

Updates to 2021 Top Risks Appendix

The following risks from 2021 were updated. Updates are listed in italics.

- The “risk of insufficient pay and benefit packages to retain well-trained and high performing employees and attract quality applicants, including diverse applicants, due to competition with the private sector and other institutions of higher education” was updated to “Risk of insufficient pay and benefit packages to retain well-trained and high performing employees and attract quality applicants, including diverse applicants, *due to a tight labor market* and competition with private sector and other institutions of higher education” to reflect changes in the labor market.
- The “risk of inability to meet expectations of policy-makers around Concurrent Enrollment and education policies and unintended consequences of legislation” was updated to the “risk of inability to meet expectations of policy-makers around Concurrent Enrollment, *one-time funding* and education policies and unintended consequences of legislation” to reflect expectations around on-time federal, state, and private funds and the pressure to manage and utilize those funds effectively and efficiently in a quick time period.
- The “difficulty sustaining effective operations in a time of instability and ongoing change related to external challenges such as COVID, social unrest, climate change, etc.” risk was updated to “difficulty sustaining effective operations in a time of instability and ongoing change related to external challenges such as COVID, social unrest, climate change, etc. *coupled with a decline in public confidence in higher education*” to reflect the change in public confidence and its effect on operations.
- The “risk of resource limitations, organizational structures and cultures affecting our ability to effectively design and deliver programs through multiple modalities that meet changing employer and student needs and preferences” was updated to the “risk of resource limitations, organizational structures and cultures affecting our ability to effectively design, deliver *and maintain* programs through multiple modalities that meet changing employer and student needs and preferences” to highlight the need to also maintain programs, especially those funded with one-time funds.
- The “increased difficulty sustaining enrollment and remaining competitive with other public and private higher education institutions, particularly online” risk was updated to “increased difficulty sustaining enrollment and remaining competitive with other public and private higher education institutions, particularly online, *and in the job market*” to reflect the increased opportunity cost of higher education.