



September 22, 2020

---

# Enterprise Risk Management: Understanding Risks and Long-term Mitigation Approaches

System Office ERM Steering Committee

# Agenda

- Introduction
- Questions for Discussion
- ERM Opening Remarks
- Long-term Mitigation Activities for Risks Impacted by COVID-19
- Long-term Mitigation Activities for Risks Impacted by Racial Inequity & Systemic Racism
- Questions & Discussion
- Appendices (Self Review)
  - A: Risk Ranking Heat Map/Overview
  - B: Detailed COVID-19 Risk Impact Assessment
  - C: Detailed Racial Inequity & Systemic Racism Risk Impact Assessment
  - D: ERM Definitions

# Questions for Discussion

- What are the long-term approaches to address Minnesota State's enterprise risks impacted by COVID-19?
- What are the long-term approaches to address Minnesota State's enterprise risks impacted by racial inequity and systemic racism in our society?
- How does enterprise risk management and the long-term mitigation approaches align with Equity 2030?

# ERM Opening Remarks

# Long-term Mitigation Activities for Risks Impacted by COVID-19

**Priorities:**

- 1) Ensuring the health and safety of students, faculty, & staff
- 2) Helping students accomplish their academic goals



## Enrollment Management & Academic Continuity

- Collaborate with campuses to determine the instructional mix and customize course delivery strategies
- Develop and support campus capacity for enrollment management
- Collaborate with campus marketing to execute integrated campaigns and messaging
- Refine enrollment forecasting and predictive models and analyze labor market data
- Expand instructional capacity
- Review and update policies, procedures and guidance



## Financial Sustainability

- Use the standard financial planning and cash flow tool across all colleges and universities
- Align the tuition and fee structure with the delivery of programs, courses and services
- Monitor the revenue fund, reliance on reserves and the financial stress on institutions



## Campus Safety

- Engage with the MN Department of Health and the local health departments on COVID-19 trends and mitigation strategies
- Communicate guidance updates, mitigation strategies and best practices to campuses
- Perform contingency planning
- Review the lessons and outcomes of COVID-19 and determine what elements will remain in the future



## Talent Management

- Monitor workforce changes
- Adapt to a virtual talent management process
- Provide mental health support to employees

# Long-term Mitigation Activities for Risks Impacted by Racial Inequity & Systemic Racism

**Priorities:**

- 1) *Providing equitable access to a transformational education*
- 2) *Eliminating educational equity gaps across all colleges and universities*



## Enrollment Management & Academic Continuity

- Expand opportunities for faculty development
- Analyze and develop strategies to address the disparate impact of COVID-19 on student populations and outcomes
- Expand campus relationships with outside agencies to address student needs
- Prioritize equity-based workforce development investments



## Campus Climate

- Ensure continued online course accessibility for students
- Continue to create inclusive spaces for students to voice their perspectives
- Continue to support resource groups to identify and address inequities in the workplace
- Offer anti-racism training to all campuses



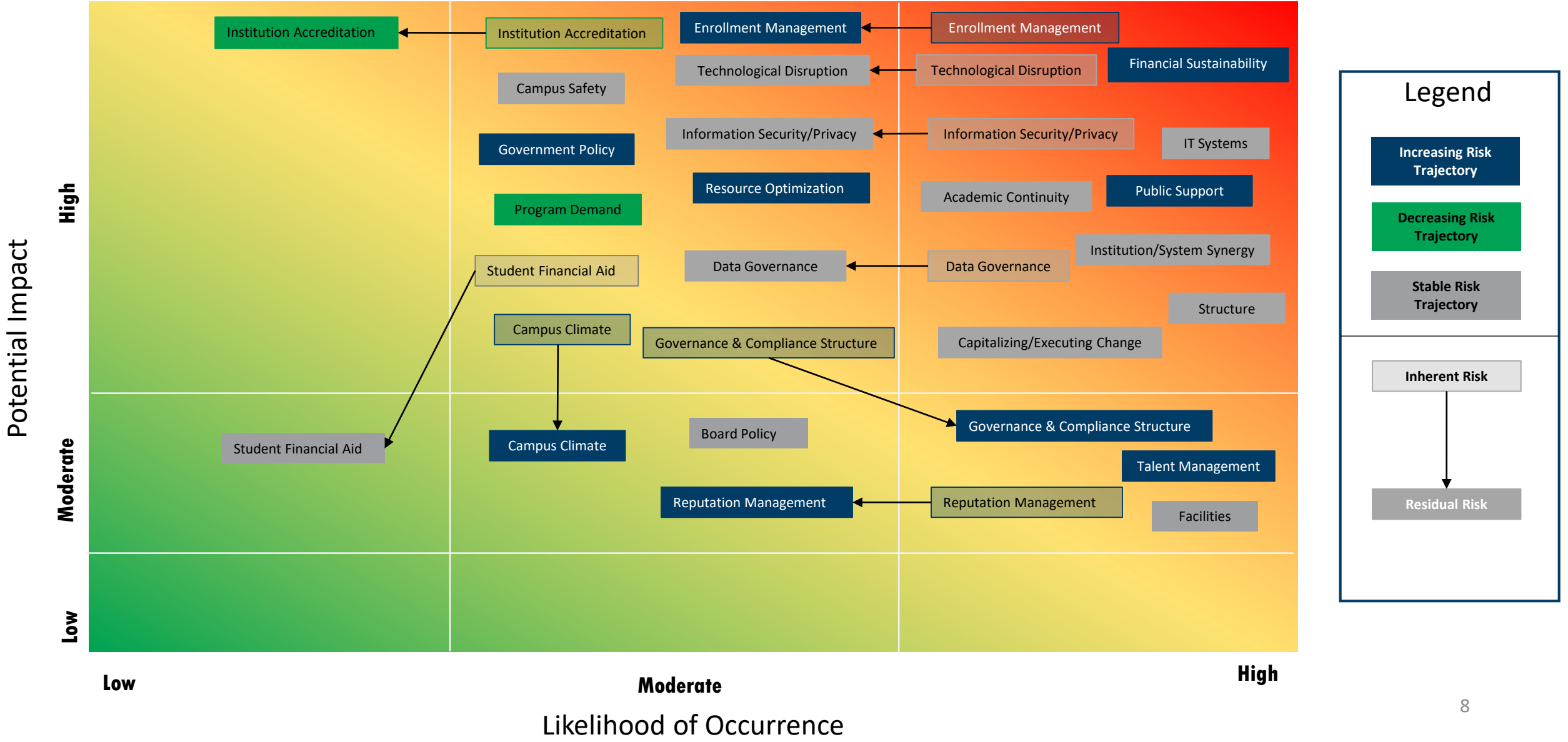
## Talent Management

- Continue to partner with the Office of Equity & Inclusion, bargaining units and other stakeholders to provide training and resources for hiring and retaining a diverse and qualified workforce
- Continue to offer equity, diversity and inclusion competency training to all campuses
- Continue to develop topical study sessions for the Board of Trustee and Leadership Council

# Appendix A: Risk Ranking Heat Map/Overview

# System Office Risk Ranking Heat Map

The heat map below illustrates the current risk landscape. The risks are plotted based on their inherent and residual potential impact and likelihood of occurrence risk rankings (high, moderate, low) and are color-coded based on their risk trajectory (increasing, decreasing, stable).





# System Office Risk Ranking Detail

The table summarizes the risk ranking and risk trajectory for the risks identified by system office leadership. Detailed mitigation strategies have been documented for all risks.

Risk Domain	Risk	Inherent Risk		Residual Risk		Risk Trajectory
		Impact	Likelihood	Impact	Likelihood	
Service Model	Institution/System Synergy	High	High	High	High	Stable
	Structure	High	High	High	High	Stable
	Financial Sustainability	High	High	High	High	Increasing
	Technological Disruption	High	High	High	Moderate	Stable
	Government Policy	High	Moderate	High	Moderate	Increasing
	Academic Continuity	High	High	High	High	Stable
Operational	Capitalizing and Executing Change	High	High	High	High	Stable
	Information Security/Privacy	High	High	High	Moderate	Stable
	Institution Accreditation	High	Moderate	High	Low	Decreasing
	IT Systems	High	High	High	High	Stable
	Data Governance	High	High	High	Moderate	Stable
	Talent Management	Moderate	High	Moderate	High	Increasing
	Facilities	Moderate	High	Moderate	High	Stable
	Resource Optimization	High	Moderate	High	Moderate	Increasing
Enrollment/ Student Success	Enrollment Management	High	High	High	Moderate	Increasing
	Student Financial Aid	High	Moderate	Moderate	Low	Stable
	Program Demand	High	Moderate	High	Moderate	Decreasing
Reputational	Campus Climate	High	Moderate	Moderate	Moderate	Increasing
	Public Support	High	High	High	High	Increasing
	Reputation Management	Moderate	High	Moderate	Moderate	Increasing
	Campus Safety	High	Moderate	High	Moderate	Stable
Policy Compliance	Governance & Compliance Structure	High	Moderate	Moderate	High	Increasing
	Board Policy	Moderate	Moderate	Moderate	Moderate	Stable

# Appendix B: Detailed COVID-19 Risk Impact Assessment

# COVID-19 Impact Assessment

Mitigation activities not all inclusive - based on ongoing response and planning activities

**\*Highest Priorities:**

- 1) Health and safety of students, faculty, & staff
- 2) Helping students accomplish their academic goals

COVID-19 Risk Category	Impacted MN State Risks	Risk Owner	Risk Trajectory		Past Spring FY20 & Summer FY21	Short-Term Fall FY21	Long-Term Spring FY21 & Beyond
			Pre COVID	Current			
Enrollment	Enrollment Management	Ron Anderson	Stable	Increasing	<ul style="list-style-type: none"> <li>• Developed a marketing strategy in alignment and support of local campus marketing efforts</li> <li>• Developed a short-term and long-term enrollment forecasting model</li> <li>• Gained access to and utilized labor market data to influence programmatic changes (credit and non-credit)</li> <li>• Worked with campuses to customize course delivery strategies based on their programmatic mix and community needs</li> </ul>	<ul style="list-style-type: none"> <li>• Considering how to best serve students, faculty and administration in-person and remotely</li> <li>• Supporting campus capacity for enrollment management</li> <li>• Collaborating with campuses to execute the marketing strategy</li> <li>• Analyzing labor market data</li> <li>• Refining enrollment forecasting models and developing predictive models</li> <li>• Continuing to work with campuses to customize course delivery strategies based on their programmatic mix and community needs</li> </ul>	<ul style="list-style-type: none"> <li>• Work with campuses to determine the appropriate instructional mix (in-person, hybrid, virtual)</li> <li>• Analyze the disparate impacts of COVID-19 on the student populations and develop strategies to address them</li> <li>• Continue to develop and support campus capacity for enrollment management</li> <li>• Continue to collaborate with campus marketing to execute integrated campaigns and messaging</li> <li>• Continue to analyze labor market data</li> <li>• Refine enrollment forecasting and predictive models</li> <li>• Continue to work with campuses to customize course delivery strategies based on their programmatic mix and community needs</li> </ul>



# COVID-19 Impact Assessment

Mitigation activities not all inclusive - based on ongoing response and planning activities

**\*Highest Priorities:**

- 1) Health and safety of students, faculty, & staff
- 2) Helping students accomplish their academic goals

COVID-19 Risk Category	Impacted MN State Risks	Risk Owner	Risk Trajectory		Past Spring FY20 & Summer FY21	Short-Term Fall FY21	Long-Term Spring FY21 & Beyond
			Pre COVID	Current			
Academic Programming	Academic Continuity	Ron Anderson	Stable	Stable	<ul style="list-style-type: none"> <li>Determined the system-wide, as opposed to institution specific, policies and procedures to enable academic continuity during times of crises</li> <li>Expanded instructional capacity (faculty development)</li> </ul>	<ul style="list-style-type: none"> <li>Determining Spring semester guidance</li> <li>Performing contingency planning</li> <li>Expanding availability of master contracts for remote proctoring services</li> <li>Expanding availability of online tutoring</li> <li>Continuing to review and update policies and procedures (Tuition Policy)</li> <li>Continuing to expand instructional capacity</li> </ul>	<ul style="list-style-type: none"> <li>Determine guidance for future semesters</li> <li>Review and update policies and procedures</li> <li>Expand instructional capacity</li> </ul>

# COVID-19 Impact Assessment

Mitigation activities not all inclusive - based on ongoing response and planning activities

**\*Highest Priorities:**

- 1) Health and safety of students, faculty, & staff
- 2) Helping students accomplish their academic goals

COVID-19 Risk Category	Impacted MN State Risks	Risk Owner	Risk Trajectory		Past Spring FY20 & Summer FY21	Short-Term Fall FY21	Long-Term Spring FY21 & Beyond
			Pre COVID	Current			
Financial	Financial Sustainability	Bill Maki	Increasing	Increasing	<ul style="list-style-type: none"> <li>• Developed estimates to understand the financial impact of COVID-19 across MN State</li> <li>• Planned for the use of and implemented CARES Act Funding</li> <li>• Reviewed tuition/fees and calculation/distribution of student refunds</li> <li>• Planned for impact of decline in auxiliary activities (athletic camps, academic camps, community events, etc.) to revenue</li> <li>• Projected enrollment and associated costs with delivering in-person instruction based on current health and safety protocols in the Fall</li> </ul>	<ul style="list-style-type: none"> <li>• Developing a standard financial planning and cash flow tool to be used by all colleges and universities</li> <li>• Monitoring:                             <ul style="list-style-type: none"> <li>• Revenue funds that rely on foot traffic and students being on campus (residential, parking, wellness centers, student unions, etc.)</li> <li>• Revenue fund credit rating</li> <li>• Reliance on general fund reserves</li> <li>• State of Minnesota appropriation for potential budget rescissions or unallotments</li> <li>• Financial stress on individual institutions</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Utilization of the standard financial planning and cash flow tool</li> <li>• Ensure alignment between the tuition and fee structure and the delivery of programs, courses and services</li> <li>• Monitor:                             <ul style="list-style-type: none"> <li>• Revenue funds that rely on foot traffic and students being on campus</li> <li>• Revenue fund credit rating</li> <li>• Reliance on general fund reserves</li> <li>• State of Minnesota appropriation for potential budget rescissions or unallotments</li> <li>• Financial stress on individual institutions</li> </ul> </li> </ul>



# COVID-19 Impact Assessment

Mitigation activities not all inclusive - based on ongoing response and planning activities

**\*Highest Priorities:**

- 1) Health and safety of students, faculty, & staff
- 2) Helping students accomplish their academic goals

COVID-19 Risk Category	Impacted MN State Risks	Risk Owner	Risk Trajectory		Past Spring FY20 & Summer FY21	Short-Term Fall FY21	Long-Term Spring FY21 & Beyond
			Pre COVID	Current			
<b>Safety &amp; Security</b>	Campus Safety	Brian Yolitz	Stable	Stable	<ul style="list-style-type: none"> <li>• Provided a template for the development of institution Emergency Operations Plans, Continuity of Operations Plans and Pandemic Plans</li> <li>• Developed a plan for adapting to COVID-19 mitigation measures</li> <li>• Agreed upon and communicated a baseline for campus safety</li> <li>• Communicated guidance updates, mitigation strategies and best practices to campuses</li> </ul>	<ul style="list-style-type: none"> <li>• Engaging with the MN Department of Health and local health departments on COVID-19 trends and mitigation strategies</li> <li>• Communicating guidance updates, mitigation strategies and best practices to campuses</li> <li>• Performing contingency planning</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to engage with the MN Department of Health and local health departments on COVID-19 trends and mitigation strategies</li> <li>• Continue to communicate guidance updates, mitigation strategies and best practices to campuses</li> <li>• Continue to perform contingency planning</li> <li>• Review the lessons and outcomes of COVID-19 and determine what elements will remain in the future</li> </ul>
<b>Human Resources</b>	Talent Management	Eric Davis	Stable	Increasing	<ul style="list-style-type: none"> <li>• Communicated continuity of operations and training priorities across MN State for short-term and extended periods of employee absence</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring workforce changes through a weekly reporting mechanism</li> <li>• Adapting to executing virtual talent management activities (recruiting, interviewing, conducting meetings, onboarding)</li> <li>• Being responsive and providing support for employee anxiety and mental health</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor workforce changes</li> <li>• Continue to adapt to virtual talent management activities</li> <li>• Continue to be responsive and provide support for employee anxiety and mental health</li> </ul>

# COVID-19 Impact Assessment

Mitigation activities not all inclusive - based on ongoing response and planning activities

**\*Highest Priorities:**

- 1) Health and safety of students, faculty, & staff
- 2) Helping students accomplish their academic goals

COVID-19 Risk Category	Impacted MN State Risks	Risk Owner	Risk Trajectory		Past Spring FY20 & Summer FY21	Short-Term Fall FY21	Long-Term Spring FY21 & Beyond
			Pre COVID	Current			
<b>IT, Cybersecurity, Privacy</b>	Technological Disruption, Information Security/Privacy, IT Systems	Ramon Padilla Jr.	Decreasing	Stable	<ul style="list-style-type: none"> <li>• Invested in cloud computing solutions, refreshed existing legacy platforms, increased investments in technology security (pre COVID-19)</li> <li>• Supported transition to a remote workforce</li> <li>• Provided infrastructure &amp; security enterprise solutions to institutions</li> <li>• Required multifactor authentication on procurement system</li> <li>• Monitored NextGen's status</li> </ul>	<ul style="list-style-type: none"> <li>• Investing in and expanding cybersecurity controls</li> <li>• Monitoring NextGen's status</li> <li>• Monitoring NextGen subject matter expert availability and turnover at institutions</li> </ul>	<ul style="list-style-type: none"> <li>• Invest in and expand cybersecurity controls</li> <li>• Implement multifactor authentication throughout all colleges and universities for staff</li> <li>• Eliminate legacy authentication and adopt a centralized active directory</li> <li>• Monitor NextGen's status</li> </ul>
<b>Student Affairs</b>	Campus Climate	Ron Anderson Andriel Dees	Increasing	Increasing	<ul style="list-style-type: none"> <li>• Developed resources for students to ensure accessibility to a virtual learning environment</li> </ul>	<ul style="list-style-type: none"> <li>• Performing a campus climate assessment to be used to plan long-term mitigation activities</li> <li>• Ensuring students have accessibility to food, housing, childcare and transportation</li> <li>• Providing guidelines and policies for assembling on campus</li> <li>• Ensuring appropriate health and safety protocols are in place on campus</li> </ul>	<ul style="list-style-type: none"> <li>• Expand campus relationships with outside agencies to support student needs</li> <li>• Ensure appropriate health and safety protocols are in place on campus</li> <li>• Analyze data to understand:                             <ul style="list-style-type: none"> <li>• The reason why students choose MN State</li> <li>• Where MN State can be more inclusive within the online learning environment</li> <li>• The impact of COVID-19 on the international student population</li> </ul> </li> </ul>

# Appendix C: Detailed Racial Inequity & Systemic Racism Risk Impact Assessment



# Racial Inequity and Systemic Racism Impact Assessment

Mitigation activities not all inclusive - based on ongoing response and planning activities

**\*Highest Priorities:**

- 1) Providing equitable access to a transformational education
- 2) Elimination of educational equity gaps across all colleges and universities

Racial Inequity Risk Category	Impacted MN State Risks	Risk Owner	Risk Trajectory		Past Prior to Fiscal Year 2021	Short-Term Fiscal Year 2021	Long-Term Fiscal Year 2022 and Beyond
			Pre-May 2020	Current			
<b>Enhanced Access</b>	Academic Continuity, Enrollment Management	Ron Anderson	Increasing	Increasing	<ul style="list-style-type: none"> <li>Provided faculty professional development around culturally responsive pedagogy</li> </ul>	<ul style="list-style-type: none"> <li>Reforming policies and procedures</li> <li>Analyzing the disparate impacts of COVID-19 on enrollment and student outcomes and developing strategies to address them</li> <li>Expanding campus relationships with outside agencies to ensure student needs are addressed</li> <li>Assessing the degree to which MN State is accessible to all student populations</li> <li>Expanding faculty development opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Expand opportunities for faculty development</li> <li>Expand campus relationships with outside agencies to ensure student needs are addressed</li> <li>Prioritize equity-based workforce development investments</li> </ul>
<b>Student Engagement &amp; Support</b>	Campus Climate	Andriel Dees	Stable/ Increasing	Increasing	<ul style="list-style-type: none"> <li>Mitigation activities performed on an ad hoc basis in response to specific racial inequity events</li> <li>The Office of Equity and Inclusion's Competency series has included webinar training on bias response protocol, xenophobia and racism training</li> </ul>	<ul style="list-style-type: none"> <li>Providing support and training to campus bias response teams</li> <li>Encouraging bias response teams to be proactive</li> <li>Creating inclusive spaces for students to voice their perspectives</li> <li>Implementing system-wide resource groups to identify and address inequities in the workplace</li> <li>Offering cultural competency and training sessions to all campuses</li> <li>Providing assessment and action tools such as Equity by Design and Equity Scorecard</li> </ul>	<ul style="list-style-type: none"> <li>Ensure continued online course accessibility for students</li> <li>Offer anti-racism training for all campuses</li> </ul>

# Racial Inequity and Systemic Racism Impact Assessment

Mitigation activities not all inclusive - based on ongoing response and planning activities

**\*Highest Priorities:**

- 1) Providing equitable access to a transformational education
- 2) Elimination of educational equity gaps across all colleges and universities

Racial Inequity Risk Category	Impacted MN State Risks	Risk Owner	Risk Trajectory		Past Prior to Fiscal Year 2021	Short-Term Fiscal Year 2021	Long-Term Fiscal Year 2022 and Beyond
			Pre-May 2020	Current			
<b>Workforce Diversity &amp; Strategic Talent Management</b>	Talent Management	Eric Davis	Stable	Increasing	<ul style="list-style-type: none"> <li>Partnered with the Office of Equity and Inclusion, bargaining units and other stakeholders to deliver training, resources and support for hiring and retaining a diverse and qualified workforce</li> <li>Delivered and expanded strategic HR competency training for Human Resource Officers and their staff</li> </ul>	<ul style="list-style-type: none"> <li>Implementing system-wide resource groups to identify and address inequities in the workplace</li> <li>Offering equity, diversity and inclusion competency training sessions to all campuses</li> <li>Developing topical study sessions for the Board of Trustees and Leadership Council</li> </ul>	<ul style="list-style-type: none"> <li>Continue to implement system-wide resource groups to identify and address inequities in the workplace</li> <li>Continue to offer equity, diversity and inclusion competency training sessions to all campuses</li> <li>Continue to develop topical study sessions for the board and Leadership Council</li> </ul>
<b>Outreach and Engagement</b>	Government Policy, Public Support, Reputation Management	Noelle Hawton Ron Anderson Bernie Omann	Stable	Increasing	<ul style="list-style-type: none"> <li>Developed an approach to Law Enforcement Education Reform in alignment with campus efforts</li> <li>Advocated for international students to be supported during the pandemic</li> <li>Advocated for all students to ensure needs are met within the context of Title IX</li> <li>Proactively managed messaging across the system in partnership with colleges and universities</li> <li>Proactively positioned the system and it's leaders through thought leadership efforts</li> </ul>	<ul style="list-style-type: none"> <li>Implementing Law Enforcement Education Reform in collaboration with campuses, external agencies and stakeholders</li> <li>Continuing to advocate for student populations</li> <li>Proactively managing messaging across the system in partnership with colleges and universities</li> <li>Proactively positioning the system and it's leaders through thought leadership efforts</li> </ul>	<ul style="list-style-type: none"> <li>Continue to execute Law Enforcement Education Reform</li> <li>Continuing to advocate for student populations</li> <li>Proactively manage messaging across the system in partnership with colleges and universities</li> <li>Proactively position the system and it's leaders through thought leadership efforts</li> </ul>

# Racial Inequity and Systemic Racism Impact Assessment

Mitigation activities not all inclusive - based on ongoing response and planning activities

**\*Highest Priorities:**

- 1) Providing equitable access to a transformational education
- 2) Elimination of educational equity gaps across all colleges and universities

Racial Inequity Risk Category	Impacted MN State Risks	Risk Owner	Risk Trajectory		Past Prior to Fiscal Year 2021	Short-Term Fiscal Year 2021	Long-Term Fiscal Year 2022 and Beyond
			Pre-May 2020	Current			
Safety & Security	Campus Safety Facilities	Brian Yolitz	Stable	Stable	<ul style="list-style-type: none"> <li>Developed partnerships with local entities, law enforcement and advocacy groups</li> </ul>	<ul style="list-style-type: none"> <li>Continuing to develop partnerships with local entities, law enforcement and advocacy groups</li> <li>The Office of General Counsel hosted a webinar: "Politics and Speech on Campus" available to all campuses</li> <li>Communicating safety guidance and best practices to campuses</li> <li>Monitoring facility activity and provide support to campuses as issues arise</li> </ul>	<ul style="list-style-type: none"> <li>Continue to provide education and training opportunities to campuses</li> <li>Continue to communicate safety guidance and best practices to campuses</li> <li>Continue to monitor facility activity and provide support to campuses as issues arise</li> </ul>

# Appendix D: ERM Definitions

# ERM Definitions

Risk Type	
Type	Description
Inherent Risk	The risk to an entity in the absence of any direct or focused actions by management to alter its severity.
Residual Risk	The risk remaining after management has taken action to alter its severity.

Mitigation Approach	
Mitigation Approach	Steps to reduce the risk (the severity of the impact and/or likelihood of the occurrence). Can include both short-term and long-term activities. The mitigation strategy should tie to the organization's strategic objectives and work plans.

Risk Trajectory	
Risk Trajectory	Description
Stable	The given risk does not appear to be escalating or diminishing due to the mitigation approaches being identified, planned, implemented or monitored or due to external factors.
Increasing	The given risk appears to be escalating or becoming more significant due to the lack of mitigation approaches being identified, planned, implemented or monitored or due to external factors.
Decreasing	The given risk appears to be diminishing or becoming less significant due to the mitigation approaches being identified, planned, implemented or monitored or due to external factors.

