

**Jacksonville State University
Internal Audit Strategic Plan
(FY21-FY25)**

JACKSONVILLE STATE UNIVERSITY INTERNAL AUDIT STRATEGY	
Vision	Internal Audit (IA) will be recognized campus-wide for providing trusted and value-added assurance and consulting support to Jacksonville State University’s (JSU) Audit, Risk, and Compliance Committee (ARCC) of the Board of Trustees (BOT), The President, the President’s Cabinet, Faculty, and Staff.
Mission	<p>As noted in the JSU Internal Audit Charter:</p> <p>IA will provide independent, objective assurance and consulting services designed to add value and improve JSU operations. IA helps JSU accomplish its objectives by bringing a systemic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.</p>
Values	<p>Consistent with the Code of Ethics of the Institute of Internal Auditors (IIA):</p> <p>Internal Audit at JSU is expected to uphold, apply, and be an exemplar of the fundamental principles of integrity, objectivity, confidentiality, and competency.</p>
Key Performance Indicators	<ul style="list-style-type: none"> • Percent of Audit Plan executed each fiscal year (100% to plan goal) • Actual expenditure to budget each fiscal year (99% or less to budget goal) • Customer Service Scores (4.0 annual average score goal) – FY23 • Percent of policy updated each fiscal year (100% goal 2024) – FY24 • Annual approval of audit plan by ARCC • Quality Assessment Review Results – FY25 • Committee attendance (100% goal) • Campus event support (4 per fiscal year goal) • Community activity support (1 per year goal)

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JSU INTERNAL AUDIT STRATEGY			
CRITICAL SUCCESS FACTORS			
<p>Expand Regional Stewardship/Enhance Human Capital¹</p> <p>Build collegial relationships with the Audit, Risk & Compliance Committee of the Board of Trustees, the President, the President’s Cabinet, Faculty, and Staff, as well as the community, provide superior customer service, and be the embodiment of transparency and ethics for JSU.</p>		<p>Enhance University Resources/Enhance University Infrastructure</p> <p>Provide exceptional and economical audit services and facilitate the development of relevant and effective policy that reduce risk, improve controls, and produce cost savings and efficiency.</p>	
<i>Gap²: 7</i>		<i>Gap: 5</i>	
<p style="text-align: center;">Strategic Opportunity</p> <p>Increase and strengthen collaboration with all internal and external customers while ensuring the transparency of Internal Audit.</p>	<p style="text-align: center;">Strategic Opportunity</p> <p>Provide superior customer service to all customers including the ARCC of the BOT, the President’s Cabinet, Faculty, Staff, Students, and community.</p>	<p style="text-align: center;">Strategic Opportunity</p> <p>Improve controls and efficiency through, and ensure the relevancy of, policy and procedure.</p>	<p style="text-align: center;">Strategic Opportunity</p> <p>Cost effectively improve audit services to continue to advance a strong internal control environment, promote cost savings and efficiency, and encourage continuous improvement.</p>
<p style="text-align: center;">Strategic Initiatives (“Closing the Gap”)</p> <p>Update IA Website (FY21) Post Audit Plan on Website (FY21) Share Audit Reports with Cabinet (FY21) Annual Community Engagement Activity (FY21)</p>	<p style="text-align: center;">Strategic Initiatives (“Closing the Gap”)</p> <p>Develop Customer Service Survey (FY21) Implement Customer Survey (FY22) 4.0 Customer Service Annual Score Average (FY23) Complete MA-History (FY23) Develop an ARCC IA evaluation (FY24)</p>	<p style="text-align: center;">Strategic Initiatives (“Closing the Gap”)</p> <p>Assess policy relevancy (FY21) 33% of identified policy updated (FY22) 66% of identified policy updated (FY23) 100% of identified policy updated (FY24)</p>	<p style="text-align: center;">Strategic Initiatives (“Closing the Gap”)</p> <p>New External Audit Services contract (FY21) Quality Assessment Review executed (FY25)</p>

¹ [Link to JSU 2017-2021 Strategic Plan](#)

² The gap number indicates the gap to close to attain the Strategic Opportunity

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ADDITIONAL STRATEGIC INFORMATION	
Audit Services	<ul style="list-style-type: none"> • Assurance (compliance, operational, financial, and IT audits and reviews) • Consulting (special projects and management requests) • Investigations • Policy and Procedure Management • JSU Record Retention Liaison (Records Disposition Authority) • Training
Strategic Initiative #1	<p style="text-align: center;"><u>Standard annual goals:</u></p> <ul style="list-style-type: none"> • Continued 100% attendance for assigned committees (Safety, UEC, Centralized Purchasing, Institutional Effectiveness, Technology Advisory) each year (FY21-FY25). • Continued support of campus events at least once a quarter, each year (FY21-FY25). • Continued 100% attendance for New Hire Orientation training each year (FY21-FY25). • ARCC approval of audit plan each year (FY21-FY25).
Strategic Initiative #2	<p style="text-align: center;"><u>Standard annual goals:</u></p> <ul style="list-style-type: none"> • Execute a 360 personal evaluation each fiscal year (FY21-FY25).
Strategic Initiative #3	<p style="text-align: center;"><u>Standard annual goals:</u></p> <ul style="list-style-type: none"> • Manage policy and procedure development and updates as necessary for customer base and as identified while providing audit services (FY21-FY25).
Strategic Initiative #4	<p style="text-align: center;"><u>Standard annual goals:</u></p> <ul style="list-style-type: none"> • Execution of audit plan each year (FY21-FY25). • Operate within budgetary constraints each year (FY21-FY25).
KPI Root Data	<ul style="list-style-type: none"> • Percent of Audit Plan executed each fiscal year (SELF REPORTED) • Actual expenditure to budget each fiscal year (as reported by The Controller's Office) • Customer Service Scores (tracked and reported by OIRE) • Percent of policy updated each fiscal year (as posted on policy website) • Approval of audit plan by ARCC (ARCC/BOT minutes) • Quality Assessment Review Results (external evaluator report) • Committee attendance (as tracked are reported in minutes) • Campus event support (documented evidence of support provided) • Community activity support (documented evidence of support provided)