UNCW Enterprise Risk Management
2018 Tier 1 Risk Profile

UNCW Board of Trustees
Audit, Risk, and Compliance Committee

July 19, 2018
## Tier 1 Risk Profile Inputs*

<table>
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<tr>
<td>National Datasets – Enrollment Trends, Safety, Large Settlements</td>
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<tr>
<td>Industry News and Profiles –</td>
<td>Higher Education Risk Management Surveys, News Reporting (Chronicle, Education Dive, EAB), and Reports by Higher Education Associations (ACE, AASCU, Educause)</td>
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<tr>
<td>ERM Committee – Assessment Prioritization and Workgroups</td>
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<td>Internal Reports; e.g., Human Resources, Deferred Maintenance,</td>
<td>Chancellor’s Council for Safety and Security</td>
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<td>Stakeholder Interviews</td>
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<td>Strategic Plan Implementation Workgroup Data</td>
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*Attended Best Practice Workshop at UNC System Office
## Tier 1 Risks

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<td>Enrollment: Attracting and Retaining Diverse, High Quality Student Populations</td>
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<td>Deferred Maintenance and Swing Space for Specialized Facilities</td>
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<td>Information Security - Breach and Service Interruption</td>
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<td>Critical Incidents - Safety and Security</td>
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Attracting and Retaining Quality and Diverse Faculty and Staff

- Reliance on desirable location – salaries not competitive; limited opportunities for trailing spouses
- Competition in UNC System – same job for higher salary
- Hiring process – time and resources involved in searches; defining selection criteria; strengthening candidate pools
- Availability of faculty in high demand fields (i.e., nursing)
- Over reliance on efficiency – decrease in staff levels in proportion to faculty and workload (not recovered since recession)
  - Deficiencies: little to no redundancy, lack of parity in administrative support
Attracting Diverse and High Quality Student Populations

• Improvement has been made

• Availability of merit scholarships for first generation and minority students needed to meet UNC System goal and UNCW Strategic Plan

• Diverse student populations can have diverse retention needs
  
  o Realizing the varied needs of military/veteran students in an effort to increase retention
Deferred Maintenance

- Funding for R&R not as readily available
- Lack of swing space and specialized facilities – sufficiency of labs for current and new programs

Information Security

- Cyber breaches remain a concern for all of higher education; however, UNCW has improved resources and its focus on a risk-based strategy for keeping pace with security threats and challenges
- Service interruption of key systems a risk (Banner, LMS)
Critical Incidents and Student Safety and Security

• Preparedness – widespread training while knowing how to use discretion in an actual emergency

• Title IX reporting awareness and compliance

• *Perceived highest threats:* Title IX, Active Shooter, Hurricane
Revenue Sufficiency

- Impact of potential challenges to current funding model not yet sorted out
- Automatic budget cuts – wage increases, inflation, fixed tuition, no fees for online courses
- Insufficient resources for unfunded mandates
- Insufficient resources for student success such as maintaining faculty-student ratio, staffing advising or online support functions, and operational support such as information technology, safety and security, or physical space needs
Community Engagement (Minors)

- Awareness that there are numerous minors on campus - protections, compliance, emergency response

- Identity management – who has card access to secure spaces or buildings after hours and who determines that access

- DC Virgo Preparatory Academy

- Isaac Bear Early College High School
Emerging Risks

Financial
- Financial Risk of UNC Funding Model Change and/or Economic Downturn

Workforce
- Employee Grievances
- Safety Incidents on Campus/Construction Risks