Background Information

MUS Mission
The Mission of the Montana University System (MUS) is to serve students through the delivery of high quality, accessible postsecondary educational opportunities, while actively participating in the preservation and advancement of Montana's economy and society.

Enterprise Risk Management (ERM)
ERM is a disciplined process to identify, assess, respond to and report on key risks/opportunities to advance the MUS mission and create value for stakeholders.

MUS Risk and Compliance Leadership Council
The MUS Risk and Compliance Leadership Council establishes a common view of enterprise risks and risk management strategies that cannot effectively be achieved by the efforts of a single campus. The Council communicates information and recommendations to MUS leadership and the Board of Regents so they may make risk-informed decisions.

Campus Risk/Compliance Workgroups
To identify, manage and monitor campus specific risks and promote the notion that the management of risks is an ongoing responsibility and a collaborative effort for all in the MUS, each campus:

- Designates a risk officer and assembles a campus Risk/Compliance Working Group that creates a disciplined campus process to identify, recommend, and facilitate risk management strategies aligned with the MUS and campus mission.
- Shares best practices and reports to the Risk and Compliance Leadership Council on campus risk and compliance processes and work products.

Risk Assessment Activities
Risk assessment activities include, but are not limited to the following:

- Executive staff's assessment of existing risks
- Risk interviews with staff and management at campuses
- Discussions with the Risk and Compliance Leadership Council
- Past internal and external audit experience
- Risk questionnaires
- Leveraging peer-sourced risk registers
- Discussion with external experts

Threats to Strategic Goals	Description	Campus Mitigation Strategies/Best Practices	*POTENTIAL* System-level/Shared Services Opportunities
1. **Student Wellbeing / Behaviors**	Increase in student mental health needs, need for broader training on safety protocols and the related impact on retention and graduation. Focus on student behavior particularly hazing, alcohol, and sexual assault.	- Behavioral Intervention Teams (BIT) - Early alerts - QPR and mental health first aid - Student engagement activities	• MUS Mental Health Summit • Healthy Minds Study • BIT training across the MUS • Continue to convene MUS Suicide Prevention and Mental Health Taskforce, build on existing partnerships and collaboration across the MUS • Partnerships with community providers
2. **Faculty & Staff Wellbeing**	Increase in faculty and staff mental health needs due to numerous factors including concerns for students, heavy workloads, poor work-life balance, financial concerns, which lead to high attrition rates.	- Working with external partners to provide staff/faculty with resources and training - Working group proposed six ideas for onboarding, training, and professional development to improve employee retention	• Healthy Minds Study includes survey of faculty/staff mental health as well as self-reported ability to support students with mental health concerns • Hire HR consultant to develop a BIT team model for employees • Education on employee benefits and MUS wellness programs, including telehealth options • System-wide training platform to include required and preferred trainings to improve onboarding, enhance culture, and meet federal and state compliance

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3. **Campus Safety**	Emergency response plan, campus/local police cooperation, campus security, process to identify at risk individuals, protests, campus firearms policy, campus notification plan, faculty exposure to student revenge, etc.	- Improve lighting and surveillance - Safety and compliance training - Contracts with local police	• Leverage RMTD loss mitigation program for surveillance and lighting improvement purchases, etc. • Coordination of training/tabletop drills • Consider safety trainings as part of system-wide training platform
4. **Employee Recruitment /Retention**	Competitive job market affects MUS ability to attract and retain top talent. While this is a national trend, the cost of housing in some areas has created a greater gap MUS ability to hire and retain staff. Retirements/departures could create a knowledge gap. Recruitment and retention at rural locations is also an issue.	- Review of talent acquisition and retention process - Developing a talent pipeline through educational programing and strategic recruitment	• Dependent Tuition Waiver • Remote Work options • Pay Plan options • Strategic pay analysis and adjustments • System-wide training platform to include required and preferred trainings to improve onboarding, enhance culture, and meet federal and state compliance
5. **Enrollment Management**	Enrollment fluctuations and the associated impact on MUS operations including the ability to maintain and grow quality academic programs.	- Data informed, strategic enrollment process - Strategic enrollment plan - Review of program availability/viability; add or eliminate programs - Partnerships with enrollment strategy firms	• Expand Montana 10 • System-wide enrollment strategic plan/contract with consultant • Consider funding opportunities to fill gaps for students who require financial assistance but do not qualify for need-based aid
6. **Reliance on State Support/ Policymaking**	The possibility of a decrease in state appropriations and the associated impact on MUS operations including the ability to maintain and grow quality academic programs. Concern for legislation inconsistent with campus needs and the potential for unfunded mandates.	- Identify shared services, increase collaboration across the system, diversify portfolio, assess tuition revenue - Strategic resource reallocation initiative	• Expand shared policy goals and other legislative priorities • Increase focus on MUS shared services • Assess tuition revenue options • Leverage discount programs through Risk Management and Tort Division

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7. Aging Infrastructure /Deferred Maintenance	Outdated space impacts ability to deliver instruction, recruit and retain students as well as meet the varied demands of users of all types. Lack of sufficient resources to perform needed repairs and the related impact on student recruiting and retention. This may have in some cases, health, and safety implications.	- Generated funds through bonding - ARPA funding - Develop deferred maintenance schedule	• Leverage Long Range Building Program • Improving staffing shortages to increase ability to perform preventive maintenance • Build up reserves in the Facilities Maintenance Account
8. Compliance & Regulatory Burden	Concern for capacity and resource needs related to compliance with complex laws, regulations, rules, policies, and procedures; ability to enforce physical and data security protocol.	Campus compliance risks identified: Title IX, Clery, Title IV, NCAA, ADA, lab safety, conflict of interest, federal export control, DEI, cybersecurity, research-based compliance	• Evaluate training platforms to support and track compliance with state and federals laws and regulations • MUS Legal & Compliance identification of compliance training priorities
9. Cybersecurity	Limited supply of cybersecurity expertise combined with the considerable number of financial resources needed to secure that expertise may impact the ability to quickly detect and respond to cyber attacks.	- Coordination/partnership between flagships and affiliates - Upgrades to firewall - KnowBe4 cyber security training - Dual authentication for Banner ERP - RMTD cyber security insurance program discount	• Evaluate training platforms to provide cybersecurity, FERPA, and other training • Further develop IT governance practices and increase communication to the Board on information security risks and needs • Legislative partnerships/initiatives

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