

Internal Control Metrics - FYs 2017 - 2021

■ = 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				
	2017	2018	2019	2020	2021	2017	2018	2019	2020	2021	2017	2018	2019	2020	2021	2017	2018	2019	2020	2021
A. Taubman College of Arch. and Urban Plann	6.8%	0.0%	4.2%	0.0%	9.5%	2.3%	0.0%	0.0%	0.0%	7.1%	0.9%	2.3%	1.5%	0.1%	2.5%	C	C	C	C	I
Athletics	10.2%	6.0%	4.2%	0.0%	4.1%	1.4%	0.7%	1.2%	2.3%	8.8%	0.0%	0.3%	0.0%	0.1%	0.2%	N/E/I	E	N/E	N/E	E
Audit Services	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	50.0%	0.0%	0.0%	0.0%	0.1%	0.0%	0.0%	n/a	n/a	n/a	n/a	n/a
College of Engineering	5.6%	4.8%	4.7%	0.8%	2.4%	2.1%	0.3%	1.6%	2.6%	14.6%	1.8%	1.7%	1.3%	1.1%	1.5%	E	C	E/I	E	E/I
College of Literature, Science & Arts	5.7%	4.4%	3.9%	1.1%	3.5%	2.2%	0.9%	1.6%	1.8%	16.5%	1.3%	0.9%	1.5%	1.4%	0.8%	E	E	E/I	E/I	E/I
College of Pharmacy	5.0%	0.0%	0.0%	5.3%	0.0%	0.0%	0.0%	0.0%	0.0%	5.0%	2.2%	3.5%	1.7%	3.6%	2.2%	C	C	C	C	C
Division of Public Safety & Security	12.5%	6.3%	0.0%	0.0%	11.8%	0.0%	6.3%	0.0%	0.0%	11.8%	0.0%	0.0%	0.0%	0.0%	50.2%	n/a	n/a	C	C	E
Exec VP for Medical Affairs Shared Services	10.7%	5.7%	6.9%	6.3%	8.7%	4.0%	2.5%	4.4%	0.6%	23.5%	0.1%	0.2%	0.2%	0.3%	0.1%	C	C	E	E	I
Executive Vice President for Academic Affair	3.8%	5.2%	2.7%	2.4%	7.4%	1.0%	0.4%	0.9%	2.8%	17.8%	0.3%	0.2%	0.3%	0.9%	3.6%	E/I	E/I	E/I	E	C
Facilities and Operations	0.0%	5.0%	0.0%	2.4%	15.2%	2.2%	2.5%	11.9%	16.7%	18.2%	0.0%	0.1%	0.0%	0.0%	0.1%	N	N/E/I	N/E/I	E	E
Finance	5.0%	4.8%	5.0%	4.3%	5.6%	0.0%	0.0%	0.0%	4.3%	16.7%	0.0%	0.4%	0.0%	0.2%	0.1%	E	E	C	E/I	I
Ford School of Public Policy	0.0%	3.8%	6.7%	0.0%	0.0%	4.2%	0.0%	0.0%	0.0%	0.0%	2.4%	3.0%	2.9%	2.1%	1.3%	n/a	n/a	n/a	n/a	n/a
Institute for Social Research	6.8%	3.7%	4.6%	3.4%	0.8%	2.9%	5.2%	4.0%	3.4%	8.9%	0.5%	0.2%	0.2%	0.4%	0.6%	N	N/I	C	I	E
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%	0.0%	0.0%	0.0%	0.0%	0.0%	C	C	C	C	C
Investments Office	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	12.5%	0.0%	0.0%	0.0%	0.0%	0.0%	n/a	n/a	n/a	n/a	n/a
Law School	2.6%	0.9%	0.9%	0.0%	2.3%	0.9%	2.7%	0.9%	0.0%	4.5%	1.5%	0.8%	0.1%	0.9%	0.0%	E	N/E	I	C	C
Life Sciences Institute	3.8%	4.8%	9.5%	0.0%	2.9%	0.0%	0.0%	0.0%	0.0%	8.6%	2.2%	3.5%	2.7%	1.8%	2.7%	n/a	n/a	n/a	n/a	I
Medical School	18.1%	16.3%	13.9%	10.1%	16.4%	2.1%	2.4%	2.4%	1.8%	8.7%	2.2%	2.1%	2.9%	2.3%	3.3%	E/I	E/I	N/E/I	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%	0.0%	0.0%	0.0%	0.0%	0.0%	n/a	n/a	n/a	n/a	n/a
Office of Student Publications	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	E	E	C	I	C
Rackham Graduate School	3.4%	0.0%	0.0%	0.0%	0.0%	3.4%	6.9%	7.1%	6.3%	14.8%	11.5%	1.1%	0.8%	0.7%	0.1%	E/I	E/I	I	C	E
Ross School of Business	5.0%	4.9%	3.5%	6.1%	2.8%	1.1%	1.4%	3.2%	1.3%	16.7%	5.3%	2.7%	1.7%	1.7%	1.8%	C	E	C	C	C
School for Environment and Sustainability	5.7%	10.2%	3.7%	1.6%	3.5%	3.8%	0.0%	1.9%	3.3%	14.0%	0.4%	0.5%	0.5%	0.8%	4.3%	C	C	C	C	C
School of Dentistry	1.7%	4.4%	2.5%	0.0%	1.0%	2.6%	0.9%	2.5%	0.9%	4.2%	1.2%	1.7%	1.6%	1.5%	3.2%	E/I	I	E	E/I	E/I
School of Education	2.6%	3.8%	3.6%	1.2%	5.9%	9.1%	1.3%	3.6%	7.4%	16.2%	4.3%	5.2%	1.5%	2.1%	2.4%	C	E	C	C	C
School of Information	10.0%	0.0%	0.0%	2.0%	2.6%	6.0%	0.0%	0.0%	2.0%	12.8%	0.9%	1.6%	0.5%	0.8%	1.0%	C	C	C	C	C
School of Kinesiology	0.0%	0.0%	0.0%	0.0%	8.0%	0.0%	0.0%	0.0%	0.0%	8.0%	0.0%	0.5%	0.7%	0.5%	0.2%	C	C	C	C	C
School of Music, Theatre and Dance	7.0%	4.3%	4.1%	4.2%	8.3%	2.8%	2.9%	5.4%	1.4%	18.3%	0.2%	0.0%	0.1%	0.1%	0.1%	C	I	I	C	C
School of Nursing	2.7%	5.7%	5.0%	6.1%	11.4%	0.0%	0.0%	0.0%	0.0%	14.3%	0.7%	1.5%	1.3%	1.9%	1.9%	C	C	C	C	C
School of Public Health	11.2%	10.8%	4.2%	0.6%	2.0%	2.7%	2.2%	2.6%	2.3%	11.4%	2.6%	1.7%	2.1%	1.7%	1.9%	E	C	E	C	E
School of Social Work	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.3%	0.1%	0.4%	1.7%	2.0%	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%	0.0%	0.0%	0.0%	0.4%	3.3%	C	I	I	C	C
Stamps School of Art and Design	0.0%	1.7%	3.1%	4.9%	10.5%	1.7%	1.7%	0.0%	0.0%	3.5%	0.0%	0.6%	0.8%	0.1%	0.3%	n/a	n/a	n/a	n/a	n/a
U-M Office of Research	1.6%	0.0%	0.0%	0.0%	0.0%	1.6%	5.6%	5.4%	4.5%	16.0%	1.3%	1.0%	4.9%	1.6%	4.9%	C	E	C	C	C
University Human Resources	2.6%	5.0%	5.3%	2.3%	7.7%	0.0%	0.0%	2.6%	0.0%	17.9%	0.2%	0.3%	0.1%	0.0%	0.8%	C	I	C	C	C
University Libraries	2.4%	3.4%	2.2%	4.2%	7.6%	2.4%	3.4%	6.7%	6.3%	25.3%	2.7%	2.1%	1.4%	1.5%	3.7%	E/I	E/I	E/I	E/I	E
University of Michigan - Dearborn	4.9%	1.1%	1.5%	1.1%	1.0%	3.0%	0.4%	2.2%	3.0%	13.0%	0.4%	0.5%	1.1%	0.7%	5.2%	I	I	E	C	E
University of Michigan - Flint	5.6%	3.5%	3.6%	0.0%	0.7%	0.6%	0.6%	2.4%	1.8%	17.0%	3.8%	1.1%	0.7%	0.5%	1.7%	E/I	E/I	E/I	E	I
University of Michigan Health System	7.3%	6.6%	6.2%	6.5%	9.9%	2.7%	1.6%	2.9%	1.8%	13.5%	0.2%	0.2%	0.3%	0.2%	0.2%	E/I	N/E/I	N/E/I	N/E/I	E/I
Vice President and General Counsel	0.0%	0.0%	0.0%	0.0%	0.0%	11.1%	10.0%	0.0%	9.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	n/a	n/a	n/a	n/a	n/a
Vice President and Secretary of the Universit	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	n/a	n/a	n/a	n/a	n/a
Vice President for Communications	3.6%	3.4%	3.2%	5.7%	9.4%	3.6%	3.4%	0.0%	5.7%	6.3%	0.6%	0.0%	0.0%	0.2%	0.5%	C	C	C	E	E
Vice President for Development	2.2%	1.0%	1.9%	1.9%	11.3%	0.0%	1.0%	1.0%	2.9%	24.7%	0.0%	0.0%	0.1%	0.0%	0.0%	N/E/I	E	C	C	C
Vice President for Government Relations	23.1%	11.1%	9.1%	9.1%	0.0%	0.0%	0.0%	0.0%	0.0%	11.1%	0.0%	0.0%	0.0%	0.0%	0.0%	C	C	E	C	C
Vice President for Information Technology	0.0%	0.0%	4.3%	0.0%	9.1%	0.0%	4.3%	0.0%	0.0%	13.6%	0.6%	0.4%	0.8%	0.6%	0.1%	C	I	E/I	I	I
Vice President for Student Life	3.8%	5.2%	1.4%	1.3%	1.8%	0.5%	0.5%	0.9%	3.9%	26.5%	0.1%	0.3%	0.2%	0.1%	0.2%	N/E/I	I	N/I	N/E/I	N/I
Total / Average	8.2%	7.0%	5.8%	4.0%	7.3%	2.1%	1.7%	2.4%	2.3%	13.3%	1.2%	1.0%	1.2%	1.0%	1.7%	18	13	18	21	18

*Percentages are relative based on unit size