THE TEXAS A&M
UNIVERSITY SYSTEM

TARLETON
STATE UNIVERSITY
Member of The Texas A&M University System

Tarleton State University Risk Mitigation Report FY23

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.	High	High	1. Continue to develop plans/annual emergency exercises to effectively respond to natural disasters (floods, tornadoes, severe storms, etc.), active shooter situations and pandemics. 2. Enhance business continuity plans to mitigate risk and ensure University operations continue without interruption. 3. Continue to implement and monitor processes to comply with Tarleton's Civil Rights Rule. 4. Ensure all ADA concerns are funneled through Disability Resources.	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 Title IX changes. 4. Document ADA complaints and follow up on work orders to ensure compliance with ADA regulations.	*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. Helvie-Mason Martin Contreras David Martin Kent Styron Matt Welch Walter Bridges

Description of Risk	Likelihood	Impact	Mitigation and Control Mechanisms	Monitoring Activities	Reporting Mechanism
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. Manual processes negatively impact students while increasing overhead costs.	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 utilizing Huron Consulting Group regarding organizational/space assessment, academic portfolio, next level data strategy and budget redesign. 6. University is working to automate back office processes.	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

Description of Risk	Likelihood	Impact	Mitigation and Control Mechanisms	Monitoring Activities	Reporting Mechanism
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. Complaints regarding employee behavior that impacts students.	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. Faster investigation turn-around with increased training for all University employees.	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. 5. Monitor employee relations log.	*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

Description of Risk	Likelihood	Impact	Mitigation and Control Mechanisms	Monitoring Activities	Reporting Mechanism
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	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. Kelli Styron Dr. Javier Garza Dr. Sherri Benn