

## Internal Control Metrics - FYs 2015 - 2019

■ = better than University average

■ = at University average

■ = worse than University average

Certifying Unit	P-Cards Underutilized					P-Cards No Activity					Retro Pay Adjustments Total \$ Xfrd > 90 Days					Credit Card PCI Status				
	2015	2016	2017	2018	2019	2015	2016	2017	2018	2019	2015	2016	2017	2018	2019	2015	2016	2017	2018	2019
A Taubman Col of Arch & Urb Plan	13.0%	4.2%	6.8%	0.0%	4.2%	2.2%	2.1%	2.3%	0.0%	0.0%	2.7%	1.4%	0.9%	2.3%	1.5%	C	C	C	C	C
Athletics	14.6%	11.5%	10.2%	6.0%	4.2%	1.3%	0.6%	1.4%	0.7%	1.2%	0.0%	0.1%	0.0%	0.3%	0.0%	E	N/E/I	N/E/I	E	N/E
College of Engineering	14.7%	11.8%	5.6%	4.8%	4.7%	2.0%	2.6%	2.1%	0.3%	1.6%	1.5%	2.3%	1.8%	1.7%	1.3%	C	C	E	C	E/I
College of Literature, Science & Arts	6.6%	5.2%	5.7%	4.4%	3.9%	1.8%	2.6%	2.2%	0.9%	1.6%	2.1%	1.4%	1.3%	0.9%	1.5%	E/I	E/I	E	E	E/I
College of Pharmacy	0.0%	0.0%	5.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.6%	1.5%	2.2%	3.5%	1.7%	C	C	C	C	C
Division of Public Safety & Security	0.0%	7.7%	12.5%	6.3%	0.0%	0.0%	7.7%	0.0%	6.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	n/a	n/a	n/a	n/a	C
Executive VP for Academic Affrs	2.2%	1.5%	3.8%	5.2%	2.7%	0.5%	1.0%	1.0%	0.4%	0.9%	0.7%	1.0%	0.3%	0.2%	0.3%	E	E	E/I	E/I	E/I
Executive VP for Medical Affairs	12.7%	11.7%	10.7%	5.7%	6.9%	6.0%	5.5%	4.0%	2.5%	4.4%	0.2%	0.0%	0.1%	0.2%	0.2%	C	C	C	C	E
Facilities and Operations	5.7%	5.9%	0.0%	5.0%	0.0%	1.9%	3.9%	2.2%	2.5%	11.9%	0.0%	0.1%	0.0%	0.1%	0.0%	N/E/I	N/E	N	N/E/I	N/E/I
Finance	0.0%	0.0%	5.0%	4.8%	5.0%	0.0%	8.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.4%	0.0%	C	C	E	E	C
Ford School of Public Policy	0.0%	11.5%	0.0%	3.8%	6.7%	0.0%	3.8%	4.2%	0.0%	0.0%	3.0%	1.2%	2.4%	3.0%	2.9%	n/a	n/a	n/a	n/a	n/a
Hospital and Health Centers	7.7%	9.2%	7.3%	6.6%	6.2%	3.5%	3.0%	2.7%	1.6%	2.9%	0.2%	0.4%	0.2%	0.2%	0.3%	E/I	N/E/I	E/I	N/E/I	N/E/I
Institute for Social Research	7.8%	7.2%	6.8%	3.7%	4.6%	5.6%	6.7%	2.9%	5.2%	4.0%	0.2%	0.2%	0.5%	0.2%	0.2%	E	N/E	N	N/I	C
Institute of Continuing Legal Ed	5.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	n/a	0.0%	0.0%	0.0%	C	C	C	C	C
Investments Office	33.3%	12.5%	16.7%	0.0%	0.0%	6.7%	0.0%	0.0%	0.0%	0.0%	0.0%	n/a	0.0%	0.0%	0.0%	n/a	n/a	n/a	n/a	n/a
Law School	5.2%	1.8%	2.6%	0.9%	0.9%	1.7%	0.0%	0.9%	2.7%	0.9%	2.2%	2.1%	1.5%	0.8%	0.1%	E	E	E	N/E	I
Life Sciences Institute	3.7%	7.1%	3.8%	4.8%	9.5%	3.7%	3.6%	0.0%	0.0%	0.0%	6.4%	2.1%	2.2%	3.5%	2.7%	n/a	n/a	n/a	n/a	n/a
Medical School	21.2%	16.9%	18.1%	16.3%	13.9%	2.7%	3.0%	2.1%	2.4%	2.4%	3.0%	2.2%	2.2%	2.1%	2.9%	N/E/I	E/I	E/I	E/I	N/E/I
Michigan Health Corporation	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	n/a	0.0%	0.0%	0.0%	n/a	n/a	n/a	n/a	n/a
Office of Student Publications	0.0%	0.0%	0.0%	50.0%	0.0%	25.0%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	C	C	E	E	C
Rackham School of Grad Studies	9.8%	5.1%	3.4%	0.0%	0.0%	2.4%	0.0%	3.4%	6.9%	7.1%	0.1%	2.2%	11.5%	1.1%	0.8%	E	C	E/I	E/I	I
Ross School of Business	7.0%	7.2%	5.0%	4.9%	3.5%	2.3%	2.4%	1.1%	1.4%	3.2%	0.8%	0.6%	5.3%	2.7%	1.7%	E	C	C	E	C
School for Environ and Sustainability	2.0%	5.9%	5.7%	10.2%	3.7%	0.0%	2.0%	3.8%	0.0%	1.9%	3.2%	0.6%	0.4%	0.5%	0.5%	C	C	C	C	C
School of Dentistry	15.5%	13.2%	1.7%	4.4%	2.5%	4.5%	4.4%	2.6%	0.9%	2.5%	3.8%	1.3%	1.2%	1.7%	1.6%	E	E	E/I	I	E
School of Education	2.8%	6.2%	2.6%	3.8%	3.6%	4.2%	7.7%	9.1%	1.3%	3.6%	1.3%	1.3%	4.3%	5.2%	1.5%	C	C	C	E	C
School of Information	5.1%	3.9%	10.0%	0.0%	0.0%	2.6%	3.9%	6.0%	0.0%	0.0%	0.5%	0.3%	0.9%	1.6%	0.5%	C	C	C	C	C
School of Kinesiology	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.4%	1.1%	0.0%	0.5%	0.7%	E	C	C	C	C
School of Music, Theatre and Dance	6.3%	1.4%	7.0%	4.3%	4.1%	0.0%	2.9%	2.8%	2.9%	5.4%	0.0%	1.1%	0.2%	0.0%	0.1%	E	C	C	I	I
School of Nursing	0.0%	3.2%	2.7%	5.7%	5.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.7%	1.7%	0.7%	1.5%	1.3%	C	C	C	C	C
School of Public Health	8.6%	7.6%	11.2%	10.8%	4.2%	3.7%	3.5%	2.7%	2.2%	2.6%	1.8%	2.1%	2.6%	1.7%	2.1%	E	I	E	C	E
School of Social Work	7.7%	14.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.4%	1.3%	0.3%	0.1%	0.4%	C	C	C	C	C
Shared Services Center	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	33.3%	33.3%	0.1%	0.6%	0.0%	0.0%	0.0%	C	C	C	I	I
Stamps School of Art and Design	10.5%	1.7%	0.0%	1.7%	3.1%	1.8%	0.0%	1.7%	1.7%	0.0%	1.4%	0.0%	0.0%	0.6%	0.8%	E	n/a	n/a	n/a	n/a
University Audits	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	0.0%	n/a	0.0%	0.0%	0.1%	n/a	n/a	n/a	n/a	n/a
University Human Resources	2.4%	2.6%	2.6%	5.0%	5.3%	2.4%	2.6%	0.0%	0.0%	2.6%	0.1%	0.3%	0.2%	0.3%	0.1%	C	I	C	I	C
University Libraries	4.1%	2.8%	2.4%	3.4%	2.2%	1.4%	8.3%	2.4%	3.4%	6.7%	3.3%	1.5%	2.7%	2.1%	1.4%	E	E/I	E/I	E/I	E/I
University of Michigan Dearborn	4.7%	6.1%	4.9%	1.1%	1.5%	2.9%	3.2%	3.0%	0.4%	2.2%	3.3%	0.4%	0.4%	0.5%	1.1%	C	E/I	I	I	E
University of Michigan Flint	6.0%	3.9%	5.6%	3.5%	3.6%	1.1%	2.2%	0.6%	0.6%	2.4%	5.9%	1.5%	3.8%	1.1%	0.7%	E	E	E/I	E/I	E/I
Vice President and General Counsel	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	11.1%	10.0%	0.0%	0.0%	2.3%	0.0%	0.0%	0.0%	n/a	n/a	n/a	n/a	n/a
Vice President and Sec of the Univ	0.0%	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	n/a	0.0%	0.0%	0.0%	n/a	n/a	n/a	n/a	n/a
Vice President for Development	2.0%	1.9%	2.2%	1.0%	1.9%	1.0%	0.0%	0.0%	1.0%	1.0%	0.0%	0.0%	0.0%	0.0%	0.1%	I	E/I	N/E/I	E	C
Vice President for Global Comm	3.4%	7.4%	3.6%	3.4%	3.2%	0.0%	3.7%	3.6%	3.4%	0.0%	0.0%	0.1%	0.6%	0.0%	0.0%	C	C	C	C	C
Vice President for Govt Relations	8.3%	9.1%	23.1%	11.1%	9.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	n/a	0.0%	0.0%	0.0%	C	E	C	C	E
Vice President for Information Tech	4.8%	0.0%	0.0%	0.0%	4.3%	0.0%	0.0%	0.0%	4.3%	0.0%	0.7%	1.7%	0.6%	0.4%	0.8%	I	E	C	I	E/I
Vice President for Student Life	5.1%	2.4%	3.8%	5.2%	1.4%	2.5%	2.9%	0.5%	0.5%	0.9%	1.2%	0.3%	0.1%	0.3%	0.2%	C	N/E/I	N/E/I	I	N/I
Vice President of Research	2.1%	1.4%	1.6%	0.0%	0.0%	2.1%	3.5%	1.6%	5.6%	5.4%	1.9%	1.0%	1.3%	1.0%	4.9%	E	E	C	E	C
<b>Total / Average</b>	<b>10.2%</b>	<b>8.6%</b>	<b>8.2%</b>	<b>7.0%</b>	<b>5.8%</b>	<b>2.5%</b>	<b>2.9%</b>	<b>2.1%</b>	<b>1.7%</b>	<b>2.4%</b>	<b>1.5%</b>	<b>1.1%</b>	<b>1.2%</b>	<b>1.0%</b>	<b>1.2%</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>13</b>	<b>18</b>

\*Percentages are relative based on unit size