Tarleton State University Risk Mitigation Report FY25

Description of Risk	Likelihood	Impact	Mitigation and Control Mechanisms	Monitoring Activities	Reporting Mechanism
Campus Safety and Security The ability to effectively mitigate or manage threats against the institution. These threats can be physical, virtual, technological, financial, reputational, or operational in nature. Specific examples include, but not limited to the threat of security or data breaches, an active shooter situation, natural disaster or pandemic, ADA compliance and the ability to comply with ever changing regulations.	Medium	High	1. Conduct risk assessment to identify potential emergencies or disasters to prioritize-planning/exercises, mitigation, response and recovery activities. 2. Continuously review and update business continuity plans to maintain critical university functions and operations during and after unplanned disruptions, minimizing downtime, financial losses, protecting reputation and maintaining trust 3. Continue to implement and monitor processes to comply with Tarleton's Civil Rights Rule. 4. Enhance monitoring of cyber security risk. 5. Ensure all ADA concerns are channeled through Accessibility Services.	1. Document lessons learned from annual emergency exercises and adapt Emergency Management Plan accordingly. 2. Monitor compliance to TAMUS regulation requiring annual business continuity exercises. 3. Monitor and update University SAP's to reflect State and Federal regulatory changes. 4. Document ADA complaints and follow up on work orders to ensure compliance with ADA regulations. 5. Develop and communicate mechanism for reporting campus safety concerns.	*Applicable designee listed below to provide annual ERM Mitigation Report to RM by May 1st annually. *Due date may change annually based on guidance from TAMUS Risk Management. William McDowell Kent Styron David Martin Dr. Zach Gorman Matt Welch Dr. Jacob Fait

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Business Model (Operational, Strategic, and Capital Support) The long-term sustainability of the university growth model is heavily dependent on the adequacy of federal and state support, our ability to meet student expectations, the limited ability to increase tuition, and sufficient capital support to build and maintain infrastructure. A strategic balance is needed between cost re-allocations and enrollment growth to sustain sufficient net revenues. Continue to assess the adequacy of resources to maintain multiple campuses, including online. Manual processes negatively impact students while increasing overhead costs.	Medium	High	1. Review enrollment strategic plan to ensure appropriate net income impact. 2. Deploy planning and forecasting tools to academic and administrative leadership. 3. Evaluate operating and capital support for strategic plan. 4. Weigh ROI of new strategic initiatives. 5. Complete budget redesign, including data needs for planning and evaluating allocation strategies. 6. Evaluate the use of artificial intelligence and robotic process automation to increase efficiency of back-office processes.	1. Monitor Facilities Condition Index based on current Facilities Condition Assessment. 2. Monitor deferred maintenance backlog and adequacy of deferred maintenance funding. 3. Monitor enrollment, retention and graduation rates. 4. Evaluate budget analytics. 5. Monitor CFI and reserve balances.	*Applicable designee listed below to provide annual ERM Mitigation Report to RM by May 1st annually. *Due date may change annually based on guidance from TAMUS Risk Management. Dr. Brett Powell Dr. Javier Garza

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Human Resources The ability to effectively attract employees to the University through recruiting efforts. Risk in being unable to fill key positions.	Medium	Medium	1. Implement salary administration plans which are competitive with market and peer institutions. 2. Continually improve efficiencies of processes and report capabilities. 3. Evaluate and develop strategies to recruit qualified positions for specialized positions such as IT careers.	1. Frequent review of salary data within the College & Universities salary database to evaluate market compensation levels. 2. Perform routine analysis of vacant positions. 3. Monitor the time required to fill "high need" or "specialized" position classifications. 4. Monitor faculty and staff turnover rates.	*Applicable designee listed below to provide annual ERM Mitigation Report to RM by May 1st annually. *Due date may change annually based on guidance from TAMUS Risk Management. Donny Beasley

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Student Interface/Wants/Satisfaction Continue efforts to identify applicable processes and mechanisms to streamline student services, ensuring an easy and efficient experience that enhances student interaction, university reputation, and perceptions of the institution's capacity to offer relevant and effective programs for a broad range of students. Foster an understanding of various perspectives, encourage a welcoming atmosphere, and create opportunities for open discussion. Implement surveys to capture student wellbeing and better understand their preferences and needs. Regularly assess and refine programs to meet student satisfaction, ultimately leading to a stronger institutional reputation and increased confidence in the university's academic and non-academic offerings.	Low	Medium	1. Implement enrollment strategic plan designed to increase enrollment, retention and graduation rates. 2. Continue to assess "academic" and "co-curricular" student wants and needs through Student Satisfaction Research. 3. Continue to send out and evaluate Student Interface surveys.	1. Monitor enrollment, retention, and graduation rates. 2. Evaluate responses from Student Satisfaction Surveys and changes based on data given. 3. Monitor student feedback through post-course evaluations.	*Applicable designee listed below to provide annual ERM Mitigation Report to RM by May 1st annually. *Due date may change annually based on guidance from TAMUS Risk Management. Dr. Diane Stearns Dr. Diana Ortega Dr. Javier Garza Dr. Sherri Benn

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<u>Research Compliance</u> University research, risk management and compliance are crucial coordinating components and should be structured to ensure research is conducted in an ethical manner, adhere to federal regulations and protect the university finances and reputation. Decentralized structure of research compliance could expose the university to risks that involve loss of research data integrity; compromised FERPA privacy; violations to relevant laws and regulations; financial penalties and funding disallowances; damage to university's reputation; and safety of researchers, participants and environment.	Medium	Medium	1. Identify and assess risks through training, policy review/development and oversight mechanisms. 2. Structure reporting lines by centralizing the compliance program to implement university-wide policies, identify patterns of concern, advise on regulatory changes and impacts to research program/grants, apply mitigation efforts university-wide.	1. Evidence of research-specific risk assessments to evaluate the potential financial and compliance risk before full execution of the grant award. 2. Monitor higher-risk research grants throughout the life of the award.	*Applicable designee listed below to provide annual ERM Mitigation Report to RM by May 1st annually. *Due date may change annually based on guidance from TAMUS Risk Management. IBC Chair IRB Chair IACUC Chair Shanna Wise-Walden Vamshidhar Appareddugudam William McDowell