days after receipt of the preliminary findings. Such response and the inspector general's rebuttal to the response shall be included in the final audit report.

(e) At the conclusion of an audit in which the subject of the audit is a specific entity contracting with the state or an individual substantially affected, if the audit is not confidential or otherwise exempt from disclosure by law, the inspector general shall, consistent with s. [119.07](#)(1), submit the findings to the entity contracting with the state or the individual substantially affected, who shall be advised in writing that they may submit a written response within 20 working days after receipt of the findings. The response and the inspector general's rebuttal to the response, if any, must be included in the final audit report.

(f) The inspector general shall submit the final report to the agency head and to the Auditor General.

(g) The Auditor General, in connection with the independent postaudit of the same agency pursuant to s. [11.45](#), shall give appropriate consideration to internal audit reports and the resolution of findings therein. The Legislative Auditing Committee may inquire into the reasons or justifications for failure of the agency head to correct the deficiencies reported in internal audits that are also reported by the Auditor General and shall take appropriate action.

(h) The inspector general shall monitor the implementation of the state agency's response to any report on the state agency issued by the Auditor General or by the Office of Program Policy Analysis and Government Accountability. No later than 6 months after the Auditor General or the Office of Program Policy Analysis and Government Accountability publishes a report on the state agency, the inspector general shall provide a written response to the agency head on the status of corrective actions taken. The Inspector General shall file a copy of such response with the Legislative Auditing Committee.

(i) The inspector general shall develop long-term and annual audit plans based on the findings of periodic risk assessments. The plan, where appropriate, should include postaudit samplings of payments and accounts. The plan shall show the individual audits to be conducted during each year and related resources to be devoted to the respective audits. The Chief Financial Officer, to assist in fulfilling the responsibilities for examining, auditing, and settling accounts, claims, and demands pursuant to s. [17.03](#)(1), and examining, auditing, adjusting, and settling accounts pursuant to s. [17.04](#), may utilize audits performed by the inspectors general and internal auditors. For state agencies under the Governor, the audit plans shall be submitted to the Governor's Chief Inspector General. The plan shall be submitted to the agency head for approval. A copy of the approved plan shall be submitted to the Auditor General.

(6) In carrying out the investigative duties and responsibilities specified in this section, each inspector general shall initiate, conduct, supervise, and coordinate investigations designed to detect, deter, prevent, and eradicate fraud, waste, mismanagement, misconduct, and other abuses in state government. For these purposes, each inspector general shall:

(a) Receive complaints and coordinate all activities of the agency as required by the Whistle-blower's Act pursuant to ss. [112.3187](#)-112.31895.

(b) Receive and consider the complaints which do not meet the criteria for an investigation under the Whistle-blower's Act and conduct, supervise, or coordinate such inquiries, investigations, or reviews as the inspector general deems appropriate.

(c) Report expeditiously to the Department of Law Enforcement or other law enforcement agencies, as appropriate, whenever the inspector general has reasonable grounds to believe there has been a violation of criminal law.

(d) Conduct investigations and other inquiries free of actual or perceived impairment to the independence of the inspector general or the inspector general's office. This shall include freedom from any interference with investigations and timely access to records and other sources of information.

(e) At the conclusion of each investigation in which the subject of the investigation is a specific entity contracting with the state or an individual substantially affected as defined by this section, and if the investigation is not confidential or otherwise exempt from disclosure by law, the inspector general shall, consistent with s. [119.07\(1\)](#), submit findings to the subject that is a specific entity contracting with the state or an individual substantially affected, who shall be advised in writing that they may submit a written response within 20 working days after receipt of the findings. Such response and the inspector general's rebuttal to the response, if any, shall be included in the final investigative report.

(f) Submit in a timely fashion final reports on investigations conducted by the inspector general to the agency head, except for whistle-blower's investigations, which shall be conducted and reported pursuant to s. [112.3189](#).

(7) Each inspector general shall, not later than September 30 of each year, prepare an annual report summarizing the activities of the office during the immediately preceding state fiscal year. The final report shall be furnished to the agency head. Such report shall include, but need not be limited to:

(a) A description of activities relating to the development, assessment, and validation of performance measures.

(b) A description of significant abuses and deficiencies relating to the administration of programs and operations of the agency disclosed by investigations, audits, reviews, or other activities during the reporting period.

(c) A description of the recommendations for corrective action made by the inspector general during the reporting period with respect to significant problems, abuses, or deficiencies identified.

(d) The identification of each significant recommendation described in previous annual reports on which corrective action has not been completed.

(e) A summary of each audit and investigation completed during the reporting period.

(8) The inspector general in each agency shall provide to the agency head, upon receipt, all written complaints concerning the duties and responsibilities in this section or any allegation of misconduct related to the office of the inspector general or its employees, if received from subjects of audits or investigations who are individuals substantially affected or entities contracting with the state, as defined in this section. For agencies solely under the direction of the Governor, the inspector general shall also provide the complaint to the Chief Inspector General.

(9) Each agency inspector general shall, to the extent both necessary and practicable, include on his or her staff individuals with electronic data processing auditing experience.

History.--ss. 1, 2, ch. 86-131; s. 1, ch. 87-30; ss. 1, 4, ch. 90-247; s. 18, ch. 91-282; s. 2, ch. 91-285; s. 7, ch. 94-235; s. 1, ch. 94-340; s. 1315, ch. 95-147; s. 8, ch. 95-153; s. 8, ch. 95-312; s. 5, ch. 96-406; s. 15, ch. 98-73; s. 62, ch. 99-245; s. 2, ch. 2001-124; s. 21, ch. 2001-266; s. 68, ch. 2003-261; s. 2, ch. 2004-41; s. 1, ch. 2007-217; s. 1, ch. 2008-183.

¹**Note.**--Repealed by s. 61, ch. 2000-371.

SECTION 20.155, FLORIDA STATUTES

**BOARD OF GOVERNORS OFFICE
OF THE INSPECTOR GENERAL**

SECTION 20.155, FLORIDA STATUTES
BOARD OF GOVERNORS OFFICE OF THE INSPECTOR GENERAL

20.155 Board of Governors of the State University System.--

(1) GENERAL PROVISIONS.--The Board of Governors of the State University System is established by the State Constitution under s. 7, Art. IX and, accordingly, is granted rights and privileges equal to those of departments established under this chapter while preserving the Board of Governors' constitutional designation and title.

(2) HEAD OF THE BOARD.--The head of the Board of Governors is the board with members appointed by the Governor as provided for in s. 7, Art. IX of the State Constitution.

(3) PERSONNEL.--The Board of Governors may appoint a Chancellor to aid the board in the implementation of its responsibilities.

(4) POWERS AND DUTIES.--

(a) The Board of Governors shall operate, regulate, control, and be responsible for the management of the whole State University System in accordance with s. 7, Art. IX of the State Constitution and law.

(b) The Board of Governors, in exercising its authority under the State Constitution and statutes, shall do so in a manner that supports, promotes, and enhances all of the following:

1. Affordable access to postsecondary educational opportunities for Florida residents.
2. Articulation among state universities and with public schools and other postsecondary educational institutions.
3. Fiscal responsibility.
4. Accountability.

(5) OFFICE OF INSPECTOR GENERAL.--An Office of Inspector General shall be organized using existing resources and funds to promote accountability, efficiency, and effectiveness and to detect fraud and abuse within state universities. If the Board of Governors determines that a state university board of trustees is unwilling or unable to address substantiated allegations made by any person relating to waste, fraud, or financial mismanagement, the office shall conduct, coordinate, or request investigations into substantiated allegations made by any person relating to waste,

fraud, or financial mismanagement within a state university. The office shall have access to all information and personnel necessary to perform its duties and shall have all of its current powers, duties, and responsibilities authorized in s. [20.055](#).

History.--s. 3, ch. 2007-217.

BOARD OF GOVERNORS' MASTER POWERS AND DUTIES

Board of Governors Master Powers and Duties

PREAMBLE

WHEREAS, Section 7(d), Article IX of the Constitution of the State of Florida was approved by the citizens of Florida in November 2002; and

WHEREAS, said section created the Board of Governors of the State University System of Florida effective January 7, 2003, and stipulated its governing responsibilities; and

WHEREAS, the Board of Governors shall operate, regulate, control, and be fully responsible for the management of the whole university system; and

WHEREAS, said Board is responsible to achieve excellence through teaching students advancing research, and providing public service for the benefit of Florida citizens, their communities and economies; and

WHEREAS, said Board consists of seventeen (17) members, 14 of whom are appointed by the Governor. In addition to the 14 members appointed by the Governor, the Board of Governors automatically includes the Commissioner of Education, the Chair of the Advisory Council of the Faculty Senates and the President of the Florida Student Association; and

WHEREAS, the appointed members shall serve staggered 7-year terms. In order to achieve staggered terms, beginning July 1, 2003, of the initial appointments, 4 members shall serve 2-year terms, 5 members shall serve 3-year terms, and 5 members shall serve 7-year terms; and

WHEREAS, said Board's management shall be subject to the powers of the Legislature to appropriate for the expenditure of funds; and

WHEREAS, said Board will conduct its business in an open and inclusive manner; Be it therefore resolved that the Board of Governors shall:

- I. Assume the following Duties and Responsibilities with respect to the State University System:
 1. Establish the vision, mission, and goals for the State University System.
 2. Establish a long-term plan for the State University System.
 3. Develop, approve and advocate an annual budget for the State University System.

4. Determine the financial needs of the State University System; develop financial strategies to fund those needs and advocate those strategies. An element of the financial strategy includes a policy governing tuition and fees.
5. Develop policies governing student access, enrollment, admissions, matriculation, and graduation.
6. Develop policies that prevent wasteful, inefficient duplication of facilities and programs.
7. Account for expenditures from legislative appropriations.
8. Develop policies that ensure the delivery of high quality academic programs and services.
9. Develop policies in partnership with others that ensures seamless articulation with other educational sectors.
10. Develop policies that govern data collection, dissemination, and analysis.
11. Select or remove, with the advice and consent of the Commissioner of Education, the Chancellor of Colleges and Universities.
12. Review annually the Chancellor's performance.

II. Assume the following Duties and Responsibilities with respect to the Constituent Colleges and Universities:

1. Define the mission and approve the goals and key strategies of each constituent college and university through an inclusive model that provides due consideration of the mission, goals, and strategies approved by the university board of trustees of each constituent college and university as balanced against the higher education needs of the State and the resources available to fund those needs.
2. Approve the budget of each constituent college and university.
3. Measure the performance and efficiency of each constituent college and university using realistic accountability standards.
4. Seek to ensure the financial integrity of each constituent college and university.

5. Appoint 5 of the 13 University Board of Trustees members for each university subject to confirmation by the Senate and consider, along with the Governor, diversity and regional representation when making these appointments.
6. Approve the policies and procedures of each constituent college and university governing their respective presidential search, including criteria used in the selection, appointment, and evaluation. The Board of Governors' ratification of the final candidate is required.

III. Devolve the powers and duties enumerated in s. 1001.74, Florida Statutes, to the University Board of Trustees of the Constituent Colleges and Universities.

IV. Operate in the following manner:

1. A Chair and Vice Chair shall be elected by a majority vote of the Board at a meeting held during the first calendar quarter. The Chair and Vice Chair shall serve terms beginning July 1 of the year elected and shall serve for a two-year term of office. There shall be no term limits.
2. Convene no fewer than eight (8) times per year to be scheduled at least 24 months in advance. The Chair may convene additional meetings at her/his discretion subject to the notice requirements of Chapter 286, Florida Statutes (the "Sunshine Law"). It is expected that these additional meetings will typically be telephonic.
3. Form standing and ad hoc committees of the board as deemed necessary. In each instance, the standing committee shall be governed by the powers and duties delegated to the Committee and approved by the full board. The delegation of powers and duties shall include at a minimum:
 - a. The duties and responsibilities of the committee
 - b. The meeting schedule of the committee. The Chair may convene additional meetings at her/his discretion subject to the notice requirements of Chapter 286, Florida Statutes (the "Sunshine Law"). It is expected that these additional meetings will typically be telephonic.
 - c. The identity of the staff resources to the committee

V. By enumerating specific responsibilities above, the Board of Governors has not intended to limit its constitutional responsibility to operate, regulate, control and be fully responsible for the management of the whole university system.

BOG REGULATION 1.001

UNIVERSITY BOARD OF TRUSTEE POWERS AND DUTIES

1.001 University Board of Trustees Powers and Duties

(1) Pursuant to Article IX, section 7(c), Florida Constitution, the Board of Governors shall establish the powers and duties of the board of trustees as set forth herein and as may be established in Board of Governors' regulations. This regulation supersedes the delegation of authority to the boards of trustees contained in the Board of Governors' Resolution dated January 7, 2003. The intent of this regulation is to delegate powers and duties to the university boards of trustees so that the university boards have all of the powers and duties necessary and appropriate for the direction, operation, management, and accountability of each state university.

(2) Composition of Boards; Membership and Organization.

- (a) Each university shall be administered by a board of trustees, consisting of thirteen members dedicated to the purposes of the State University System. Each university board of trustees includes six members appointed by the Governor and five members appointed by the Board of Governors, all of whom must be confirmed by the Senate. All trustees are required to attend a Board of Governors orientation session, preferably prior to service on the university board. The chair of the faculty senate, or the equivalent, and the president of Student Government, or the equivalent, are also members. Board of trustee members shall serve staggered terms of five years and may be reappointed for subsequent terms, except for the faculty and student representatives who shall serve for the duration of the term of their respective elected offices. All members are public officers subject to the requirements of the Florida Code of Ethics.
- (b) Each board of trustees shall select its chair and vice chair from the appointed members. Each chair shall serve for two years and may be reselected for one additional consecutive two-year term. Any exception to this term of office must be approved by a two-thirds vote of the board of trustees. The duties of the chair shall include presiding at all meetings of the board of trustees, calling special meetings of the board of trustees, attesting to actions of the board of trustees, and notifying the Board of Governors or the Governor, as applicable, in writing whenever a board member has three consecutive unexcused absences from regular board meetings in any fiscal year, which may be grounds for removal.
- (c) The university president shall serve as the chief executive officer and corporate secretary of the board of trustees and shall be responsible to the board of trustees for all operations of the university and for setting the agenda for meetings of the board of trustees in consultation with the chair.

- (d) Members of the boards of trustees shall receive no compensation but may be reimbursed for travel and per diem expenses as provided in s. 112.061, Florida Statutes.
 - (e) Each board of trustees shall establish the powers and duties of the university president.
 - (f) Each board of trustees shall be a public body corporate with all the powers of a body corporate, including the power to adopt a corporate seal, to contract and be contracted with, to sue and be sued, to plead and be impleaded in all courts of law and equity, and to give and receive donations. In all suits against the board of trustees, service of process shall be made on the chair of the board of trustees or on a university designee.
 - (g) Each board of trustees shall be primarily acting as an instrumentality of the state pursuant to s. 768.28, Florida Statutes, for purposes of sovereign immunity.
 - (h) Each board of trustees is subject to the public records and open meetings requirements set forth in Article I, section 24 of the Florida Constitution and laws implementing that section.
- (3) University Administration and Oversight.
- (a) Each board of trustees shall be responsible for the administration of its university in a manner that is dedicated to, and consistent with the university's mission which shall be otherwise consistent with the mission and purposes of the State University System as defined by the Board of Governors.
 - (b) Each board of trustees may establish committees of the board to address matters including, but not limited to, academic and student affairs, strategic planning, finance, audit, property acquisition and construction, personnel, and budgets.
 - (c) Each board of trustees shall adopt a strategic plan in alignment with the Board of Governors' systemwide strategic plan and regulations, and the university's mission. University strategic plans shall be submitted to the Board of Governors for approval.
 - (d) Each board of trustees shall prepare a multi-year workplan/report for the Board of Governors that outlines its university's top priorities, strategic directions, and specific actions and financial plans for achieving those priorities, as well as performance expectations and outcomes on institutional and systemwide goals. The workplan/ report shall reflect the university's

distinctive mission and focus on core institutional strengths within the context of State University System goals and regional and statewide needs.

- (e) Each board of trustees shall have a policy addressing conflicts of interest for its members.
 - (f) Each board of trustees shall maintain an effective information system to provide accurate, timely, and cost-effective information about the university, and shall require that all data and reporting requirements of the Board of Governors are met.
 - (g) Each board of trustees may promulgate regulations and procedures related to data and technology, including information systems, communications systems, computer hardware and software, and networks.
 - (h) Each board of trustees is authorized to secure comprehensive general liability insurance.
 - (i) Each board of trustees may provide for payment of the cost of civil actions against officers, employees, or agents of its board.
 - (j) Each board of trustees is authorized to promulgate university regulations in accordance with the Regulation Development Procedure adopted by the Board of Governors.
 - (k) Each board of trustees may govern traffic on the grounds of the university and in other areas in accordance with law and any mutual aid agreements entered into with other law enforcement agencies.
 - (l) Each board of trustees shall be responsible for campus safety and emergency preparedness, to include safety and security measures for university personnel, students, and campus visitors.
 - (m) Each board of trustees is authorized to create divisions of sponsored research and establish policies regulating the administration and operation of the divisions of sponsored research.
- (4) Academic Programs and Student Affairs.
- (a) Each board of trustees shall adopt university regulations or policies, as appropriate, in areas including, but not limited to:
 - 1. authorization and discontinuance of degree programs;
 - 2. articulation and access;
 - 3. admission and enrollment of students;

4. minimum academic performance standards for the award of a degree;
5. student financial assistance;
6. student activities and organizations;
7. student records and reports;
8. antihazing, related penalties, and program for enforcement;
9. reasonable accommodation of religious observances; and
10. uniform student code of conduct and related penalties.

Such regulations or policies shall be consistent with any applicable Board of Governors' regulations.

- (b) Each board of trustees shall establish a committee to periodically review and evaluate the student judicial system. At least one-half of the members of the committee shall be students appointed by the student body president.
- (c) Each board of trustees shall approve the internal procedures of student government organizations.
- (d) Each board of trustees shall require that institutional control and oversight of its intercollegiate athletics program is in compliance with the rules and regulations of the National Collegiate Athletic Association. The university president is responsible for the administration of all aspects of the intercollegiate athletics program.

(5) Personnel.

- (a) Each board of trustees shall provide for the establishment of the personnel program for all the employees of the university, including the president, which may include but is not limited to: compensation and other conditions of employment, recruitment and selection, nonreappointment, standards for performance and conduct, evaluation, benefits and hours of work, leave policies, recognition and awards, inventions and works, travel, learning opportunities, exchange programs, academic freedom and responsibility, promotion, assignment, demotion, transfer, tenure, and permanent status, ethical obligations and conflicts of interest, restrictive covenants, disciplinary actions, complaints, appeals and grievance procedures, and separation and termination from employment. To the extent allowed by law, university employees shall continue to be able to participate in the state group insurance programs and the state retirement systems.
- (b) Each board of trustees shall act as the sole public employer with regard to all public employees of its university for the purposes of collective bargaining, and shall serve as the legislative body for the resolution of impasses with regard to collective bargaining matters.

- (c) Each board of trustees shall select its university president subject to ratification of the candidate by the Board of Governors. A presidential search committee shall be appointed to make recommendations to the full board of trustees. The board of trustees shall select a candidate for ratification by the Board of Governors. Prior to ratification, the board of trustees shall submit a written description of the selection process and criteria, and the qualifications of the selected candidate to the Board of Governors for its consideration in ratifying the candidate. The candidate selected by the board of trustees shall be required to appear before the Board of Governors at the meeting where ratification of the candidate will be considered. Such meeting will be held as soon as practicable to ensure a timely transition.
 - (d) In the event that a board of trustees selects an interim president, such selection is subject to ratification of the candidate by the Board of Governors. If it is determined by the board of trustees to be in the best interests of the university, the interim president selected by the board may be delegated full authority to serve as the interim president during the period prior to ratification by the Board of Governors. Continued service as interim president requires ratification by the Board of Governors, and the candidate selected by the board of trustees shall be required to appear before the Board of Governors at the meeting where ratification will be considered. Such meeting will be held as soon as practicable to ensure a timely transition.
 - (e) Each board of trustees shall develop guidelines for the annual evaluation of the president.
 - (f) Each board of trustees shall conduct an annual evaluation of the president. The chair of the board of trustees shall request input from the Chair of the Board of Governors, who may involve the Chancellor, during the annual evaluation process pertaining to responsiveness to the Board of Governors' strategic goals and priorities, and compliance with systemwide regulations.
- (6) Financial Management.
- (a) Each board of trustees shall be responsible for the financial management of its university and shall submit an institutional budget request, including a request for fixed capital outlay, and an operating budget to the Board of Governors for approval in accordance with the guidelines established by the Board of Governors.
 - (b) Each board of trustees shall establish tuition and fees in accordance with regulations established by the Board of Governors.

- (c) Each board of trustees shall establish waivers for tuition and fees pursuant to regulations established by the Board of Governors.
- (d) Each board of trustees shall engage in sound debt management practices for the issuance of debt by the university and its direct support organizations, and shall comply with the guidelines established by the Board of Governors in connection with the authorization, issuance and sale of university and direct support organization debt.
- (e) Each board of trustees shall account for expenditures of all state, local, federal, and other funds in accordance with guidelines or regulations established by the Board of Governors, and as provided by state or federal law.
- (f) Each board of trustees may enter into agreements for, and accept, credit card payments as compensation for goods, services, tuition, and fees.
- (g) Each board of trustees shall establish policies and procedures for the performance of annual internal audits of university finances and operations. All reports generated from such audits must be submitted to the Board of Governors after review and acceptance by the board of trustees, or its designee.
- (h) Each board of trustees and each direct support organization shall submit annual financial statements to the Board of Governors.

(7) Property and Purchasing.

- (a) Each board of trustees and university direct support organization must obtain prior approval from the Board of Governors before entering into a binding contractual obligation to improve real property that will result in the board or the direct support organization seeking a commitment of state funds for the development, construction, operation, or maintenance of an educational or research facility.
- (b) Each board of trustees shall have the authority to acquire real and personal property and contract for the sale and disposal of same, and approve and execute contracts for purchase, sale, lease, license, or acquisition of commodities, goods, equipment, and contractual services, leases of real and personal property, and construction. The acquisition may include purchase by installment or lease-purchase. Such contracts may provide for payment of interest on the unpaid portion of the purchase price.
- (c) With respect to state-funded real property acquisitions, each board of trustees may, with the consent of the Board of Trustees of the Internal Improvement

Trust Fund, sell, convey, transfer, exchange, trade, or purchase real property and related improvements necessary and desirable to serve the needs and purposes of the university.

1. The board of trustees may secure appraisals and surveys in accordance with the policies and procedures of the Board of Trustees of the Internal Improvement Trust Fund. Whenever the board of trustees finds it necessary for timely property acquisition, it may contract, without the need for competitive selection, with one or more appraisers whose names are contained on the list of approved appraisers maintained by the Division of State Lands in the Department of Environmental Protection.
 2. The board of trustees may negotiate and enter into an option contract before an appraisal is obtained. The option contract must state that the final purchase price may not exceed the maximum value allowed by law. The consideration for such an option contract may not exceed 10 percent of the estimate obtained by the board of trustees or 10 percent of the value of the parcel, whichever is greater, unless otherwise authorized by the board of trustees.
 3. Title to property acquired by a university board of trustees prior to January 7, 2003, and to property acquired thereafter with state funds shall vest in the Board of Trustees of the Internal Improvement Trust Fund. With respect to all other real property acquired by a university, such property shall be titled in the name of the university board of trustees, or as the trustees of the university may deem appropriate.
- (d) Each board of trustees shall submit to the Board of Governors, for approval, plans for all new campuses and instructional centers.
- (e) Each board of trustees shall administer a program for the maintenance and construction of facilities.
- (f) Each board of trustees may exercise the right of eminent domain pursuant to the provisions of chapter 1013, Florida Statutes.
- (g) Each board of trustees shall be responsible for the use, maintenance, protection, and control of, and the imposition of charges for, university-owned or university-controlled buildings and grounds, property and equipment, name trademarks and other proprietary marks, and the financial and other resources of the university.
- (h) With respect to any funds or real or personal property designated by will, deed, agreement, or court appointment to be held in trust for the benefit of the

university, or its students, faculty members, officers, or employees, or otherwise, or for any educational purpose, a university board of trustees is authorized to act as trustee with full legal capacity as trustee to administer such trust property and, in such event, the title thereto shall vest in the board of trustees as trustee. In all such cases, the university board of trustees shall have the power and capacity to do and perform all things as fully as any individual trustee or other competent trustee might do or perform, and with the same rights, privileges, and duties including the power, capacity, and authority to convey, transfer, mortgage, or pledge such property held in trust and to contract and execute all other documents relating to said trust property which may be required for or appropriate to the administration of such trust or to accomplish the purposes of any such trust. Nothing herein shall be construed to authorize a board of trustees to contract a debt on behalf of, or in any way to obligate, the state; and the satisfaction of any debt or obligation incurred by the board as trustee under the provisions of this section shall be exclusively from the trust property, mortgaged or encumbered.

- (i) Each board of trustees shall prepare and adopt a campus master plan pursuant to section 1013.30, Florida Statutes.
 - (j) Each board of trustees shall prepare, adopt, and execute a campus development agreement pursuant to section 1013.30, Florida Statutes.
 - (k) Each board of trustees may authorize the rent or lease of parking facilities, provided that such facilities are funded through parking fees or parking fines imposed by a university. A board of trustees may authorize a university to charge fees for parking at such rented or leased parking facilities and parking fines.
 - (l) Each board of trustees shall promulgate regulations that establish basic criteria related to the procurement of commodities and contractual services.
 - (m) Each board of trustees shall be responsible for the fire safety and sanitation of public educational and ancillary plants.
- (8) Miscellaneous Powers and Duties.
- (a) Each board of trustees is authorized to form such corporate entities as are necessary to establish and maintain faculty practice plans for the collection, distribution, and regulation of fees generated by faculty members engaged in the provision of healthcare services to patients as an integral part of their academic activities and employment as faculty. Each such faculty practice plan must be adopted by the board of trustees in accordance with regulations of the Board of Governors and approved by the Board of Governors.

- (b) Each board of trustees is authorized to establish direct support organizations and university health services support organizations and certify them to use university property, facilities, and services.
- (c) Each board of trustees may establish educational research centers for child development.
- (d) Each board of trustees is authorized to protect, develop, and transfer the work products of university personnel and other university agents and contractors, which authority shall include but not be limited to licensing, assigning, selling, leasing, or otherwise allowing the use of or conveying such work products and securing and enforcing patents, copyrights, and trademarks on such products. Each board of trustees shall have policies and procedures concerning the work products of university personnel that facilitate technology development and transfer for the public benefit. Such policies must include, without limitation, provisions that take into account the contributions of university personnel in the development of work products and that require any proceeds from such work products be used to support the research and sponsored training programs of the university.
- (e) Each board of trustees is responsible for compliance with all applicable laws, rules, regulations, and requirements.
- (f) Each board of trustees shall perform such other duties as provided by the Board of Governors, or as each board of trustees may determine are necessary or appropriate for the administration of the university so long as the trustees comply with any applicable laws and Board of Governors' regulations and policies.

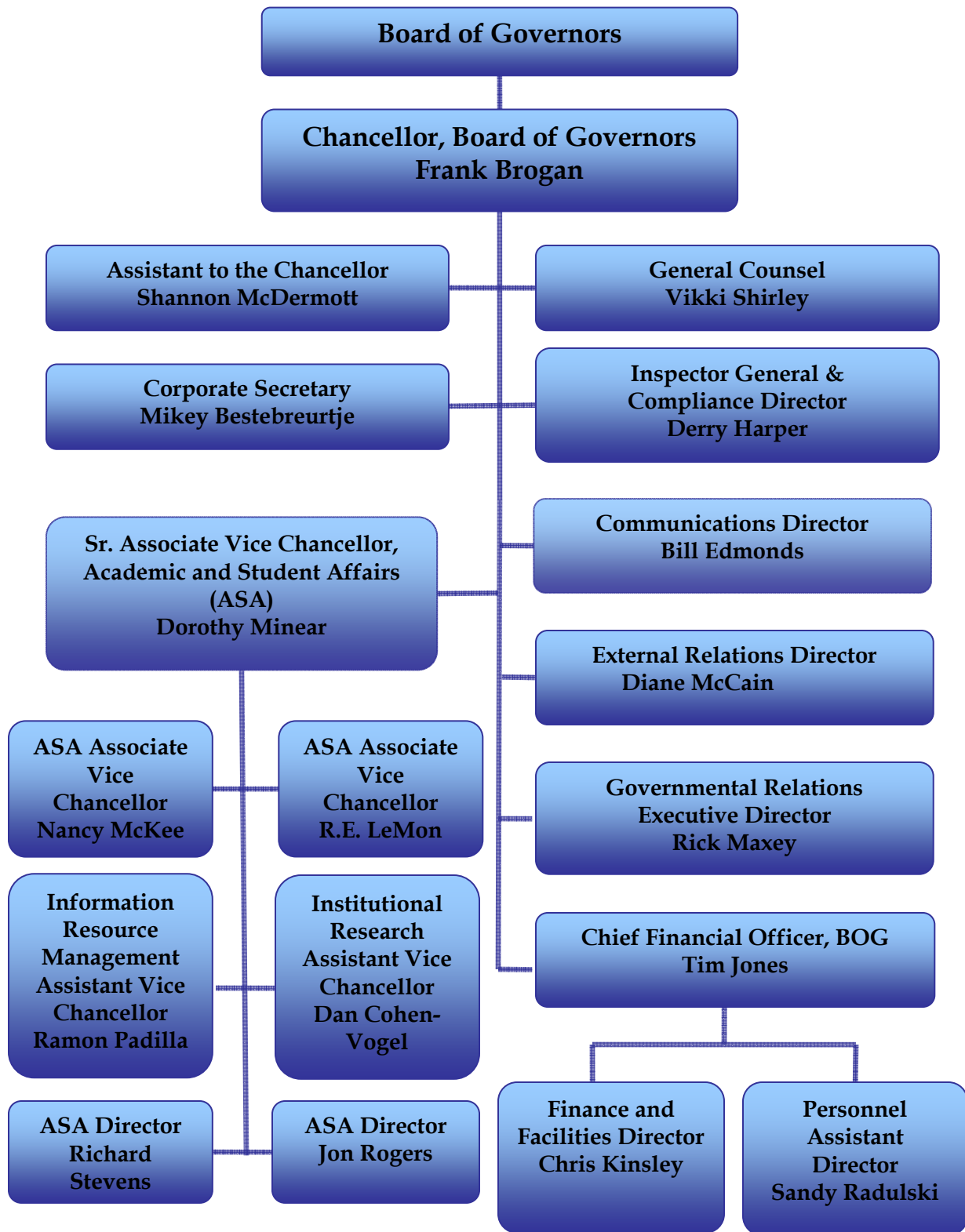
Authority: Section 7(c), Art. IX, Fla. Const.; History: Resolution 1-07-03, New 3-26-09.

Office of the Board of Governors Organizational Chart Senior Staff (March 2010)

The Board of Governors office is comprised of 50 filled staff positions divided roughly into three major units:

1. Academic and Student Affairs, which includes staff in Information Resource Management as well as in Institutional Research.
2. Public Affairs, which includes staff in Communications, External Relations, and Governmental Relations.
3. Budget and Finance, which includes staff in Facilities as well as Personnel.

The organizational chart in this Handbook reflects the names of the Board's senior staff. For more information on the professional and educational experience of senior staff members, please visit the Board of Governors Web site at <http://www.flbog.edu/about/cod/seniorstaff.php/>.



Board of Governors

Members List and Biographies

The Board of Governors is a corporate body comprised of seventeen members: fourteen appointed by the Governor, the Commission of Education, and the chair of the advisory council of faculty senates (or the equivalent), and the president of the Florida Student Association (or the equivalent). The list of current members and their biographies are included in this Handbook.

Board of Governors – Members

The Board of Governors is comprised of seventeen members, fourteen of whom are appointed by the Florida Governor and confirmed by the Florida Senate for a term of seven years. The remaining members include the President of the Advisory Council of the Faculty Senate, the Commission of Education, and the Chair of the Florida Student Council. The Board oversees the operation and management of the Florida public university system's eleven institutions.

- **Ava L. Parker, Chair** (term 2/19/2010 - 1/6/2012)
- **Richard A. Beard III** (term 2/18/2010 - 1/6/2017)
- **Dean Colson** (term 1/6/2010 - 1/6/2017)
- **Ann W. Duncan** (term 2/21/2005 - 1/6/2012)
- **Charles B. Edwards** (term 1/20/2006 - 1/6/2013)
- **Gallop Franklin II** (student representative)
- **Patricia Frost** (term 1/6/2010 - 1/6/2017)
- **Morteza “Mori” Hosseini** (term 1/6/2010 - 1/6/2017)
- **J. Stanley Marshall** (term 2/21/2005 - 1/6/2012)
- **Frank Martin** (term 2/7/2006 - 1/6/2012)
- **Tico Perez** (term 1/20/2006 - 1/6/2013)
- **John Rood** (term 1/6/2010 - 1/6/2017)
- **Judith Solano** (term 8/1/2008 - 7/21/2010)
- **Eric J. Smith** (Education Commissioner)
- **Gus A. Stavros** (term 1/26/2007 - 1/6/2013)
- **John W. Temple** (term 1/20/2006 - 1/6/2013)
- **Norman D. Tripp** (term 4/1/2008 - 1/6/2013)

Ava L. Parker, Chair



Ava L. Parker, of Jacksonville, is a reappointment to the Board of Governors, having served as the vice chair of the board and chair of the facilities committee during her first term. She is the president of Linking Solutions Inc. and a practicing attorney at Lawrence & Parker P.A. Parker is also currently serving on the Jacksonville Transportation Authority and has previously served on the University of Central Florida Board of Trustees. She received her bachelor's and law degrees from the University of Florida.

Richard A. Beard III



Richard A. Beard III, of Tampa, has 36 years of experience in real estate development and has been the president and owner of R.A. Beard Co., a real estate investment company, since 1995. He has been member of the Board of Directors at the H. Lee Moffitt Cancer Center & Research Institute and the Florida Health Science Center at Tampa General Hospital. He is a current member of the Florida Council of 100 and is the founding chairman of the University of South Florida Board of Trustees. Beard received his bachelor's degree from Georgia Institute of Technology.

Dean Colson



Dean Colson, of Coral Gables, has been a partner with the Law Firm of Colson Hicks Eidson since 1981. He also currently serves as a special advisor to the Governor on higher education. Colson was a member of the University of Miami Board of Trustees from 1991 to 2009. He also served on the Florida Supreme Court Judicial Nominating Committee from 2002 to 2006. In addition, Colson served as law clerk to the Honorable Peter T. Fay in the United States Court of Appeals, Fifth Circuit, and Justice William Rehnquist of the United States Supreme Court. He received his bachelor's degree from Princeton University and his law degree from the University of Miami. Colson succeeds John Dasburg for a term ending January 6, 2017.

Ann W. Duncan



Ann W. Duncan of Tampa, is the President and Founder of Vertical Integration, Inc., which is a commercial real estate brokerage and consulting firm specializing in the representation of corporate and public sector entities. Previously, Duncan was Senior Vice President of CLW Real Estate Services Group, where she led corporate service teams for numerous national accounts. Duncan earned a bachelor's degree in Finance from the University of South Florida in 1987 and a Black Belt in Six Sigma from Villanova University. Duncan's civic involvement includes the following:

- Advisory Board Member, Charity Works
- Member, Florida Chamber
- Alumni and past Statewide Board of Directors, Leadership Florida
- Past President Statewide Board of Directors, National Association of Industrial and Office Parks (NAIOP); Board of Directors of Tampa Bay Chapter, National, State and Local Committees
- Past Chairman of the Board and Board of Directors, Clearwater Chamber of Commerce
- Past Charter Chairman, Board of Directors, Pinellas County Environmental Foundation
- Past Charter Chairman, University of South Florida St. Petersburg Campus Board
- Former Member, Board of Governors, Florida Chamber of Commerce
- Former Charter Member, Board of Trustees, University of South Florida
- Former Member, Board of Directors, Florida Chamber of Commerce Management Corporation
- Former Member, Ruth Eckerd Hall Foundation Board of Directors
- Past Chairman, National Conference (NCCJ), Tampa Bay Chapter
- Past Member, Board of Directors, University of South Florida Foundation

Duncan has received the following honors:

- 2005 Outstanding Alumni Award, University of South Florida
- 2004 CoreNet Innovation Award Finalist, Member of the WorkPlace Partners Team
- 2003 Top Women in Commercial Real Estate, Florida Real Estate Journal

- 2000 IDRC Innovation Award Finalist, Lead for the INFO 247 Team
- Recognition in December 1993 Florida Trend's "Next Wave of State-wide Leaders" article
- 1991 Outstanding Young Alumni, University of South Florida College of Business Administration
- 1990 Pacesetter, Awarded by Price Waterhouse and the Tampa Bay Business Journal
- 1990 Up & Comer, Presented by Price Waterhouse and the Tampa Bay Business Journal
- Paul Harris Fellow, Rotary International

Charles B. Edwards



Charles B. Edwards is of counsel to the Law Firm of Geraghty, Dougherty & Edwards, P.A., in Fort Myers. He was formerly CEO of Allen, Knudsen, DeBoest & Edwards, P.A., and Smoot, Adams, Edwards & Green, P.A. He has served on the Board of Governors of the Florida Bar, the Board of Governors of the Young Lawyers Section of the Florida Bar and as a member of the Second District Court of Appeals Nominating Commission.

In 1987, Governor Bob Martinez appointed Edwards to the Board of Regents of the State University System. He served as Vice Chairman in 1988, and as Chairman from 1989 to 1991. He founded and was President of the Florida Gulf Coast University Foundation and was President of the E Club, a support organization for Edison College.

Edwards currently serves on the Board of Lee Healthcare Resources, Inc., and Cypress Cove at Healthpark. As a lifelong Floridian, he is also involved in the cattle and citrus industry. He has been a member of the Florida Council of 100 since 1992.

He received his B.S.B.A., in 1965, and his J.D., in 1968, from the University of Florida. In 1995, the University of Florida honored Edwards with its Distinguished Alumnus Award.

Patricia Frost



Patricia Frost, of Miami Beach, spent 28 years as a teacher and principal in the Miami-Dade County Public School System, retiring in 1993. She is a former member of the Board of Trustees for Florida International University and has served as chair of the Florida International University Board of Directors and as chair of the Florida International University Academic Policy Committee. Frost was named Educator of the Year for her work at Florida International University and with the Miami-Dade County and Broward County public school systems. She received her bachelor's degree from Colby College and a master's degree from Columbia University.

Morteza “Mori” Hosseini



Morteza “Mori” Hosseini, of Daytona Beach, has been the chairman and CEO of Intervest Construction Inc. for 29 years. He is the vice chairman of the board and chairs the Committee on Trustees and the Committee on Facilities and Capitol Planning for the Embry-Riddle Aeronautical University Board of Trustees. Hosseini is a member of the Florida Council of 100 and previously served on the Halifax Hospital Medical Center Board of Commissioners. He received an aeronautical engineering degree from the Chelsea College of Aeronautical Engineering in London, England, and his bachelor’s degree and master’s degree from Embry-Riddle Aeronautical University.

J. Stanley Marshall



Dr. J. Stanley Marshall is the founder of The James Madison Institute and, from 1987 to 2000, served as its President and CEO. He now serves as Vice Chairman of the Board of Directors.

Dr. Marshall served on the Florida State University faculty from 1958 to 1976. He was appointed head of the Department of Science Education and Adjunct Professor of Physics in 1958, became Associate Dean of the College of Education in 1965, Dean of the College in 1967, and assumed the presidency of the University in 1969. He retired from the presidency in August 1976.

In 1978, Marshall founded Sonitrol of Tallahassee, Inc., and operated the company for ten years. Sonitrol is engaged in electronic security and fire protection of businesses and residences in the Tallahassee area.

Dr. Marshall previously served as a trustee of the Florida State University and as chair of the board of trustees of Bethune Cookman College in Daytona Beach, Florida. He also serves on the board of directors (and as a past president) of the Southern Scholarship Foundation, A Charter Foundation, The Council of Volunteer Reading Tutors, Inc. and is a member of the Advisory Board of The American Studies Institute of Harding University. He also serves as a director of Children's Education Opportunity Foundation of Central Florida.

Dr. Marshall has in the past served as Chairman of the Leon County United Way and as a member of the board of directors of The Tallahassee Memorial Regional Medical Center and The Tallahassee Area Chamber of Commerce. He also served as president of the Deeb Scholarship Foundation and as Chairman of PEN of Florida, Inc. He and his family are members of Trinity United Methodist Church in Tallahassee, and Dr. Marshall has held various leadership positions in the church.

Services to education include serving as Director of the National Science High School Project of Turkey in which he led a group of American and Turkish science educators in the establishment of the National High School of Science for gifted students in Turkey; consultant in education to the governments of nine

countries in the Middle and Far East; and he has authored or co-authored several books and numerous articles in professional journals.

At Florida State University, Dr. Marshall was named Omicron Delta Kappa's "Man of the Year" and was recipient of the University's Gold Key Award. In 1995, Dr. Marshall was one of nine members of the Florida Commission on Cabinet Reform. He was appointed in 1997 as one of thirty-seven members of the Florida Constitution Revision Commission.

Dr. Marshall was the Founding Editor of the Journal of Research in Science Teaching and served as an advisor to Encyclopedia Britannica Films, the National Science Foundation, and the U. S. Department of Education. He served as President of the National Association of State Universities and Land Grant Colleges, Southern Region. He served for five years on advisory boards to both the Secretary of the Navy and the Secretary of the Army, was a member of the Board of Regents of The National Library of Medicine, and is a Fellow of The American Association for the Advancement of Science.

Dr. Marshall earned the Bachelor of Science degree from Slippery Rock State College (now University) in 1947, and the Masters and Ph.D. degrees from Syracuse University in 1950 and 1957 respectively.

He taught science and coached basketball and track at Mynderse Academy (a public high school) in Seneca Falls, New York, from 1947 to 1952. He served in the United States Army in Europe between 1943 and 1946.

Dr. Marshall was born in Cheswick, Pennsylvania, January 27, 1923. He is married to the former Shirley Slade of Longview, Texas. The Marshalls have five grown children and five grandchildren.

Frank T. Martin



Frank T. Martin of Tallahassee is currently the Vice President and Division Manager for National Transit Services of PBS&J's Transportation Services Division, a position he has held since October, 2004. In this role, Martin is responsible for corporate-wide transit and rail business development activities and officer-in-charge for transit projects in multiple cities around the United States including Miami and Orlando.

Martin has more than 30 years senior management experience in the operating, maintaining and planning of rail and bus transportations systems. He has served as either the Chief Executive Officer or Chief Operating Officer of urban transit systems for most of his professional career. Prior to joining PBS&J in February 2004, he served as the Chief Operating Officer for the Santa Clara Valley Transportation Authority in San Jose, California and the Director of Rail Services for Miami Dade Transit in Miami Dade County, FL, respectively.

He has been involved in several national/local boards and organizations including the American Public Transportation Association as Southeast Regional Director, Silicon Valley Workforce Investment Board, Artz-In-the-Hood, Leadership Birmingham, and Leadership Gainesville. He is the current chair of the Transportation Research Board's Transportation Cooperative Research Program J-7 Research Panel.

Martin received a bachelor's degree in business administration from Tennessee State University in 1973 and a master's degree in urban and regional planning (MURP) from Fisk University in 1974.

Hector A. (Tico) Perez



Tico Perez serves as the chair of the Budget Committee and vice chair of the Facilities Committee. He is the founder of Edge Consulting & Business Strategies, LLC, a government relations consulting firm, and Tico Perez Solutions, LLC, a business development consulting firm. Prior to forming the two firms in 2008, Mr. Perez was a partner of the national law firm Baker and Hostetler where he practiced business law with a specialization in mergers and acquisitions and was a member of the Government Relations Group. He is an AV-rated lawyer by Martindale-Hubbell.

Mr. Perez has represented financial institutions, public corporations and principals of joint ventures and syndications in a broad range of business matters including corporate law, loan workouts, private securities offerings, commercial real estate transactions and mergers and acquisitions.

Mr. Perez is an active member of Central Florida's business community. His current involvement includes serving as a member of the Board of Governors of the State University System of Florida, a past member of the Board of Trustees of the University of Central Florida, a member of the Orlando Utilities Commission, Past President of Area 4 (Florida, Georgia, Alabama) of the Boy Scouts of America and Past President of the United Arts of Central Florida. He is Past-Chairman of the Orange County Arts and Cultural Affairs Advisory Council, a member of the University of Central Florida Foundation Board of Directors and the Board of the Alumni Association and Past-Chairman of the Greater Orlando Regional Chamber of Commerce.

Mr. Perez has received numerous leadership awards, including the Distinguished Alumnus Award from the University of Central Florida, the National Association of Community Leadership's Distinguished Leadership Award and the Que Pasa Magazine Public Service Award. He has been named one of the ten most influential men in Central Florida by the Orlando Business Journal and one of the 174 most influential people in Florida by Florida Trend Magazine.

Mr. Perez is a political analyst for the local NBC affiliate, WESH Channel 2, and hosts his own political talk radio show "Talkin with Tico" on Cox radio's newstalk AM 580 WDBO. Mr. Perez is a member of the Florida and Orange County Bar Associations.

John Rood



John Rood, of Jacksonville, has been chairman of the Vestcor Companies since 2007 and was previously chairman from 1983 to 2004. Rood was an Ambassador of the United States to the Bahamas from 2004 to 2007. Previously, he served as the vice chair, chairman and commissioner of the Florida Fish and Wildlife Commission from 1999 to 2004. Rood has also served as the commissioner of the Marine Fisheries Commission. He received his bachelor's degree from the University of Montana.

Judith L. Solano



Judith L. Solano is Chair and Associate Professor of Computer and Information Sciences at the University of North Florida. She represents university faculty statewide as a member of the Board of Governors. She is president of the Faculty Association.

Dr. Solano served two previous terms as president of the Faculty Association; from 1986 to 1988 and again 1994 to 1996. She also served as the United Faculty of Florida's grievance officer.

Dr. Solano has been with the University of North Florida for more than twenty years, starting as an adjunct and then serving as a visiting professor before her appointment to the faculty.

Dr. Solano is a graduate of Pennsylvania State University, and received her Ph.D. and M.S. from Florida State University.

Eric J. Smith, Florida Department of Education



Dr. Eric Smith is Florida's new Commissioner of Education (K-12). Dr. Smith most recently worked with the College Board, where he served as Senior Vice President for College Readiness and was responsible for leading the EXCEerator project. He began his career in Florida more than 30 years ago as a classroom teacher. He has held several administrative positions in Florida school districts and for 16 years of served as a district superintendent in Virginia, North Carolina, and Maryland.

Beginning at Winter Park High School in 1982 and continuing in each district thereafter, central to his work has been the expansion of Advanced Placement programs and the International Baccalaureate. His leadership in each district led to significant gains in academic achievement, increased enrollment in rigorous coursework and advanced studies, improved reading and math scores among elementary students, and meaningful progress toward lessening the achievement gap among minority student populations. Dr. Smith is past Chairman of the Board of Trustees for The College Board, as well as a member on the Board of Directors for the Advancement Via Individual Determination (AVID) program; he also has served as Chair of the National Assessment of Title 1 Independent Review Panel since 2003.

He received his undergraduate degree from Colorado State University and his master's degree in school administration from the University of Central Florida in Orlando. He earned his doctorate of curriculum and instruction from the University of Florida in Gainesville.

Gus A. Stavros



Gus A. Stavros a 1948 graduate of Columbia University, New York City. Matriculated for MBA at N.Y.U. Graduate School of Business Administration 1950-51. Received Certificate for Basic Engineering in the Army Specialized Training Program at University of Florida 1943-44. Served in the infantry, Patton's Third Army in World War II and has three campaign ribbons-Northern France, Ardennes & Rhineland-Purple Heart & Bronze Star.

Mr. Stavros arrived in Florida in 1958 to start a business forms manufacturing company in Pinellas County, FL. After 30 years as owner & CEO and building the company into the largest forms manufacturer in the southeast from 3 to 550 employees, Better Business Forms was sold in 1984 and Gus signed a five-year employment contract with Florida Progress and served as a Group Vice President until retirement in 1989.

Governor Stavros was **featured in FLORIDA TREND** (November 1, 2007) for his work in education.

He has served as chairman of Eckerd College, chairman of Florida State University Foundation Board of Trustees, president of the University of South Florida Foundation Board of Trustees, co-chairman of the University of South Florida Capital Campaign, chairman of the Florida Council on Economic Education, chairman of the Florida Foundation for Excellence in Education, founding chairman and chairman emeritus of the Pinellas Education Foundation, a founder, chairman and president of the Clearwater Performing Arts Center and Theater (Ruth Eckerd Hall), chairman of the Clearwater Parks and Recreation Board, president of the congregation of St. Paul's Lutheran Church in Clearwater. He also served on the board of the Florida Council of 100 and GTE of Florida and various bank boards. In July, 2001, he received Governor Jeb Bush's appointment to the new Operating Board of Trustees at the University of South Florida. In 2003 he also was named to the National Board of Junior Achievement and the Salvador Dali Museum of St. Petersburg, FL.

Mr. Stavros has received many honors and awards, including: Florida Free Enterpriser of the Year 1982, Tampa Bay Business Hall of Fame 1991, United Way

Humanitarian Award, NCCJ Brotherhood Award, National Private Enterprise Education Award, Mr. Clearwater 1987 and Mr. Sun (St. Petersburg) 1994, Liberty Bell Award in 1987 from the Clearwater Bar and the Liberty Bell Award in 1998 from the St. Petersburg Bar. He received honorary doctorates in Humane Letters from Florida State University in 1991 and the University of South Florida in 1996 and an Honorary Doctorate of Business Administration from Webber International University in 2002. He received the University of South Florida Distinguished Citizen Award at the 2001 May Commencement, the Torch Award given by the Florida State University Faculty Senate in 1998, the FSU Circle of Gold Award in 1997, the University of South Florida Class of '56 Award in 1994, the Champion of Higher Independent Education in Florida Award presented by the Presidents of the Independent Colleges and Universities of Florida in 1992 and the University of Tampa Ethics Award in October 2001. In May, 2002, he was named honoree by Junior Achievement of Central District of Florida. Also in May, 2002, the Stavros Family was named Family of the Year by Family Service Centers, Inc. of Tampa Bay. In 2003 he received the Service to Mankind Award (Sertoma), and he and Frances received the Ruth Eckerd Hall Marcia P. Hoffman Arts Education Award. In 2005 he received the prestigious Gold Leadership Award from JA Worldwide. The Free Enterprise and Economic Education Centers at Florida State University and the University of South Florida are named in his honor. The Gus A. Stavros Institute of Pinellas County, Florida administers Enterprise Village and Finance Park - nationally prominent programs teaching free enterprise and our economic system to 17,000 fifth graders annually and fiscal responsibility to 14,000 eighth graders annually and ethics and career planning to high school students. A recent contractual agreement between JA Worldwide and the Pinellas County School Board and the Pinellas Education Foundation establishes the JA construction of Enterprise Villages and Finance Parks throughout the US and the world.

John W. Temple



John W. Temple of Boca Raton is president and CEO of Temple Development Company, a position he has held since 1989. Prior to that, he served as president of Arvida Corporation and Arvida/Disney. He is currently a member of the Florida Council of 100, the Tourist Development Council and the Urban Land Institute. Temple received his undergraduate degree from the University of Washington in 1959 and his master's in business administration from Stanford University in 1965.

Norman D. Tripp



Norman D. Tripp, chairman emeritus of Tripp Scott, founded the firm in 1969. He has led the firm's growth as it has responded to client's needs and helped build the entrepreneur, business development, finance, environmental, employment, real estate and technology law practices.

Through the years, Tripp's reputation for achieving results has helped to attract numerous national clients to the firm. Furthermore, his strategic counsel has helped local entrepreneurial companies grow into international models of business excellence.

A well-known community activist, Tripp is dedicated to improving government, education and diversity. He has served as Chairman of the Board of Trustees of Florida Atlantic University. In addition, he is a member of the Advisory Board of the Huizenga School of Business at Nova Southeastern University and a member of the Board of the South Florida Board for the Annenberg Challenge Grant. He is presently on the Board of Governors of the State of Florida.

A founding benefactor of the Community Foundation of Broward, he initiated the Tripp Fund for Educational Opportunity and the Tripp Scott Fund for Community Diversity. In 1998, he successfully spearheaded the citizens' campaign for passage of the Broward County Public Library Bond Issue. Tripp is a former Board Member and Chairman of Florida's State Board of Community Colleges and the Fort Lauderdale Downtown Development Authority.

Tripp has received numerous honors in recognition of his community contributions, including the 2001 Outstanding Citizens Award from the Florida Library Association and the 2001 Tribute-to-the-Family Award from the Juvenile Diabetes Research Foundation. In 1988, he received the Child Advocate-of-the-Year Award and the University of Miami College of Arts and Science's Outstanding Alumni Award.

Tripp holds a law degree, *magna cum laude*, from Cleveland State University and a bachelor's degree in economics from the University of Miami.

- Former Trustee - University of Miami

- Member for many years of the City of Fort Lauderdale Planning and Zoning Board
- Member of the City of Fort Lauderdale Board of Adjustment
- Recipient of Leadership Broward Foundation Inc.'s "Leader of the Year"
- Broward Economic Development Council's Spirit of Broward Award - Over-all Community Leader
- Tripp Family Art Gallery at the Swimming Hall of Fame
- Support of Swimming Hall of Fame and advocate for state funding of the Hall of Fame

Conclusion and Contacts

The Audit and Compliance Committee Handbook was created as a resource for members of the Audit Committee and the Board. Comments and suggestions are welcomed so please contact any member of the staff listed below.

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