



College of William and Mary

RISK MANAGEMENT

RISK MANAGEMENT COMMITTEE

- ▶ Sam Jones, Vice President for Finance, Chair
- ▶ Michael Halleran, Provost
- ▶ Anna Martin, Vice President for Administration
- ▶ Ginger Ambler, Vice President for Student Affairs
- ▶ Dennis Manos, Vice Provost for Research & Graduate Studies
- ▶ Courtney Carpenter, Associate Provost for Information Technology
- ▶ Dave Shepard, Associate Vice President for Facilities Management
- ▶ Robert Dillman, Building Official
- ▶ Kiersten Boyce, Chief Compliance Officer
- ▶ Michael Stump, University Auditor
- ▶ Support Staff
 - Pete Kellogg, Director of Information Security, IT
 - Gabe Pall, Director of Enterprise Management, School of Business
 - Kristen Fagan, Risk Manager
- ▶ Working Group
 - Bob Dillman
 - Kiersten Boyce
 - Pete Kellogg
 - Gabe Pall

RISK MANAGEMENT IMPLEMENTATION

- ▶ Enterprise–Level Risks
 - Risk Management Committee Ownership
 - 22 Risks Identified
 - Require Interdepartmental Effort
 - Leadership by RMC Contact
 - Resources: RM Subcommittee, Dept. staffs
- ▶ Unit–Level Risks
 - 40 Units/Departments
 - Multi–year Roll–out

ELR TREATMENT PLANS

- ▶ A Committee Member is designated as the responsible contact for each ELR
- ▶ The Working Group is drafting treatment plans for each of the ELRs
- ▶ The working group will meet with the responsible contact to discuss the proposed plan and make recommendations
- ▶ The responsible contact then meets with organizations that have a role in the treatment plan
- ▶ The plan is then presented to the full committee for its approval
- ▶ The responsible contact then implements

ENTERPRISE LEVEL RISKS

Enterprise Level Risks	Contact	Last RMC Review	Target Date (proposed treatment plans)
Failure to comply with existing or new federal compliance requirements	Chief Compliance Officer	9/17/2013	11/30/2013
Failure to identify and deal with troubled students	Vice President for Student Affairs	9/17/2013	1/1/2014
Disruption of one or more revenue streams supporting College operations	Vice President for Finance	9/17/2013	1/1/2014
Failure to mitigate alcohol and drug abuse	Vice President for Student Affairs	9/17/2013	1/1/2014
Failure to provide and/or maintain safe group events	Vice President for Administration	9/17/2013	1/1/2014
Failure to identify and deal with troubled faculty/ staff	Vice President for Administration	9/17/2013	3/1/2014
Failure to protect campus community from external perpetrator (e.g.,murder by a non-College member)	Vice President for Administration	9/17/2013	3/1/2014

ENTERPRISE LEVEL RISKS

Enterprise Level Risks	Contact	Last RMC Review	Target Date (proposed treatment plans)
Failure of essential IT systems or application services for extended period (> 1 week)	Chief Information Officer	9/17/2013	Approved for treatment
Failure to adequately protect facilities against fire	Associate Vice President for Facilities	9/17/2013	Approved for treatment
Structural failure of a building	Associate Vice President for Facilities	9/17/2013	Approved for treatment
Failure to protect data confidentiality	Chief Information Officer	9/17/2013	Approved for treatment
Failure to take reasonable precautions for vehicular travel	Vice President for Administration	10/30/2013	Approved for treatment
Failure to provide and maintain a safe and secure research environment	Vice Provost for Research	10/30/2013	Reviewed and approved for next phase 10.30.2013. Meeting w/ Chairs TBD
Failure to effectively address complaints and/or grievances	Chief Compliance Officer	10/30/2013	To be developed by KLB

ENTERPRISE LEVEL RISKS

Enterprise Level Risks	Contact	Last RMC Review	Target Date (proposed treatment plans)
Ineffective or failing procurement management	Vice President for Administration	9/17/2013	3/1/2014
Failure to appropriately structure and manage relationships with Student Organizations	Vice President for Student Affairs	9/17/2013	5/1/2014
Failure to comply with academic policies and standards, resulting in academic misconduct (research fraud, etc.)	Vice Provost for Research	9/17/2013	6/1/2014
Inadequate internal controls and policy guidance and enforcement	Chief Compliance Officer	10/30/2013	Approved for treatment
Failure to systematically identify and treat risk at an institutional level	RMC Chairperson	9/17/2013	Approved for treatment
Failure to prepare for or effectively respond to a health epidemic	Vice President for Administration	9/17/2013	Approved for treatment
Failure to adequately prepare for and respond to natural disaster	Vice President for Administration	9/17/2013	Approved for treatment
Failure to appropriately deal with minors on and off campus	Chief Compliance Officer	9/17/2013	Approved for treatment

DEPARTMENT LEVEL RISK MANAGEMENT PROCESS

- ▶ Identify
- ▶ Assess/Evaluate
 - Probability
 - Controllability
 - Severity
- ▶ Treat
 - Prevent
 - Transfer
 - Mitigate or Eliminate

DEPARTMENT LEVEL RISK MANAGEMENT PROCESS (cont'd)

- ▶ Treatment Categories
 - Self-Supported
 - Can be funded within unit's current budget
 - Requires Additional Resources
 - Handled through Plan Budget Request (PBR) process
 - Requires Interdepartmental Effort
- ▶ Follow-up
 - Annual review of treatment progress by Risk Management Committee

RISK MANAGEMENT REVIEW

	Kickoff	Risk Analysis	Risk Prioritization	Risk Assessment Review	Treatment Planning	Treatment Proposal Review	RMC Direction
Registrar	X	X	X	X	X	X	Jan_2011
Athletics	X	X	X	X	X	X	Feb_2011
IT	X	X	X	X	X	X	Nov_2011
Muscarelle	X	X	X	X	X	X	Nov_2011
Washington DC	X	X	X	X	X	X	Mar_2012
Development	X	X	X	X	X	X	Jun_2012
Reves Center	X	X	X	X	X	X	Sep_2012
Student Affairs	X	X	X	X	X	X	Pending
Facilities	X	X	X	X	X	X	Pending

RESULTS & OBSERVATIONS

- ▶ Many Key Treatments Can Be Self-Supported
 - No additional resources required
 - Registrar's Office
 - UG On-line Domicile System – Implemented with existing funds
 - Athletics
 - Confidential Document Management -- Purchased own shredders
 - Marketing/Communications
 - Van Driver Safety Course
 - NCAA Record Keeping
 - Coaching Improvements

RESULTS & OBSERVATIONS

- ▶ Many risks identified at unit level are Enterprise-wide
 - Registrar's Office
 - Video Surveillance System – Ensure physical safety/security
 - Data Management Policy – College-wide Policy for prevention of loss of data confidentiality/integrity
 - Reves Center
 - Faculty, staff and student international travel
 - Athletics
 - Mass events management

RESULTS & OBSERVATIONS

- ▶ Successful Risk Treatment Also Leads to Efficiency Improvements
 - Process simplification
 - Cost reduction
- ▶ Coordinated with Other Strategic Efforts
 - Innovation
 - Streamline Budgeting, Procurement and Accounts Payable
 - Expand Use of On-line Processing of Credit Card Payments
 - Emergency Management/Disaster Recovery