



# UCF Board of Trustees

## *Audit and Compliance Committee*

December 5, 2024

### **Agenda Item**

DISC-2: University Audit Strategic Plan

### **Proposed Action**

Discussion with the committee to determine if any changes are recommended to the Strategic Plan prior to implementation.

### **Authority for Board of Trustees Action**

The attachment is intended to provide the committee with information regarding the work of University Audit to assist the committee in successfully completing its oversight duties. A strategic plan is a requirement to comply with the recent revision of the Institute of Internal Auditors' (IIA) Global Audit Standards which goes into effect on January 1, 2025.

### **Supporting Documentation Included**

Attachment A: University Audit Strategic Plan

### **Facilitators/Presenters**

Robert Taft, Chief Audit Executive

## Summary of Key Observations/Recommendations

The overview of the strategic plan development process includes the following concepts:

1. The strategic plan is a requirement of the IIA Global Audit Standards which go into effect on January 1, 2025.
2. While the IIA doesn't provide a strategic plan template, the intent is to develop an action-oriented plan with qualitative and quantitative objectives and metrics to assist the department with making decisions and establishing priorities.
3. This strategic plan should align with the UCF Strategic Plan and the unique needs of the university for value-added internal audit services.
4. The strategic plan will cover a five-year horizon from 2025 to 2030.
5. The strategic plan will be reviewed and updated in 2027 as necessary working with UCF management and the UCF Audit and Compliance Committee.
6. We have set an internal goal of developing a strategic plan of no more than 10 pages. This aligns with our stakeholders' desire for brevity and ease of reference and communication with our stakeholders.

## Additional Background

As noted in PwC's 2023 Global Internal Audit Study—Seeing through walls to find new horizons, there are five maturity levels that an Internal Audit function can aspire to:

<b>Maturity Level (lowest to highest)</b>	<b>Description</b>
1. Problem Finder	Reports basic exceptions from audits of internal controls, based on a static, annual audit plan
2. Assurance Provider	Delivers object assurance over processes, based on a risk-based audit plan
3. Problem Solver	In addition to providing objective assurance, IA leverages expertise and technology to help the organization understand and solve problems
4. Insight Generator	In addition to helping solve business problems, IA provides deeper perspective and new insights on meaningful improvements and opportunities
5. Trusted Adviser	In addition to generating new insights, IA is trusted to provide proactive advice on emerging risks, strategic initiatives and critical business decisions and uses technology to help achieve this

## **Implementation Plan**

The strategic plan will go into effect on January 1, 2025. Any proposed edits or changes from this discussion will be incorporated into the final version of the strategic plan prior to January 1, 2025.

## **Resource Considerations**

Some of the initiatives discussed in the strategic plan could require additional resources over the five-year period covered which will be incorporated into the department's annual budget planning process.