

Internal Control Metrics - FYs 2016 - 2020

■ = better than University average

■ = at University average

■ = worse than University average

Certifying Unit	P-Cards Underutilized					P-Cards No Activity					Retro Pay Adjustments Total \$ Xfwd > 90 Days					Credit Card PCI Status				
	2016	2017	2018	2019	2020	2016	2017	2018	2019	2020	2016	2017	2018	2019	2020	2016	2017	2018	2019	2020
	A. Taubman College of Arch. and Urban Plan	4.2%	6.8%	0.0%	4.2%	0.0%	2.1%	2.3%	0.0%	0.0%	0.0%	1.4%	0.9%	2.3%	1.5%	0.1%	C	C	C	C
Athletics	11.5%	10.2%	6.0%	4.2%	0.0%	0.6%	1.4%	0.7%	1.2%	2.3%	0.1%	0.0%	0.3%	0.0%	0.1%	N/E/I	N/E/I	E	N/E	N/E
Audit Services	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	50.0%	n/a	0.0%	0.0%	0.1%	0.0%	n/a	n/a	n/a	n/a	n/a
College of Engineering	11.8%	5.6%	4.8%	4.7%	0.8%	2.6%	2.1%	0.3%	1.6%	2.6%	2.3%	1.8%	1.7%	1.3%	1.1%	C	E	C	E/I	E
College of Literature, Science & Arts	5.2%	5.7%	4.4%	3.9%	1.1%	2.6%	2.2%	0.9%	1.6%	1.8%	1.4%	1.3%	0.9%	1.5%	1.4%	E/I	E	E	E/I	E/I
College of Pharmacy	0.0%	5.0%	0.0%	0.0%	5.3%	0.0%	0.0%	0.0%	0.0%	0.0%	1.5%	2.2%	3.5%	1.7%	3.6%	C	C	C	C	C
Division of Public Safety & Security	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%	0.0%	n/a	n/a	n/a	C	C
Exec VP for Medical Affairs Shared Services	11.7%	10.7%	5.7%	6.9%	6.3%	5.5%	4.0%	2.5%	4.4%	0.6%	0.0%	0.1%	0.2%	0.2%	0.3%	C	C	C	E	E
Executive Vice President for Academic Affairs	1.5%	3.8%	5.2%	2.7%	2.4%	1.0%	1.0%	0.4%	0.9%	2.8%	1.0%	0.3%	0.2%	0.3%	0.9%	E	E/I	E/I	E/I	E
Facilities and Operations	5.9%	0.0%	5.0%	0.0%	2.4%	3.9%	2.2%	2.5%	11.9%	16.7%	0.1%	0.0%	0.1%	0.0%	0.0%	N/E	N	N/E/I	N/E/I	E
Finance	0.0%	5.0%	4.8%	5.0%	4.3%	8.7%	0.0%	0.0%	0.0%	4.3%	0.0%	0.0%	0.4%	0.0%	0.2%	C	E	E	C	E/I
Ford School of Public Policy	11.5%	0.0%	3.8%	6.7%	0.0%	3.8%	4.2%	0.0%	0.0%	0.0%	1.2%	2.4%	3.0%	2.9%	2.1%	n/a	n/a	n/a	n/a	n/a
Hospital and Health Centers	9.2%	7.3%	6.6%	6.2%	6.5%	3.0%	2.7%	1.6%	2.9%	1.8%	0.4%	0.2%	0.2%	0.3%	0.2%	N/E/I	E/I	N/E/I	N/E/I	N/E/I
Institute for Social Research	7.2%	6.8%	3.7%	4.6%	3.4%	6.7%	2.9%	5.2%	4.0%	3.4%	0.2%	0.5%	0.2%	0.2%	0.4%	N/E	N	N/I	C	I
Institute of Continuing Legal Education	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%	0.0%	C	C	C	C	C
Investments Office	12.5%	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	n/a	0.0%	0.0%	0.0%	0.0%	n/a	n/a	n/a	n/a	n/a
Law School	1.8%	2.6%	0.9%	0.9%	0.0%	0.0%	0.9%	2.7%	0.9%	0.0%	2.1%	1.5%	0.8%	0.1%	0.9%	E	E	N/E	I	C
Life Sciences Institute	7.1%	3.8%	4.8%	9.5%	0.0%	3.6%	0.0%	0.0%	0.0%	0.0%	2.1%	2.2%	3.5%	2.7%	1.8%	n/a	n/a	n/a	n/a	n/a
Medical School	16.9%	18.1%	16.3%	13.9%	10.1%	3.0%	2.1%	2.4%	2.4%	1.8%	2.2%	2.2%	2.1%	2.9%	2.3%	E/I	E/I	E/I	N/E/I	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%	n/a	0.0%	0.0%	0.0%	0.0%	n/a	n/a	n/a	n/a	n/a
Office of Student Publications	0.0%	0.0%	50.0%	0.0%	0.0%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	C	E	E	C	I
Rackham Graduate School	5.1%	3.4%	0.0%	0.0%	0.0%	0.0%	3.4%	6.9%	7.1%	6.3%	2.2%	11.5%	1.1%	0.8%	0.7%	C	E/I	E/I	I	C
Ross School of Business	7.2%	5.0%	4.9%	3.5%	6.1%	2.4%	1.1%	1.4%	3.2%	1.3%	0.6%	5.3%	2.7%	1.7%	1.7%	C	C	E	C	C
School for Environment and Sustainability	5.9%	5.7%	10.2%	3.7%	1.6%	2.0%	3.8%	0.0%	1.9%	3.3%	0.6%	0.4%	0.5%	0.5%	0.8%	C	C	C	C	C
School of Dentistry	13.2%	1.7%	4.4%	2.5%	0.0%	4.4%	2.6%	0.9%	2.5%	0.9%	1.3%	1.2%	1.7%	1.6%	1.5%	E	E/I	I	E	E/I
School of Education	6.2%	2.6%	3.8%	3.6%	1.2%	7.7%	9.1%	1.3%	3.6%	7.4%	1.3%	4.3%	5.2%	1.5%	2.1%	C	C	E	C	C
School of Information	3.9%	10.0%	0.0%	0.0%	2.0%	3.9%	6.0%	0.0%	0.0%	2.0%	0.3%	0.9%	1.6%	0.5%	0.8%	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%	1.1%	0.0%	0.5%	0.7%	0.5%	C	C	C	C	C
School of Music, Theatre and Dance	1.4%	7.0%	4.3%	4.1%	4.2%	2.9%	2.8%	2.9%	5.4%	1.4%	1.1%	0.2%	0.0%	0.1%	0.1%	C	C	I	I	C
School of Nursing	3.2%	2.7%	5.7%	5.0%	6.1%	0.0%	0.0%	0.0%	0.0%	0.0%	1.7%	0.7%	1.5%	1.3%	1.9%	C	C	C	C	C
School of Public Health	7.6%	11.2%	10.8%	4.2%	0.6%	3.5%	2.7%	2.2%	2.6%	2.3%	2.1%	2.6%	1.7%	2.1%	1.7%	I	E	C	E	C
School of Social Work	14.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.3%	0.3%	0.1%	0.4%	1.7%	C	C	C	C	C
Shared Services Center	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	33.3%	33.3%	0.0%	0.6%	0.0%	0.0%	0.0%	0.4%	C	C	I	I	C
Stamps School of Art and Design	1.7%	0.0%	1.7%	3.1%	4.9%	0.0%	1.7%	1.7%	0.0%	0.0%	0.0%	0.0%	0.6%	0.8%	0.1%	n/a	n/a	n/a	n/a	n/a
U-M Office of Research	1.4%	1.6%	0.0%	0.0%	0.0%	3.5%	1.6%	5.6%	5.4%	4.5%	1.0%	1.3%	1.0%	4.9%	1.6%	E	C	E	C	C
University Human Resources	2.6%	2.6%	5.0%	5.3%	2.3%	2.6%	0.0%	0.0%	2.6%	0.0%	0.3%	0.2%	0.3%	0.1%	0.0%	I	C	I	C	C
University Libraries	2.8%	2.4%	3.4%	2.2%	4.2%	8.3%	2.4%	3.4%	6.7%	6.3%	1.5%	2.7%	2.1%	1.4%	1.5%	E/I	E/I	E/I	E/I	E/I
University of Michigan Dearborn	6.1%	4.9%	1.1%	1.5%	1.1%	3.2%	3.0%	0.4%	2.2%	3.0%	0.4%	0.4%	0.5%	1.1%	0.7%	E/I	I	I	E	C
University of Michigan Flint	3.9%	5.6%	3.5%	3.6%	0.0%	2.2%	0.6%	0.6%	2.4%	1.8%	1.5%	3.8%	1.1%	0.7%	0.5%	E	E/I	E/I	E/I	E
Vice President and General Counsel	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	11.1%	10.0%	0.0%	9.1%	2.3%	0.0%	0.0%	0.0%	0.0%	n/a	n/a	n/a	n/a	n/a
Vice President and Secretary of the University	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%	0.0%	n/a	n/a	n/a	n/a	n/a
Vice President for Communications	7.4%	3.6%	3.4%	3.2%	5.7%	3.7%	3.6%	3.4%	0.0%	5.7%	0.1%	0.6%	0.0%	0.0%	0.2%	C	C	C	C	E
Vice President for Development	1.9%	2.2%	1.0%	1.9%	1.9%	0.0%	0.0%	1.0%	1.0%	2.9%	0.0%	0.0%	0.0%	0.1%	0.0%	E/I	N/E/I	E	C	C
Vice President for Government Relations	9.1%	23.1%	11.1%	9.1%	9.1%	0.0%	0.0%	0.0%	0.0%	0.0%	n/a	0.0%	0.0%	0.0%	0.0%	E	C	C	E	C
Vice President for Information Technology	0.0%	0.0%	0.0%	4.3%	0.0%	0.0%	0.0%	4.3%	0.0%	0.0%	1.7%	0.6%	0.4%	0.8%	0.6%	E	C	I	E/I	I
Vice President for Student Life	2.4%	3.8%	5.2%	1.4%	1.3%	2.9%	0.5%	0.5%	0.9%	3.9%	0.3%	0.1%	0.3%	0.2%	0.1%	N/E/I	N/E/I	I	N/I	N/E/I
Total / Average	8.6%	8.2%	7.0%	5.8%	4.0%	2.9%	2.1%	1.7%	2.4%	2.3%	1.1%	1.2%	1.0%	1.2%	1.0%	18	18	13	18	21

*Percentages are relative based on unit size