Risk Mitigation Strategies

2017 Tier 1 Risk Profile

Interim Report

UNCW
Institutional Risk Management

Presented to the Audit, Risk and Compliance Committee of the UNCW Board of Trustees
January 18, 2018
This interim report is designed to share the Top Mitigations that management is undertaking to address risks identified in the Tier 1 Profile shared in July 2017.

In accordance with their new policy, GA Office of Compliance and Audit Services will be hosting the first joint meeting of ERM leads in 2018 and a workshop for campus professionals working in ERM during April 2018.
Institutional Risk Management

2017 Tier 1 Profile

Risk Directionality

- Risk Increasing
- Risk Stable
- Risk Decreasing

Medium High

- Attracting/Retaining Employees
- Facilities Needs and Deferred Maintenance
- Information Security
- Competition for Enrollment

Medium

- Student Safety and Security
- Critical Incident Response
- Diverse Student Populations

3
## Top Mitigation Strategies

<table>
<thead>
<tr>
<th>Risk</th>
<th>Direction</th>
<th>Mitigations</th>
<th>Intended Impact</th>
</tr>
</thead>
</table>
| Attracting/Retaining Employees    | Stable    | • *Chancellor’s Campus Climate Workgroup (CCWG)* working toward a more inclusive and welcoming campus. Faculty Senate Welfare Committee also engaged.  
• *HR expanding programs* for professional development; working with Diversity and Inclusion; and improving search processes  
• *Classifications updated*  
• *Success acquiring and utilizing GA Retention funds to retain faculty* | • Engage employees  
• Establish strong connections to UNCW  
• Retain higher demand skills |
| Regulatory Compliance             | Stable    | • *New ADA/504 Compliance Officer*  
• *Accessibility upgrades* to Trask bleachers and Randall Library bathrooms; both projects are in process  
• *Online ADA compliance* in progress | • A leader for all issues related to ADA on campus  
• Address known deficiencies |
| Facilities Needs and Deferred Maintenance | Increasing | • *Supply of Needs In Process: Offices (Admin Annex/Space Moves), Classrooms and Labs (Allied Health), parking lots*  
• *Priorities/Planned: Expanded Library; Housing and adjoining parking, dining and recreation*  
• *Deferred Maintenance: FY 17 R&R funding* devoted to Dobo Hall deficiencies, primarily Lab exhaust systems | • Expand space for more students and newly hired faculty/staff stemming from enrollment growth  
• Reduce failure risk |
## Top Mitigation Strategies

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| Information Security            | Increasing| • *Campus Awareness Campaign*  
• *Established Data Governance Workgroup*  
• *Cyber Insurance Policy procured* | • Reduce chance/impact of data breach  
• Establish university wide policies |
| Critical Incident Response      | Stable    | • *Prevention/Mitigation:* Expansion/renovation of UPD headquarters and communication center (In Process);  
• *Effective Response:* Emergency Operations and Decisions: weather events and critical infrastructure events (Snow/Ice, Data Center cooling, Dobo HVAC Controls, Graham Boiler);  
• *Effective Communications:* Positive community response to communications during Winter Weather; new Emergency Notification opt out procedures vs. opt in; new Call Center agreement  
• *Prevention:* Campus Climate Workgroup | • Improved equipment, services, and experience of decision teams and responders  
• Improved mass communications for rapidly emerging events  
• Improved dialogue |
| Student Safety and Security     | Increasing| • *Joint Hurricane exercise* w/FEMA, GA, UNCG and other institutions in UNC, touching 394 people  
• *Active Attacker training* (54 presentations and 1,176 unique attendees); new classroom posters  
• *Police Officer Funding* for three new officers  
• *College Road safety* initiatives continuing | • Provide a safe learning environment for all students  
• Increase access/availability of police officers |
Correlate institutional expertise and student/industry needs in developing new academic programs with growth potential. Enhance reputation and recognition.

**Additional Mitigations**

- **Recruitment:** additional admissions counselors; outreach; presence on community college campuses; scholarships; facilities upgrades and planning for new housing
- **Offerings:** new academic programs; new programs online
- **Collaboration:** Academic Partners (OAP) services
- **Globalism:** 40 international students Spring ‘18

**Intended Impact**

- Increase recruitment for new student populations
- Enhance recognition and reputation
- Maintain affordability
In Depth Focus: Information Security

#1
Top IT issue for 2018 by Educause

3rd
Year in a row that IS has been ranked as top issue

$$$
Education is the third most targeted sector for data breaches

The cost of a data breach in US education is higher than the cost in other sectors and countries
Institutional Risk Management

Focus: Information Security

- Information Security Awareness and Training
- Data Governance Workgroup Established
- Two Full-Time IT Security Specialists on staff – Additional position needed
- Comprehensive Review and Revision of Information Security Documents
- Cyber Insurance