Tarleton State University Risk Mitigation Report FY22

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, or the ability to comply with ever changing regulations.	High	High	1. Continue to develop plans to effectively respond to natural disasters (floods, tornadoes, severe storms, etc.), active shooter situations and pandemics. 2. Enhance business continuity plans to mitigate risk concerns related to cyber security and data breaches. 3. Develop and finalize internal processes to comply with Tarleton's new Civil Rights Rule. 4. Review risk assessments related to newly acquired facilities such as the rodeo arena and consider insurance and other mitigation strategies.	1. Document lessons learned from current pandemic. 2. Monitor compliance to TAMUS regulation requiring annual testing of emergency management plans and testing of IT business continuity requirements. 3. Monitor changes to TAMUS policy, reporting and audit trends in an effort to improve university compliance.	*Applicable designee listed below to provide annual ERM Mitigation Report to RM by April 1st annually. *Due date may change annually based on guidance from TAMUS Risk Management. Becky Gray David Martin Kent Styron Matt Welch

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Business Model (Funding/Competition/Productivity/Capital Support) The long-term sustainability of the university growth model is questionable based on declining state support, increasing student expectations and costs, the limited ability to increase tuition, and the lack of capital support. A strategic balance will need to be realized between cost reductions and enrollment growth to sustain sufficient net revenues. Continue to assess the potential for diminished physical building needs as greater demand for virtual capacity increases.	Medium	High	1. Review enrollment strategic plan to ensure appropriate net income impact. 2. Evaluate current forecasting tools. 3. Re-evaluate strategic plan vis a' vis available capital support. 4. Weigh ROI of new initiatives. 5. Complete a strategic review of all programs.	1. Monitor Facilities Condition Index based on current Facilities Condition Assessment. 2. Monitor enrollment, retention and graduation rates. 3. Evaluate budget analytics. 4. Monitor CFI.	*Applicable designee listed below to provide annual ERM Mitigation Report to RM by April 1st annually. *Due date may change annually based on guidance from TAMUS Risk Management. Lori Beaty Dr. Javier Garza

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Human Resources The ability to effectively attract employees to and within the University through recruiting efforts to ensure the hiring of each job posting. Risk in being able to fill leadership and specialized positions and/or succession planning for essential/critical positions. Tarleton State University provides employment, training, levels of compensation, transfer and promotion opportunities, demotion, layoffs, terminations, and other employment actions without regard to race, color, religion, gender, national origin, age, disability status, or status as a veteran, including disabled veterans and Vietnam era veterans.	Medium	Medium	1. Implement salary administration plans which are competitive with market and peer institutions. 2. Maintain open adjunct postings in all disciplines. 3. Continually improve efficiencies of processes and report capabilities. 4. Evaluate and develop strategies to recruit and retain qualified positions for specialized positions such as IT careers. 5. Applicable departments should identify succession planning strategies when critical positions become vacant that adversely impact recruitment, enrollment, etc.	1. Frequent review of salary data within the College & Universities salary database to evaluate market compensation levels. 2. Perform routine position analysis. 3. Monitor the time required to fill "high need" or "specialized" position classifications. 4. Monitor resources and training allocated to Hiring Managers to ensure final reporting to Employee Services occurs.	*Applicable designee listed below to provide annual ERM Mitigation Report to RM by April 1st annually. *Due date may change annually based on guidance from TAMUS Risk Management. Eva Lopez

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Fort Worth Campus Expansion Successful integration of a new location into the university culture. Risk in being able to meet the needs of an expanded and diverse student base with potentially different needs, wants, and expectations. Financial resources necessary to implement the campus master plan and operate facilities in a manner to provide a safe and effective learning environment for the student.	Medium	Medium	1. Design and construct appropriate teaching and learning facilities as the campus grows. 2. Strategically develop and deploy graduate level courses on a broader scale. 3. Evaluate, develop and implement business model, academic strategic plan and marketing plan for expansion of programs that meet workforce needs. 4. Identify, implement and promote programming in an effort to engage students in a traditional campus environment.	1. Monitor campus construction to ensure all TAMUS and Tarleton standards are incorporated in new facilities as the campus master plan is implemented. 2. Monitor enrollment, retention, and graduation rates.	*Applicable designee listed below to provide annual ERM Mitigation Report to RM by April 1st annually. *Due date may change annually based on guidance from TAMUS Risk Management. Dr. Kim McCuistion
Student Interface/Wants/Satisfaction Continue efforts to identify applicable processes and mechanisms to facilitate easy, efficient student services resulting in improved student interface, reputation, and perceptions of the university's ability to deliver appropriate and effective programs to meet the needs of an ever-diverse population. Encourage understanding of diversity, build support for an inclusive environment and create opportunities for dialogue. Consider ways to measure student wants and needs. Assess and develop programs in an effort to meet student satisfaction expectations resulting in improved institutional reputation and confidence.	Medium	High	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.	1. Monitor enrollment, retention, and graduation rates. 2. Evaluate responses from Student Satisfaction Surveys.	*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. Kelli Styron Dr. Javier Garza