

Examples of Risks

Academic Affairs	Research	Student Affairs
Academic freedom	Accounting	Academic standards
Academic quality	Animal research	Admissions/retention
Accreditation	Clinical research	Alcohol and drug policies
Joint programs	Environmental and lab safety	Athletics
Distance learning	Hazardous materials	Code of conduct
Faculty conflict of interest	Human subjects	Crime on campus
Graduation rates/ student learning outcomes	Lab safety	Diversity
Grievance procedures	Patenting	Experiential programs
Promotion and tenure	Security	Financial aid
Recruitment/competition	Technology Transfer	Fraternities and sororities
		Free speech
		International students
		Privacy
		Student debt
		Study abroad
Financial Risk Areas	Information Technology	Facilities
Auditor independence	Back-up procedures	Accessibility
Budget	Communications systems	Auto/Fleet
Cash management	Cyber liability	Disaster preparedness
Conflict of interest	Data protection	Maintenance and condition
Contracting and purchasing	End-user training	Outsourcing
Cost management	Incident response	Pollution
Depletion of endowment principal	Network integrity	Safety
Enrollment trends	Privacy	Security
Financial aid	Security	Transportation
Financial exigency plan	Staffing and support	
Fundraising	System capacity	
High-risk investments		
Insurance		
Investment oversight		
Long-term debt		
Reserve fund		
Tuition dependency		

Compliance Risk Areas	Human Resources	External Relations
Animal research	Affirmative action	Alumni relations
Athletics	Background checks	Community relations
Clinical research	Benefits	Compliance with donor intent
Copyright and “fair use”	Code of conduct	Crisis communications plan
Environmental	Employee handbook	Sale of donated property
Government grants	Employee retention	Gift Acceptance policies
Higher Education Act	Executive succession	Naming policies
HR/employment	Grievance procedure	Officer codes of conduct
Intellectual property rights	Harassment prevention	Relationships with vendors
Privacy	Labor relations	
Record retention and destruction	Non-discrimination	
Taxes	Performance evaluation	
Whistleblower policy	Sexual molestation prevention	
	Termination procedures	
	Workplace safety	
Board Governance Risk Areas		
Board member independence		
Board performance assessment		
CEO compensation and assessment		
Conflict of interest oversight		
Governance policies		
IRS Form 990		
Participation		