

University Risk Management Insurance Association
Risk Inventory

<u>Category</u>	<u>Risk Area</u>	<u>Risk Factors</u>	<u>Strategic</u>	<u>Operational</u>	<u>Reporting</u>	<u>Compliance</u>	<u>Reputation</u>
Affiliated entities	Academic organizations	Academic and mission alignment, complementary reputation, contracts, coordination, supervision and oversight, intellectual property, security of personal and other confidential data, brand	x	x		x	x
Affiliated entities	Academic organizations - Faculty	Supervision and oversight, contracts, coordination, brand					
				x		x	x
Athletics	Coaches	Qualifications, contract, representation of university, coach summer camps (private), coach camps (recruiting development), NCAA compliance responsibility, conflict of interest,					

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Brand/reputation	Recognition	Brand strategy (brand identity, market research, and many useful tactics and strategies to reach its audiences; consultant "branding" contracts; prospective students, donors, employees, institutional partners and others perceive institution positively and consider institution at the right time; community views institution favorably; leadership of institutional communications	x	x			x
Brand/reputation	Relationship with key supporters	Donors/institutional partners/others positive relationship/actively support the institution monetarily/otherwise; leadership of alumni relations and community relations	x	x			x
Business continuity/emergency planning	Continuity planning	Sufficient, current, budget, contracted emergency/essential services, written, disseminated, documented testing	x	x			x
Business continuity/emergency planning	Current - updated for changing/increasing threats	Threat/risk assessment, periodic updates for new threats (global warming/terrorism/changing social environmental conditonal cone(7))TmSS)2.3 (ra)6 (p)-6. 7)8. 7a)d and massive spread of infectious diseases; water crisis					x
Business continuity/emergency planning	Emergency response	Sufficiency of response, capability/capacity/training of first responders, emergency notification/warning of campus, management/oversight, adequacy of pre-planning	x	x			x
Business continuity/emergency planning	Institutional support	Sufficiency of monetary/personnel/facilities to ensure adequate planning/execution		x			x
Business continuity/emergency planning	International	Plans sufficient/current for events abroad that impact faculty/students/staff abroad in formal programs (study abroad) or otherwise, emergency notification, evacuation for medical/political/environmental risks, kidnapping, tabletop exercises/drills, leadership/oversight		x			x
Business continuity/emergency planning	NIMS	Compliance with National Incident Management System (NIMS - Dept. of Homeland Security's standardized approach to incident management that facilitates coordination between all levels of government with public/private/nongovernmental organizations.), NIMS trainings		x		x	
Business continuity/emergency planning	Plan coordination with other agencies	Communication and planning with other agencies, mutual aid agreements, tabletop exercises/drills, capacity of others to execute		x			
Business continuity/emergency planning	Responsibility	Institutional endorsement/organizational responsibility placement. Senior management support. Competent leadership.		x			
Community	Economic development - commercial incubators	Opportunities for students/faculty in entrepreneurship/technology transfer, cost, oversight, potential liability, diversion from mission, intellectual property		x			x
Community	Economic development - community	Solutions for community issues such as housing and grade school and secondary education, job opportunity, minority/women owned business opportunities/mentorship, diversity in purchasing.	x	x			x
Community	Facilities - use by community members and organizations	Use agreements, conflicts with institutional use/mission, insurance requirements, oversight and management by institution/community members, fees and collections, vendors of community members, injury, property damage					

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Governance/Institutional Management	Access and affordability	Internal and external pressure to open up admission to students who are not academically or financially prepared to enroll. Cost to attend universities rising much faster than family income; rapidly increasing college prices and stagnating family incomes have combined to reduce the affordability of college for growing segments of the population. Hurdles prevent many students, particularly minority and low-income students, from completing degrees while rising cost of tuition, social disadvantages, and lack of adequate academic preparedness have contributed to under-representation of these groups. Applications process that helps or hinder students from					

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Governance/Institutional Management	Leadership	Hiring/retention of capable leaders, board/executive training, conflict of interest/commitment, strategic plan	x		x		x
Governance/Institutional Management	Strategic plan	Goals are realistic and attainable, misalignment of between strategy and operations, campus master plan/capital budget aligned with strategy, adapt to changing external realities	x				
Government support of higher education	Financial aid - lagging cost to attend	Access to institution, student debt, financial (revenue reduced by increased tuition discounting)	x	x			
Government support of higher education	Financial aid - risk sharing	Institutions increasing expected to share the cost of student loan defaults, financial (revenue reduced student loan defaults), administrative burden in financial aid assessments		x	x	x	
Government support of higher education	Government financial support - reduced state funding of public universities	Governance (increasing independence of institutions by elected officials), financial (reduced revenue requiring budget reductions/increase tuition or student fees), uncertainty in strategic planning, adverse impact on student enrollment/faculty hiring created by uncertainty	x	x			x
Government support of higher education	Research - reduced government sponsored research	Reduced faculty productivity/notoriety from decreased research activity, financial (reduced direct and indirect cost recovery), academic program impact (reduced activity for faculty and students), uncertainty in strategic/capital construction planning	x	x			x
Human resources	Code of conduct	University policy promotes the university's commitment to the highest ethical standards in its internal/external dealings, Whistleblower process. Retaliation against those reporting potential instances of violation of laws, rules, policies or improper activities. Governance. Brand.	x	x	x	x	x
Human resources	Dependents (child and elder care)	Employee productivity impact arising from challenges of care for dependents, especially child or elder care), university child care operations/facilities, time-off policies (Family Medical Leave Act, absentee, school visitation, birth/adoption leave, nursing, paid time-off for new parents, etc.), minor dependencies					

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Human resources	Whistleblower policy	Effective policy to allow persons to report possible inappropriate activities without fear of retaliation, education/communication to employees and others about policy, effective oversight/investigation/reporting process, independence, impact on compliance/Federal Sentencing Guidelines for Organizations		x		x	
Intellectual Property	Intellectual property - Legal compliance and defense	intellectual property policy/procedure to establish university ownership interest, administrative process to obtain patent, patent counsel, defense of patent (defense by claims of external entities/protection by pursuing infringing parties), legal expense, expense of intellectual property administration, Bayh-Dole Act		x		x	
Intellectual Property	Intellectual property - Lost opportunity	intellectual property policy/procedure to establish university ownership interest, licensing/commercialization program, adequate/competent/business savvy intellectual property staff, Bayh-Dole Act, support of faculty		x		x	
Intellectual Property	Intellectual property - Management	intellectual property policy/procedure to establish university ownership interest, expense of intellectual property administration, Bayh-Dole Act, support of faculty		x		x	
International	Asset protection - Educational and residential facilities	fire and life safety protection, security, maintenance, government seizure, insurance, ownership title, fit for intended us		x			
International	Asset protection - Equipment abroad	Shipping process, security/fire protection in country, inventory control, proper maintenance, insurance		x			
International	Communications	Secure voice/data/print communication channels, local country interference with communication/contents, academic freedom, intellectual property		x			
International	Competition - Program quality and sustainability	Proliferation of foreign study programs, use of in country resources for actual foreign education, number of US students in some foreign locations diminishes foreign experience	x	x			
International	Competition - Startup programs	Proliferation of foreign study programs, use of in country resources for actual foreign education, contracts, compliance, adequate staffing, qualified instructors		x		x	
International	Compliance - anti-bribery regulations	Compliance with the Foreign Corrupt Practices Act, communication/education with faculty/staff traveling/working abroad, internal controls		x		x	
International							

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International	Locality Risk - Interstate conflict, war	International assistance coverage (political), tracking traveler locations, emergency response plan (including education, drills, communications), international monitoring		x			
International	Locality Risk - Natural	International assistance coverage (natural disaster), tracking traveler locations, emergency response plan (including education, drills, communications)		x			
International	Locality Risk - Political	Tracking traveler locations, emergency response plan (including education, drills, communications), monitoring changing political environment		x			
International	Locality Risk - Transportation	Transportation vetting and selection, awareness training of travelers, emergency response plan (including education, drills, communications), accidents/injuries		x			
International	Operations	Administration, documented policy/procedures, separation of duties/adequate internal controls, reporting to campus leadership		x			
International	Students -Study abroad programs	Competitive programs, program design, competent leadership/staff, documented policy/procedures, internal controls, reporting to campus leadership, process for international travel risk training, tracking traveler locations, emergency response plans		x			
International	Supervision	Oversight of faculty-lead travel/student independent study and internships/student charitable/human rights engagement/alumni travel, decentralization, awareness training of travelers, reporting to campus leadership		x			
International	US policy - Foreign students at US universities	Compliance with F-1 student regulations (status, academic changes and transfers, travel and reentry into the US, employment during studies, employment after completion of studies), health insurance, family, tuition		x		x	
International	US policy - protection of students	Demand for protection of students studying abroad and institutional accountability for accidents		x		x	
Local, state and federal regulation	Compliance	Compliance with regulations (see http://www.higheredcompliance.org/matrix/ for list of fed regs), state regulations, local regulations	x	x	x	x	x
Local, state and federal regulation	Compliance certainty	Expertise on compliance issue, tracking changes, conflicting or unclear or inappropriate requirements, internal audit, incompetent regulator, politics, staff and financial resources, reporting and oversight, poor enforcement		x	x	x	x
Local, state and federal regulation	Compliance cost	Investments in tracking and reporting systems, compliance assurance programs, unfunded mandates, impact on ease of operations		x	x	x	x
Local, state and federal regulation	Drones	New and emerging regulations, uses for drones excluded by regulations or not covered by regulation, lack of history		x		x	
Local, state and federal regulation	7e anrs006 Tptlat regulationFaac						

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Operations	Premises	Injury/liability for accidents caused by negligent acts related to owned or controlled property, building code compliance, adequate loss prevention programs, maintenance, functional depreciation, competition for students, accidental damage		x		x	
Operations	Property of others in institution's care	Liability for property in the care of the institution such as student or employee property or vehicles (such as in parking structures), service work that may be provided on the vehicles of others, inventory and tracking		x			
Operations	Publishing/broadcasting	Liability arising from published materials or broadcasting (student radio stations) including copyright infringement/libel/slander, cost to operate, equipment and inventory, ovt					



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Students	Laboratory safety	Compliance, chemical hygiene, hazardous materials/environmental safety program, personal projective equipment, training, inspections and monitoring, liability and insurance, emergency response program, oversight		x		x	x
Students	Minors	Admitted students under 18, student organization programs interacting with minors, injury in hazardous environments such as laboratories, alcohol, counseling/dean of students, awareness, legally required mandatory reporting of specified events and related training of employees		x		x	x
Students	Privacy - FERPA	Compliance with Family Educational Rights and Privacy Act, process for educating					

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Technology	Governance	Technology strategy aligned with mission/goals, process to ensure achievement of IT					