Category	Risk Area	Risk Factors	<u>Strategic</u>	<u>Operational</u>	Reporting	<u>Compliance</u>	Reputation	<u>Member</u> Department Responsible	Date of Last Review	Procedure	<u>Reporting</u> <u>Requirement</u>	Frequency- Probability	<u>Severity</u>	ERM Item (Y/N)
Affiliated entities	Commercial partners	Purpose of relationship. Contract. Direct and contingent liability. Tax; impact on educational/charitable purpose. Conflict of interest. Oversight/control of relationship.	x	x	x	x	x	Business & Finz	2019	25.07 - Contract Administration; Rule No. 25.07.99.W1 Contract Administration	Annual Delegation-of- Authority	High	High	Yes
Athletics	Academic issues	Satisfactory academic standing/progress toward degree, NCAA compliance, academic progress rate (APR), student code of conduct/discipline, FERPA, brand		x	x	x	x	Athletics	2019	Student Athlete Handbook	Annual NCAA reporting compliance	High	High	Yes
Athletics	Camps	Liability for coach camp, minors, participant safety, supervision, facility adequacy, contracts, financial gain/loss, coordination of activities, NCAA compliance, brand		x		x	x	Athletics	2019	24.01.06 - Programs for Minors; Procedure No. 24.01.06 Camps and Programs for Minors Procedure	DSHS training form if over 20 participants and over 4 days	High	High	Yes
Brand/reputation	Academic excellence	Relevance, adequacy of curriculum, appeal to student applicants, qualification for licensing, appeal of graduates to employers/other academic programs, faculty professional reputation/ratings. Potential requirement for audits to verify educational outcomes.	x				x	Academic Affai	2019	11.06 - Core Curriculum		High	High	Yes
Brand/reputation	Recognition	Brand strategy (brand identity, market research, and many useful tactics and strategies to reach its audiences; consultant "branding' contracts; prospective students, donors, employees, institutional partners and others perceive institution positively and consider institution at the right time; community views institution favorably; leadership of institutional communications	x	x			x	Philanthropy an	2019			High	High	Yes
Brand/reputation	Relationship with key supporters	Donors/institutional partners/others positive relationship/actively support the institution monetarily/otherwise; leadership of alumni relations and community relations; donor reputation or perceived influence may be adverse	x	x			x	Philanthropy an	2019			High	High	Yes
Brand/reputation	Research	Research leadership, infrastructure, and funding to adequately support attaining research objectives	x	x			x	Research & Cor	2019	AREHS Rules, Standard Operating Procedures, Manuals, and Forms		High	High	Yes
Business continuity/emergency planning	Emergency response	Sufficiency of response, capability/capacity/training of first responders, emergency notification/warning of campus, management/oversight, adequacy of pre-planning	x	x			x	Business & Fina	2019	Emergency Operations Plan AREHS Chemical safety and hazardous waste procedures 24.01.01.WI.22 AR: Chemical Safety 24.01.01.WI.22 AR Chemical Hygiene Plan 24.01.01.WI.04 AR Haz. Materials and Haz. Waste Identification	EPCRA Tier II	High	High	Yes
Business continuity/emergency planning	Pandemic emergency response	Failure to adequately address pandemic threats and occurrences in a timely manner to prevent infection, loss of life, or lack of business continuity due to either lack of planning and/or lack of funding. Determine how funding expectations will be met and incorporate the cost into annual budgeing processes. Generate plans for reintegration to onsite work and return to duty expectations for most positions are documented and communicated to those affected.	x	x			x	Business & Fina	2020	State Governor mandates and Texas A&M University System Policies	Executive Leadership communication in coordination with national, state and local guidance	High	High	Yes

<u>Category</u> Competition	Risk Area Competition from diverse education providers	<u>Risk Factors</u> Response to competition (for-profit universities, foreign universities, on-line learning, accelerated learning, curriculum enhancements, improved facilities, high schools and two-year colledges,etc.), appreciation/adjustment to educational competitors from various sectors and directions, institutional need for clear differentiation, a demonstrable value proposition, organizational flexibility, financial strength, ability to overcome procedural inertia/inward focus/market insensitivity.	<u>Strategic</u> x	<u>Operational</u> x	Reporting	Compliance	Reputation	<u>Member</u> <u>Department</u> <u>Responsible</u> Academic Affai	Date of Last <u>Review</u> 2019	Procedure	Reporting Requirement	Frequency- Probability High	<u>Severity</u> High	ERM Item (Y/N)
Demographics	Students	Financial/ program impact caused by the changing characteristics of demographic groups (growth, decline) yielding both opportunities and challenges as universities seek to identify viable markets and serve students.	x				x	Student Enrolln	2019		Texas Higher Education Coordinating Board (THECB) annual reporting requirements	High	High	Yes
Financial	Construction	Capital/construction plan, project prioritization, building design, competitive contracting, skilled contractors, project oversight, scope creep, project delivery on time/budget, fund raising strategy success, construction deficiencies, fraud, capital to pay for projects, vicarious liability for construction accidents		x				Business & Fina	2019		Texas Higher Education Coordinating Board (THECB) Capital Plan; The A&M System Capital Plan	High	High	Yes
Financial	Contracts	Cost of contract, administrative cost, competent procurement personnel, competitive purchasing awards, adverse business terms, inappropriate allocation of liability, progress management, legal and risk review, execution of terms, confidentiality clauses, non-disclosure agreements, ownership of work product clauses, licensing agreement, insurance requirements, indemnification, limitation of liability, subrogation, adequacy/appropriateness of waivers, termination, robust procurement policy, discrimination, inappropriate financial guarantees of other organizations		x	x	x		Business & Fina	2019	15.01 Research Agreements; 15.01.01 Sponsored Agreements - Research and other; 15.01.02 Federal Procurement Integrity Act; 15.01.05 Cost Sharing on Sponsored Agreements; 17.01 Intellectual Property and Tangible Research Property		High	High	Yes
Financial	Debt leverage	Failure/inability to make bond payments, compliance with bond requirements	х	x	х		х	Business & Fina	2019			High	High	Yes
Financial	Disbursements - accounts payable	Overpayment/duplicate payment of bills, fraudulent or duplicated invoices, unauthorized payments, stale disbursements, 1099 compliance, separation of duties, adequate budget control, expenditure reporting		x	x			Business & Fina	2019			High	High	Yes
Financial	Economic conditions	Economic forces include the general condition of the economy, the economic value of a college degree (versus job market opportunity), price/affordability of higher education, affect on donations, affect on cost/prices, significant inflation/deflation; asset bubbles; failure of a major financial mechanism or institution; high structural unemployment or underemployment; severe energy price shock (increase or decrease); large-scale involuntary migration; rising income and wealth disparity, growth of the share economy	x	x			1	Business & Fina	2019			High	High	Yes
Financial	Energy - reduction in use/supply volatility	Cost, business continuity, mandatory conservation practices, pressure/cost to go "green"		x				Business & Fina	2019			High	High	Yes
Financial	Extortion - kidnap, threats	Process for managing threats, security, insurance, brand		x				Business & Fina	2019			High	High	Yes
Financial	Financial aid	Over or under award of institution-wide funding due to uncertainty of funding levels, non- compliance with federal or state regulations or restricted funds intended for aid, ineffective aid packaging process, ineffective monitoring of non-institutional aid, inaccurate information on the Free Application for Federal Student Aid (FAFSA), Violation of Federal Work Study regulations, failure to maximize available funds, failure to manage default rate, awards to ineligible students, administrative burden in financial aid assessments	x	x	x	x	x	Business & Fina	2019			High	High	Yes
Financial	Fiscal crisis - failure of external financial institutions/mechanisms	Liquidity, selection/oversight of financial partners, governance, business continuity		x				Business & Fina	2019			High	High	Yes
Financial	Food crisis	Selection/oversight of food sources, emergency response/business continuity		x				Business & Fina	2019			High	High	Yes
Financial	Foreign currency risk	Inability to move money to meet needs in foreign country, changing exchange rates, selection/oversight of financial partners, government restrictions on international funds movement, liquidity		x		x		Business & Fina	2019			High	High	Yes

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Financial	Fraud	Asset access (physical restrictions, electronic access), adequate reconciliation process, criminal background and reference checks, segregation of duties, ghost vendors, kickbacks, altering accounting records, bogus accounting journal entries, documented policies and procedures, accounts payable controls		x				Business & Finz	2019	10.02, Control of Fraud, Waste and Abuse		High	High	Yes
Financial	Fundraising	Capacity of fund raising staff, untrained or ineffectual academic leadership (deans) in fund raising, adequate campaign plan, realistic expectations, governance, documented policies and procedure, data security, collection of pledges	x	x	x		x	Philanthropy an	2019			High	High	Yes
Financial	Gift policy	Documented policy/procedures for donation receipt/accounting/acknowledgment, security over donor information, shielding anonymous donor information, appropriate donor communication, appropriateness of gift, reputation of donor, crowd-sourcing of student or faculty activities		x			x	Philanthropy an	2019	21.05 - Gifts, Donations, Grants and Endowments		High	High	Yes
Financial	Grants - compliance with requirements of grant	Funds used in compliance with terms of grant, accurate/timely reporting, impact on operations/employment when grant expires, proper accounting, failure to use all grant funds		x	x	x	x	Business & Fina	2019	21.05 - Gifts, Donations, Grants and Endowments		High	High	Yes
Financial	Risk management	Increasing expense to address risk, such as student safety/on-campus violence, NCAA violations, cyber security, Title IX compliance, etc.		x	х	х	x	Business & Fina	2019	24.01 - Risk Management		High	High	Yes
Financial	Technology - rate, scope of change	Cost to maintain necessary level of technology, governance, prioritization of proposals for change, budget, internal pressure for new, mission impact	x	x			x	Information Te	2019	Ŭ		High	High	Yes
Financial	Tuition (caps, declining)	Internal and external pressure to open up admission to students who are not financially prepared to enroll. Pressure to avoid raising tuition or increase tuition discounts while costs are rising. Caps on permitted tuition increases. Declining enrollment. Change in student demographics requiring increased tuition discounting/financial aid. Political proposals to require "free tuition"	x	x	x	x	x	Business & Fina	2019			High	High	Yes
Gender-related issues	Tide IX	Title IX compliance, sexual assault, equal athletic opportunity for men/women in sports. Efforts to combat sexual assault by creating new cultural norms on campus. Applicability to events "off campus" or involving individuals not part of the campus community. Dept. of Education exemptions to religious institutions.		x		x	x	Title IX Coordi	2019			High	High	Yes
Governance/Institutional Management	Access and affordability	Internal and external pressure to open up admission to students who are not academically or financially prepared to enroll. Cost to attend universities rising much faster than family income; rapidly increasing college prices and stagnating family incomes have combined to reduce the affordability of college for growing segments of the population. Hurdles prevent many students, particularly minority and low-income students, from completing degrees while rising cost of tuition, social disadvantages, and lack of adequate academic preparedness have contributed to under-representation of these groups. Applications process that helps or hinder students promulting qualifying applications. Higher education seen as national strategy to maintain competitive labor force.	x			x	x	Student Enrolln	2019			High	High	Yes
Governance/Institutional Management	Accreditation	Meet the eleven standards for general accreditation (Mission, Planning, Governance, Academics, Faculty, Students, Information Resources, Physical/Technological Resources, Financial Resources, Public Disclosure, Integrity) and accreditation for specific programs; program changes (starting, closing)	x	x		x	x	Academic Affai	2019			High	High	Yes
Governance/Institutional Management	Curriculum	Quality and scope of curriculum supports the institution's education mission and goals, attracts students and faculty; integrates diversity	х				x	Academic Affai	2019			High	High	Yes
Governance/Institutional Management	Educational technology	Strategy recognizes potential impact of educational technology; competition from/opportunity for online education ("massive open online courses"); teaching technological advances in the elassroom/laboratory	x					Information Te	2019			High	High	Yes
Governance/Institutional Management	Government	Strategy recognizes impact of state/federal government through tax support to public universities, student financial aid, funding university research, tax-policy, and regulatory decisions, compliant lobbying.	x	x		x		President	2019			High	High	Yes
Governance/Institutional Management	Government financial support - reduced state funding of public universities	Governance (increasing independence of institutions by elected officials), financial (reduced revenue requiring budget reductions/increase tuition or student fees), uncertainty in strategie planning, adverse impact on student enrollment/faculty hiring created by uncertainty	x	x			x	President	2019			High	High	Yes
Human resources	Code of conduct	University policy promotes the university's commitment to the highest ethical standards in its internal/external dealings, Whistleblower process. Retaliation against those reporting potential instances of violation of laws, rules, polices or improper activities. Governance. Brand.	x	x	x	x	x	Business & Finz	2019			High	High	Yes
Human resources	Employment - recruitment, retention, succession planning	Faculty (oversight of faculty recruitment, retention, development and turnover), ability to attract qualified candidates (uncompetitive pay/working conditions/institution changes), selection/hining/on-boarding process; accurate job descriptions/pay classifications; performance evaluation process; termination process; succession planning for aging faculty, leadership and staff (recruitment in advance of need, development of internal potential candidate, overlap of incumbent and new candidate, detailed description of recurring duties/current and future challenges, access to former employee); transfer of research grants when faculty switch institutions, cost of living/availability of local housing barriers	x	x				Business & Finz	2019	Sponsored Research for transfer of research		High	High	Yes

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Local, state and federal regulation	Compliance	Compliance with legal/contractual requirements, compliance with payment card industry (PCI) standards, accessibility required under ADA and similar. Compliance with regulations (see http://www.higheredcompliance.org/matrix/ for list of fed regs), state regulations, local regulations (including local laws regulation registration in on-line courses)	x	x	x	x	x	Business and Fi	2019			High	High	Yes
Local, state and federal regulation	Environmental regulations - operations and research	Hazardous materials program, environmental safety program, inspections and monitoring, liability and insurance, emergency response program, compliance, EPA, clean air act, long-term pollution, release of pollutants into the air/water/land, waste disposal, asbestos, lead paint		x	x	x		Research & Cor	2019	AREHS Rules, Standard Operating Procedures, Manuals, and Forms	Permitting Regulatory reporting to local, state, and federal agencies	High	High	Yes
Local, state and federal regulation	Food service	US Dept. Agriculture, Food and Drug Administration, Local Foodservice Regulations, Gity/county/state health inspectors, Food Code (Food handling and preparation, Personnel health/personal cleanliness/clothing/hygiene practices, Equipment and utensils, Cleaning and sanitzing, Utilities and services-water/sewage/plumbing/restrooms/waste disposal/pest management (IPM), Construction and maintenance, Compliance procedures), oversight, compliance assurance, food bourne illness, leaching container chemicals (BPS), food flavorings and colorings, genetically modified organisms		x	x	x	x	Business & Fina	2019			High	High	Yes
Local, state and federal regulation	Higher Education Act	Uncertainty over extension when law expires at end of 2015 (possible issues included are affordability and college costs; access, persistence and completion; better information for consumers; student loan programs; accreditation and oversight; innovation; and the burden of federal regulations), current law requirements at http://www.nacua.org/nacualert/docs/HEOA_Reporting/HEOA.asp		x	x	x	x	Student Enrollr	2019			High	High	Yes
Local, state and federal regulation	Research	Effort reporting, allowable costs charged to grants, grant cost allocation, Bayh-Dole, human subjects, USDA Animal Welfare Act/NIH Public Health Service Policy on the Humane Care and Use of Animals requirements for an Institutional Animal Care and Use Committee (IACUC); Inadequate environmental conditions and animal housing in laboratories, salary charges to grant in excess of cap, non-compliance with A-21, inappropriate cost transfers, approval for charges in research scope or committed effort, subrecipient cost and effort reporting, research cost sharing, inadequate research budget in grant proposal, institutional review board, Improper conduct of human subjects research or unethical experimentation, academic fraud, 21st Century Cures Act especially for collaboration and privacy		x	x	x	x	Research & Cor	2019	15.01 - Research Agreements AREHS Rules, Standard Operating Procedures, Manuals, and Forms	Permitting Regulatory reporting to local, state, and federal agencies	High	High	Yes
Operations	Collections - library, artifacts, art, corporate documents	Acquisition, accession, inventory/cataloguing, physical protection, access privileges, retention (including record retention), disposal, fit with mission, deterioration and conservation, valuation (tax reporting for donations, insurance)		x		x	x	Business & Fin	2019			High	High	Yes
Operations	Distance learning	Cost to develop/implement distance learning curriculum, impact on student enrollment/tuition by competition from distance-learning providers	х	x				Student Enrollr	2019			High	High	Yes
Operations	Equipment	Training, inspection, repair program, appropriate use, recalls, accidental damage, inventory tracking, accounting		x	x			Business & Fin	2019			High	High	Yes
Operations	Outsourcing	Cost of contract, contract management, competent procurement personnel, competitive purchasing awards, adverse business terms, allocation of liability, legal and risk review, execution of terms, quality of service, confidentiality clauses, non-disclosure agreements, ownership of work product clauses, insurance requirements, indemnification, limitation of liability, subrogation, adequacy/appropriateness of waivers, termination, robust procurement policy, discrimination, acceptance of outsourced service/provider		x				Business & Fin:	2019			High	High	Yes
Operations	Pollution and other environmental events	Hazardous materials program, environmental safety program, inspections and monitoring, liability and insurance, emergency response program, compliance		x	x	x	x	Business and Fi	2019	AREHS Rules, Standard Operating Procedures, Manuals, and Forms	Permitting Regulatory reporting to local, state, and federal agencies	High	High	Yes
Operations	Premises	Injury/liability for accidents caused by negligent acts related to owned or controlled property, building code compliance, adequate loss prevention programs, maintenance, functional depreciation, competition for students, accidental damage (fire, flood, windstorm, freeze, earthquake, etc); ADA compliance; transgender facility access, solar storm, nuclear accident		x		x		Business & Fina	2019			High	High	Yes
Public safety	Building access (external and within)	Locks/alarms/entry systems/adequacy of card reader systems, entry code security, key/master key management, security cameras/monitoring, system maintenance, emergency lockdown eapability, campus notification plan, campus security		x			х	University Polic	2019	34.07 - Emergency Management		High	High	Yes
Public safety	Crime reporting, Clery	Annual security report filed timely/accurately, process for collection/verification of reportable incidents, process for maintenance of accurate crime log, process for to issue timely warnings of crimes that represent a threat to the safety of students or employees, liability for incidents within scope of reporting requirements were reporting was inadequate		x	x	x	x	University Polic	2019			High	High	Yes

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Public safety	Minors	Identifying minors on campus in formal and informal programs or as guests (outreach programs, athletics, camps, summer programs, programs run by student organizations, faculty guests, etc.), Injury in hazardous environments such as laboratories, Access to alcohol at events intended for college students, Lack of support system that exists for college students including health care/counseling/dean of students; Inappropriate or lack of supervision; Legally required mandatory reporting of specified events and related training of some or all institution employees		x	x	x	x	Business & Fina		24.01.06 - Programs for Minors		High	High	Yes
Safety	Fire and life safety (including code compliance)	Building design, construction, fire detection/suppression systems and maintenance, building codes, insurance company requirements, best practices, building evacuation plans/signage, drills for fire/tomado/earthquake and other emergencies, annunciation/communication within building, contents combustibility, inspections and compliance reviews, battery fires (e-cigarettes, etc.)		x		x	x	Research & Cor	2019			High	High	Yes
Safety	Laboratory safety - (including lasers and radiation safety)	Compliance, chemical inventory, inventory control, transporting and shipping, reporting, chemical storage and disposal, select agents, hazardous materials/environmental safety program, personal projective equipment, training, inspections and monitoring, liability and insurance, emergency response program		x	x	x	x	Research & Cor	2019	AREHS Rules, Standard Operating Procedures, Manuals, and Forms	Permitting Regulatory reporting to state and federal agencies	High	High	Yes
Students	Academic standards	Admission requirements, honor system, academic advising, faculty qualification/review/ratings, graduation requirements, university ranking, accreditation, instruction up to date, instruction methods (including on-line); use of "instructional designers" to develop courses using online learning and new classroom technologies that others teach; academic misconduct in on-line and other new technologies	x	x			x	Academic Affai	2019			High	High	Yes
Students	Admission	Equitable admission practices, marketing/outreach to potential applicants, attractive/informative campus visits/tours/overnight stays, admissions/enrollment process, data collection and security, correct calculation of tuition and fees, applicant integrity in application, financial aid determination	x	x	x			Academic Affai		11.04 - Admission Standards	Weekly Admission Reports during student recruiting period	High	High	Yes
Students	Enrollment - growth, retention, contraction	Changing demographics (population of target age groups), strong competition for students by other institutions; veterans, marketing/outreach to potential applicants, admissions/earollment process, academic advising, counseling services, availability of courses/affordable housing, location as an impediment (urban vs suburban/rural, region, etc). Decline in enrollment, increased tuition discounting reducing income, competitive market for students increasing cost to attract students, cost of meeting student expectations for housing, recreation facilities, etc. Impact on enrollment as artificial intelligence potentially reduces or changes the need for human learning.	x	x	x		x	Academic Affai	2019	Appropriation funding per full- time student equivalen	Fall Semester Retention Reports	High	High	Yes
Students	Financial aid/Debt	Tuition discounting, sufficient to attract desired student enrollment, financial aid determination process, compliance, responsibility for educating students about debt/financial literacy, institution at-risk for failure to repay. Affordability of college, Dept of Ed gainful employment rule (student debt in career training programs exceeding potential benefit), institution at-risk for failure to repay; dangers of high student debt drive potential students to lower cost institutions.	x	x	x	x	x	Student Enrolln	2019			High	High	Yes
Students	Fire and life safety	Awareness and training, drills for fire/tornado/earthquake and other emergencies, student code of conduct supporting fire safety, building design/construction, fire detection/suppression systems and maintenance, building evacuation plans/signage, annunciation/communication within building, contents combustibility, inspections and compliance reviews, emergency response		x		x	x	Research & Cor	2019			High	High	Yes
Students	Graduation rates/success	Rigid/maladapted curriculum, courses available for academic progress, core curriculum, degree programs/courses of study relevant to societal needs and institutional strategy, mentoring/counseling/tutoring programs, adequate resources for graduate education, reasonable class size, markeing program to create demand for graduates by prospective employers/graduate schools, graduates prepared for licensing exams/requirements, liability for failure to educate; expanded digitized transcript leading to "the quantified student" and providing a accountability metric	x	x	x	x	x	Academic Affai	2019			High	High	Yes
Students	Laboratory safety	Compliance, chemical hygiene, hazardous materials/environmental safety program, personal projective equipment, training, inspections and monitoring, liability and insurance, emergency response program, oversight		x		x	x	Research & Cor	2019	AREHS Rules, Standard Operating Procedures, Manuals, and Forms		High	High	Yes
Students	Privacy - FERPA	Compliance with Family Educational Rights and Privacy Act, process for educating student/family/other about FERPA, process allowing access to student records, capable oversight, system security, liability		x	x	x	x	Student Enrolln	2019	16.01.02 Privacy		High	High	Yes
Students	Sexual assault	Compliance (Title IX/VAWA), security, incident reporting, student/employee training, university policy, competent title IX coordinator, prompt competent investigation/adjudication, reporting, liability; failure to understand effects of trauma on behavior		x	x	x	x	Student Enrolln	2019	08.01.01-Civil Rights Compliance		High	High	Yes

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Students		Student code of conduct; oversight; financial management; sexual assault; hazing; alcohol; external organization involvement/regulations; insurance; injury; contradiction of diversity goals by restricted supportive women/minority/LGBTQ organizations; external sources of funding (crowd-sourcing)		x	x	x	x	Student Enrolln	2019			High	High	Yes
Technology	Access	System access privileges (initial, change in person's status, terminations), access security (user id/password/biometric), security, policy, performance audit/review, application across platforms, ease of use		x				Information Te	2019			High	High	Yes
Technology	Backup	Redundant data storage/system to mitigate damage, policy and process, performance audit/review		х				Information Te	2019			High	High	Yes
Technology	Governance	Technology strategy aligned with mission/goals, process to ensure achievement of IT performance objectives, quality management standards/measurement/process	x	х				Information Te	2019			High	High	Yes
Technology	Infrastructure	Process for acquiring/maintaining technology infrastructure for appropriate platforms supporting business/academic applications, strategy for maintaining necessary level of service, maintenance, budget	x	x				Information Te	2019			High	High	Yes
Technology	Mobile devices	Controls over files transferred to mobile devices, proliferation/use of mobile devices, inappropriate use of mobile devices, security		x				Information Te	2019			High	High	Yes
Technology	Performance capacity	Information systems/IT support to meet needs, identified needed levels of service, management/execution of service requests, service reliability, human/financial resources		x				Information Te	2019			High	High	Yes
Technology	Security - systems/data	Vulnerability to data breach/malicious destruction of data/denial of service/email spam, data privacy/security (loss/theft of social security numbers, credit card information, identities and confidential data on students/employees/other third parties), access controls, documented data security policy/procedures, employee criminal/reference background checks, patient data security (HIPAA), student security (FERPA), liability, system security staff, incident reporting/management, software security update process; ransomware and other extortion over systems/data access		x		x	x	Information Te	2019			High	High	Yes
Technology	Unowned resources (cloud services, software rentals)	Control, quality assurance, continuity, cost, interruption/curtailment of service, process for accrediting systems to confirm system accomplishes intended purpose, access controls, documented data security policy/procedures, incident reporting/management, software security update process		x				Information Te	2019			High	High	Yes