



Potential Major Risks

Strategic

- Negative reputational event (usually stems from not managing other major risks)
- Governance breakdowns – arguably the most significant reputational risks stem from governance issues (e.g., Penn State)
- Scaled back public funding (e.g., state appropriations, federal research funds, Medicaid reimbursements) pushes more of the burden to students and intensifies pressure to cut costs
- Loss or lack of institutional accreditation
- Declining enrollments
- Strained town/gown relations
- Online offerings (including free courses) may impact the traditional university setting

Operational and Information Technology

- Cybersecurity threats
- Privacy mishaps or information losses (e.g., patient/student information, credit cards, SSNs, etc.)
- Recruitment and retention of faculty and staff
- Catastrophic event (e.g., natural disaster, active shooter, etc.)
- Facility optimization risks and opportunities (e.g., aging facilities, increasing deferred maintenance cost, opportunity for
 - Failed fundraising campaign
- Ineffective use of resources (e.g., funding declining programs vs. strategic/growth initiatives)
- Inefficient use of resources (e.g., duplication of the same service across multiple areas)
- Data analytics are not used strategically
- Data is misreported to authorities
 - Health and safety violations threaten physical safety and security (e.g., lab safety issues, etc.)
 - Healthcare compliance violations (e.g., HIPAA, Medicare/Medicaid payment r
 - Major NCAA violation
 - Title IX issues