



Compliance, Audit, Risk Management and Legal Affairs (CARL) Committee
October 10, 2023
10:15 a.m.

Discussion Item

CARL-3 Enterprise Risk Management Update

Background Information

Enterprise risk management is a strategic area of focus for both the UNC System and UNCG. This item is to inform the Committee of our identification and analysis of risk, the structure we use to assess and mitigate risk across the broad spectrum of University operations, and to discuss the submission of our top five risks to the UNC System.

Attachment

3.1 Enterprise Risk Management Update Presentation (see below)



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Enterprise Risk Management Update

Bob Shea, Vice Chancellor for Finance and Administration

Zach Smith, Assistant Vice Chancellor for Emergency and Risk Management



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Agenda

- ERM Program Updates
- Update on 2023 Top 5 Risks
- Top 5 Risks for 2024
- 2023 UNC System Campus Risks



ERM Program Updates

- Development of ERM Framework
- Completed the onboarding of a risk-based software solution
 - Enterprise Risk Management
 - Compliance
 - Policy
 - Internal Audit
- Partnership with NCSU ERM Initiative
- Increased collaboration with OIGGC and ITS
- Ongoing partnership with UNC System



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378 - Example Risk ☆

Risk Information

Risk Name: Example Risk
 Risk Status: Active
 Category: Financial

Scoring Lens: ERM

Full Details

Inherent Score 21 Residual
 Inherent Rating High Residual

Review Info

Controls

Control Number	Name	Affects
574	Example Control 1	Likelihood

Approved Assessments

Assessment Date	Plan	Context	Assessor(s)	Inherent Score	Inherent Score Rating	Inherent Score Change
09/12/2023	Risk Assessment (Manual)	Risk	zsmith3@uncg.edu	21	High	

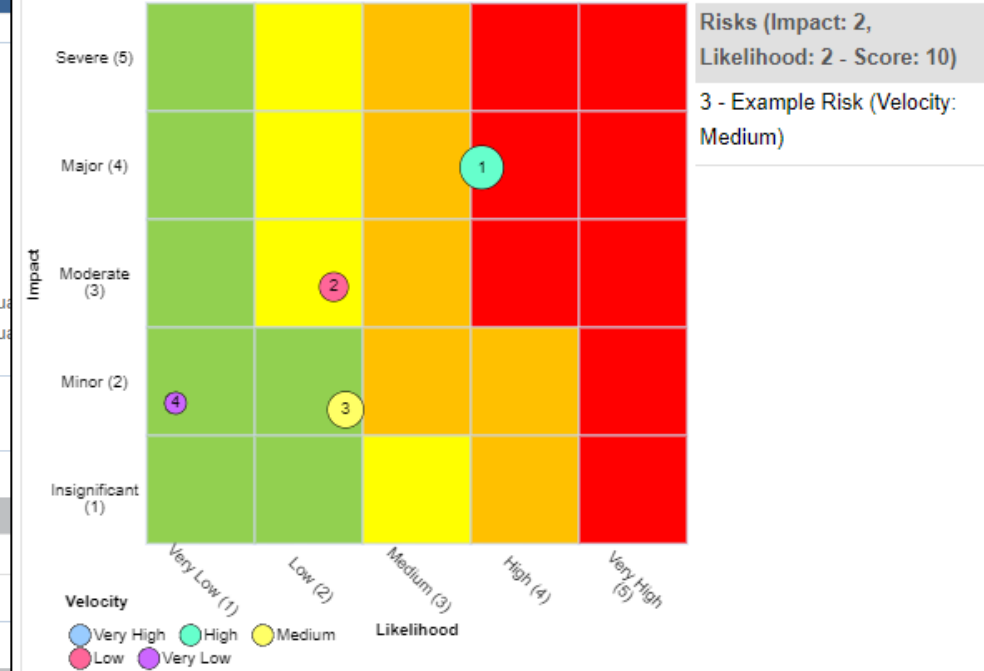
Document Controls

Title	Description	Status	File	Folder	Current Version
Emergency Management	Procedure and Structure for responding to emergency situations	Created	Emergency Management.docx	Policies and Procedures	1

Compliance Programs

Name	Description	Source	Owner	Owner Email
Emergency Management				

ERM Heat Map (Residual Risk)





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Update on 2023 ERM Program Updates

Enrollment

- Launched the new UNCG Transfer Promise program with 5 pilot partners
- Evolved scholarship leveraging model to drive growth in first-time students
- Began implementation of a new scholarship management system to improve efficient selection and delivery of funding
- Built a stronger admissions funnel for long-term stability
- Improved and honed the campus visit experience
- Launched a new partnership with the UNC System and REUP education for outreach to stop-out students



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Update on 2023 ERM Program Updates

Business Processes Sustainability

- Active planning by senior leadership for a sustainable future for UNCG
- Recommendations presented by the Task Force on Financial Sustainability



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Top 5 Update for 2023

Information Technology

- Working with the State Legislature to ensure adequate permanent campus IT funding
- Completing major initiatives
 - Consolidation of collaboration services to MS365
 - Consolidation and upgrade of our campus wired and wireless network infrastructure
 - Upgrade of our Banner ERP platform to the latest version (9)
- Merged Institutional Research into the Information Technology Services Division
- Implemented several IT policies that support more centralized oversight of distributed technology and personnel
- Operationalized significant faculty and staff training on Multifactor Authentication, Security Awareness, and proper handling of HIPAA data



Top 5 Update for 2023

Recruitment and Retention of Faculty and Staff

- Aggressive use of the System Faculty Recruitment & Retention Fund to provide counteroffers
- Establishment and monitoring of salary equity reports in the colleges and schools
- Maintenance of a strong system of shared governance between administration and faculty
- Tenure-track junior faculty mentorship programs, including mentorship in the promotion and tenure process
- Establishment of a robust career-development process for professional track faculty, including promotional pathways
- Provided labor market increases to over 600 staff and 50 faculty, bringing them to market rate
- Increased recruitment ranges from 87-90% of the market rate to 95-100% of the market rate
- 26.6% of positions filled were promotional opportunities for current employees (116 employees)
- Utilizing social media and LinkedIn accounts to advertise position openings



Top 5 Update for 2023

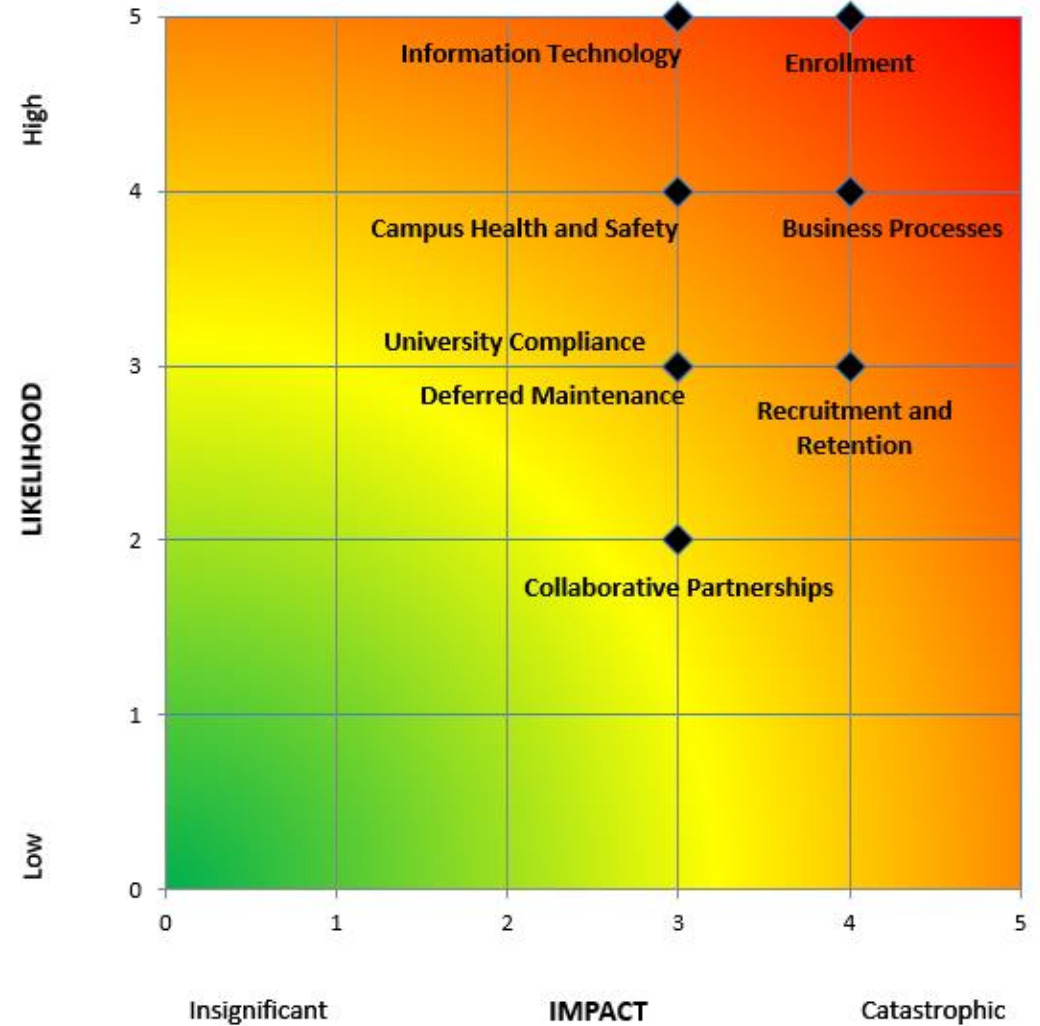
Health and Safety

- Implemented the [Spartan Safe App](#) and [Spartan Safe Website](#)
- Transitioned/created 14 safety training courses in Percipio for wider and more efficient delivery to all campus stakeholders
- Conducted internal and Office of State Fire Marshal inspection of all UNCG properties, correcting 516 inspection findings
- Counseling & Psychological Services provided 6,995 student visits during the 22-23 academic year
- Created Spartan Well-Being and Find Your Well-Being Canvas Courses
- Let's Talk Mental Health Drop-In Consultation
- Obtained grants for Spartan Recovery Program Expansion and Well-Being, and Coaching and Peer Well-Being Guidance

Top 5 Risks for 2024

1. Enrollment
2. Business Processes
Sustainability
3. Information Technology
4. Recruitment and Retention
of Faculty and Staff
5. Campus Health & Safety

Top 5 Risk Heat Map





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2023 UNC System Campus Risks

- Cyber Security
- Talent Management
- Student Retention
- Financial
- Public Safety
- Mental Health
- Regulatory Compliance
- Business Processes
- Facilities Management

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