

# STATE BOARD FOR COMMUNITY COLLEGES AND OCCUPATIONAL EDUCATION

December 8, 2021

**TOPIC:** Colorado Community College System (CCCS) Risk Assessment Update

**PRESENTED BY:** Danielle Bundy, CCCS Director of Internal Audit

**RELATIONSHIP TO THE STRATEGIC PLAN:** All Aspects

## **EXPLANATION:**

### Risk Assessment Overview

In December 2020, CCCS completed its fifth system-wide risk assessment process and reported on the results to the Board. This process included identifying key strategic risks to the organization. In addition, staff mapped the key risks to the strategic plan. During this mapping, staff identified where the risks aligned with the strategic plan goals as well as where risks fell outside the strategic plan and required separate risk mitigation plans. This was captured in the 2020 Risk Assessment to Strategic Plan Key Performance Measure Map, which was presented to the Board last December.

Annually, CCCS updates this risk assessment to capture any new key risks as well as to update risk mitigation plans to reflect progress made and to document new activities. As part of this update, functional groups across the System were given the opportunity to add, reprioritize, and reword risks. In addition, the Strategic Oversight Committee (comprised of four college presidents and executive staff) as well as the Audit Committee reviewed these risks. Overall, the risks identified in 2021 aligned with the risks presented to the Board in December 2020; however, there were some enhancements to previously identified risks and additional focus on certain risks due to the ongoing COVID-19 pandemic.

### Updates to 2020 Top Risks

The top risks identified in the 2021 risk assessment are included in the attached 2021 Risk Assessment to Strategic Plan Key Performance Measure Map. Risks shaded yellow with an asterisk (\*) were updated or changed from the 2020 risks.

Two new “Failure to adapt to the Changing Higher Education Model” risks were added to the 2020 risks presented to the Board in December 2020.

- Difficulty sustaining effective operations in a time of instability and ongoing change related to external challenges such as COVID, social unrest, climate change, etc.

- Immediate and long term impacts from the COVID-19 Pandemic

Several 2020 top risks were updated as highlighted in the Updates to 2020 Top Risks Appendix. Updates were made to clarify risks and emphasize variability of funding, inability to be proactive, and continued concerns around enrollment and investment in resources.

### Most Significant Risks

During the 2021 risk assessment, the Strategic Oversight Committee identified the most significant risks facing the Colorado Community College System. The most significant risks identified are included in the attached 2021 Risk Assessment to Strategic Plan Key Performance Measure Map. The most significant risks are bold and include a hat (^) symbol. The risks are summarized below.

- **Dynamic Environment**
  - Immediate and long term impacts from the COVID-19 pandemic
  - Difficulty sustaining effective operations in a time of instability and ongoing change related to external challenges such as COVID, social unrest, climate change, etc.
- **State Funding**
  - Risk of insufficient and variable state and tuition funds to fulfill and sustain our mission
  - Looming budget crisis for higher education and at the State
- **Constrained Resources Coupled with Increasing Regulatory Requirements**
  - Risk that current staffing levels will not support the increasing demands of the volume of work and that the System will not have the financial capacity to staff appropriately or be proactive
  - Risk of resource limitations, organizational structures and cultures affecting our ability to effectively design and deliver programs through multiple modalities that meet changing employer needs and student preferences
- **Increased Competition**
  - Increased difficulty sustaining enrollment and remaining competitive with other public and private higher education institutions, particularly online
  - Risk of inability to manage enrollment, increase application yields, and predict and strategically compensate for dramatic enrollment variances
- **Personnel**
  - 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 private sector and other institutions of higher education

COVID-19 has accelerated the top risks identified as well as created increased discussion in the functional groups around cybersecurity and protection of personally identifiable information.

### Updates to 2020 Risk Mitigation Plans

Each of the top risks were previously mapped to strategic plan key performance measures or a risk mitigation plan. The light blue shaded risks in the attached 2021 Risk Assessment to Strategic Plan Key Performance Measure Map were mapped to one or more strategic plan key performance metrics. The specific key performance metric is listed in the “Strat Plan Mapping” column. The risks highlighted in pink were addressed through risk mitigation plans.

There are currently four risk mitigation plans:

- Safety and Security
- Financial Aid
- Compliance with Program and Regulatory Requirements
- Information Security

Progress on each of the four risk mitigation plans was assessed during the annual risk assessment, and plans were updated to reflect new and completed activities. The 2021 Risk Mitigation Plan Highlights Appendix includes details about each risk mitigation plan. The Safety and Security Plan includes continued COVID-19 response and after-action reports, stand-by emergency and shelter use contracts and template continuity of operations plans. Financial Aid is working on a pilot program for financial aid for concurrent enrollment students and aligning courses to program of study. The System continues to monitor Title IX changes and respond with training and updated policy. Audits of Higher Education Emergency Relief Funds are on-going. Lastly, virtual private network updates are occurring, the System is consolidating to a single tenant and cybersecurity policies continue to be reviewed and updated.

### **RECOMMENDATION:**

This is an annual report to the Board and does not require Board action.

### **Handouts:**

2021 Risk Assessment to Strategic Plan Key Performance Measure Map  
2020 Risk Assessment to Strategic Plan Key Performance Measure Map  
Updates to 2020 Top Risks Appendix  
2021 Risk Mitigation Plan Highlights Appendix