Mission: To promote a culture of transparency and accountability at Carolina.

1. **Sustain University Policy and Infrastructure:**
   Enhance operational transparency and accountability by making University policies publicly accessible and up-to-date.

   **Sustain University Policy and Infrastructure**
   - Coordinate timely review of university policy documents
   - Convene policy working groups
   - Manage university policies and policy platform

2. **Assist University Stakeholders with Policy Research:**
   Empower University stakeholders to generate actionable and effective policies through policy research and consultation.

   **Assist University Stakeholders with Policy Research**
   - Benchmark with peer institutions
   - Maintain a customer service-oriented mindset
   - Coordinate with University stakeholders
   - Field on-going and ad hoc research inquiries

3. **Address Institutional and Individual Threats to Integrity:**
   Provide resources that help create an ethical culture enabling everyone to thrive and feel a sense of belonging.

   **Address Institutional and Individual Threats to Integrity**
   - Respond to reports received through Carolina Ethics Line to ensure that every situation and concern is properly addressed
   - Continue to grow Integrity Advisors and Speak Up Carolina to promote an inclusive and ethical campus culture

4. **Anticipate Risks to University Policy and Integrity:**
   Remain proactive in identifying threats to the University’s integrity and ensuring that policies evolve to address emerging issues.

   **Anticipate Risks to University Policy and Integrity**
   - Identify, track, research, and analyze risks or threats in higher education
   - Conduct environmental scans of current events, researching potential implications for University operations and climate
**Sustain University Policy and Infrastructure**

- Customized electronic platform and strengthened infrastructure to support policy process.
  - Edited 1,041 Policies, Procedures, and Standards in the electronic policy platform.
- Published a Policy Equity Audit highlighting issues of accessibility in University policy.
- Recruited, trained, and supervised 12 unpaid undergraduate intern analysts.
- Distributed monthly reports on overdue policies and policy revisions. Emailed newsletters highlighting IIRM activities, ethics issues, and policy updates.
- Held monthly meetings of the pan-University Policy Review Committee.

**Assist University Stakeholders with Policy Research**

- Collaborated with campus units on policy development and updates.
- Created reports for University leaders on biometrics, value-based policymaking, protection of minors, and conflicts of interest.
- Participated in cross-disciplinary groups with policy implications including Staff Advisory Committee to the Chancellor, Digital Accessibility Liaisons, Enterprise Data Coordinating Committee, Employee Forum, and the University Diversity, Equity, and Inclusion Council.

**Address Institutional and Individual Threats to Integrity**

- Responded to 76 cases in Carolina Ethics Line. Coordinated complex, high risk, and high visibility cases. With Internal Audit, assessed other UNC-Chapel Hill reporting mechanisms and revised hotline policy and procedures.
- Celebrated Global Ethics Month with campus speakers, panel presentations, social media campaign, and an Ethics Bowl competition with the Parr Center.
- Provided personal and organizational ethics support, trainings, and consultations.
- Fostered discussion of shared values and a Carolina ethics statement.

**Anticipate Risks to University Policy and Integrity**

- Assessed integrity challenges and climate in monthly Integrity Advisor meetings.
- Partnered with national and global organizations including IFSW, EASWR, university policy associations, ACUPA, benchmark institutions, and NAVEX.
- Developed a Risk Framework and assessed University policy documents on dimensions such as reputational, financial, legal, operational, and ethical risks.
- Identified and communicated risks with IIRM colleagues, Internal Audit, and University leadership.
## Goals for July 1, 2022 – June 30, 2023

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<th>Goal</th>
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<tr>
<td>Improve the professionalism, timeliness, and responsiveness of Carolina Ethics Line investigations.</td>
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<td>Institutionalize risk and equity reviews within the existing University policy process.</td>
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<td>Increase University-wide fidelity to the official University policy process.</td>
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<td>Reduce the backlog of unreviewed policies.</td>
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<td>Refine metrics to track progress of University policy document reviews, revisions, and compliance with the University policy process.</td>
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<td>Form a relationship with the UNC System Policy Office to ensure that the Office of Ethics and Policy is the primary conduit for policy updates between the System Office and campus.</td>
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<td>Collaborate with Internal Audit and IIRM colleagues on the establishment of a university-wide enterprise risk management (ERM) framework.</td>
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<td>Refine statements of ethics, seek targeted and broad input, and utilize October (ethics and compliance month) to advance the Carolina ethics statement initiative.</td>
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<td>Elevate ethics and policy initiatives to the newly formed Audit, Compliance, and Risk Management Committee of the UNC-Chapel Hill Board of Trustees. Seek BOT support and influence to improve policy and integrity culture on campus.</td>
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