



Use Enterprise Risk Management to Get Ahead of the Next Emerging Risk

About United Educators



We provide liability insurance to a large and diverse membership representing K-12 schools, colleges, universities



Since 1987 we have focused exclusively on education helping to meet insurance coverage needs, managing risk, and providing thoughtful claims handling



We provide **expert and individualized guidance and resources** to help institutions reduce risk



We are owned and governed by our **member institutions** – that include public and independent schools and universities

About United Educators

Risk Management Resources



Online learning programs



Podcasts



Publications



Risk Advice



Webinars

Topics include:

- Slips, trips, and falls
- Preventing sexual misconduct
- Concussion management
- Student mental health
- Workplace harassment

Agenda and Introductions

- Risk and ERM Amid Volatility
- Align on Risk Priorities
- Create Risk Treatment Plans
- Envision Emerging Risks
- Q&A



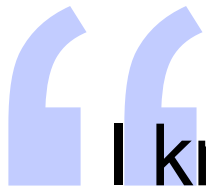
Alyssa Keehan

Director of Risk Management Research and Consulting
akeehan@ue.org



Justin Kollinger

Senior Risk Management Consultant
jkollinger@ue.org



I know we need to invest more in risk management. But we face a multi-million dollar deficit, and we can't and won't cut faculty to make room for risk management.

—Trustee, large public university

ERM 101

Business Process

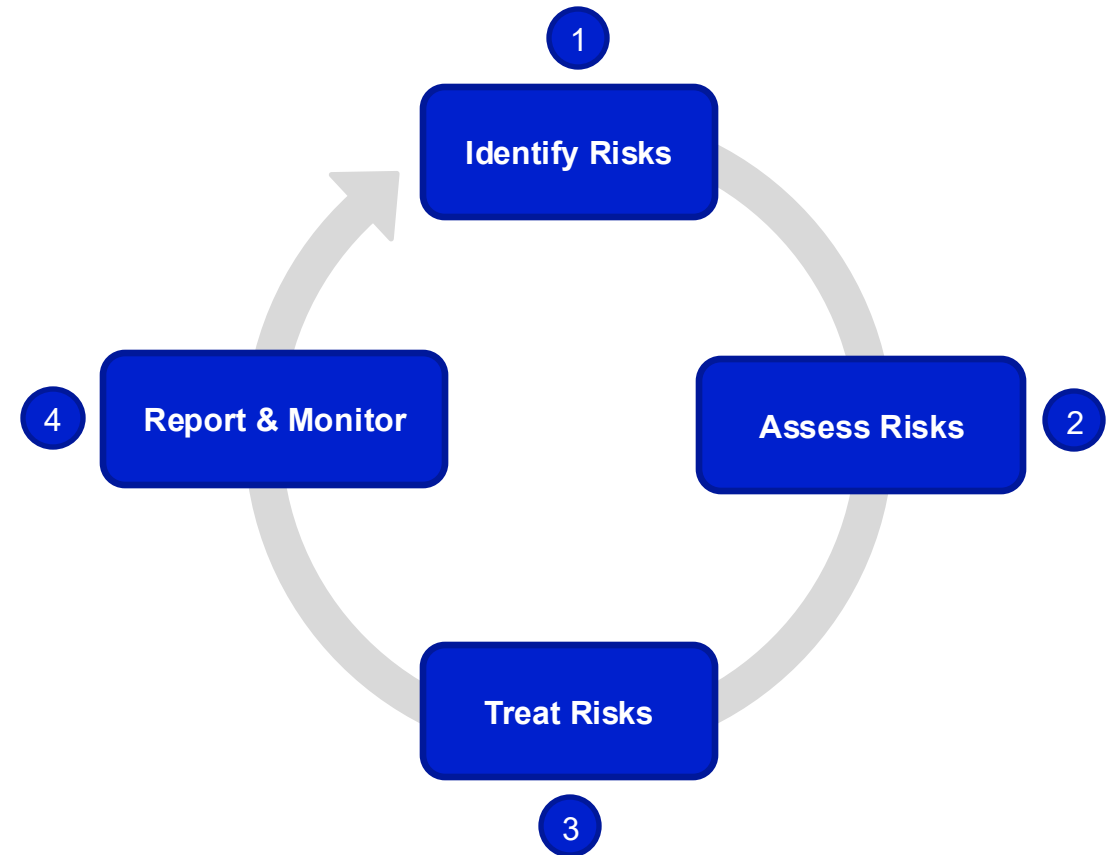
- Regular, repeating cycle
- Informs business decisions

Risk = Uncertainty

- Risk isn't inherently good or bad, just unknown
- Focuses on the future

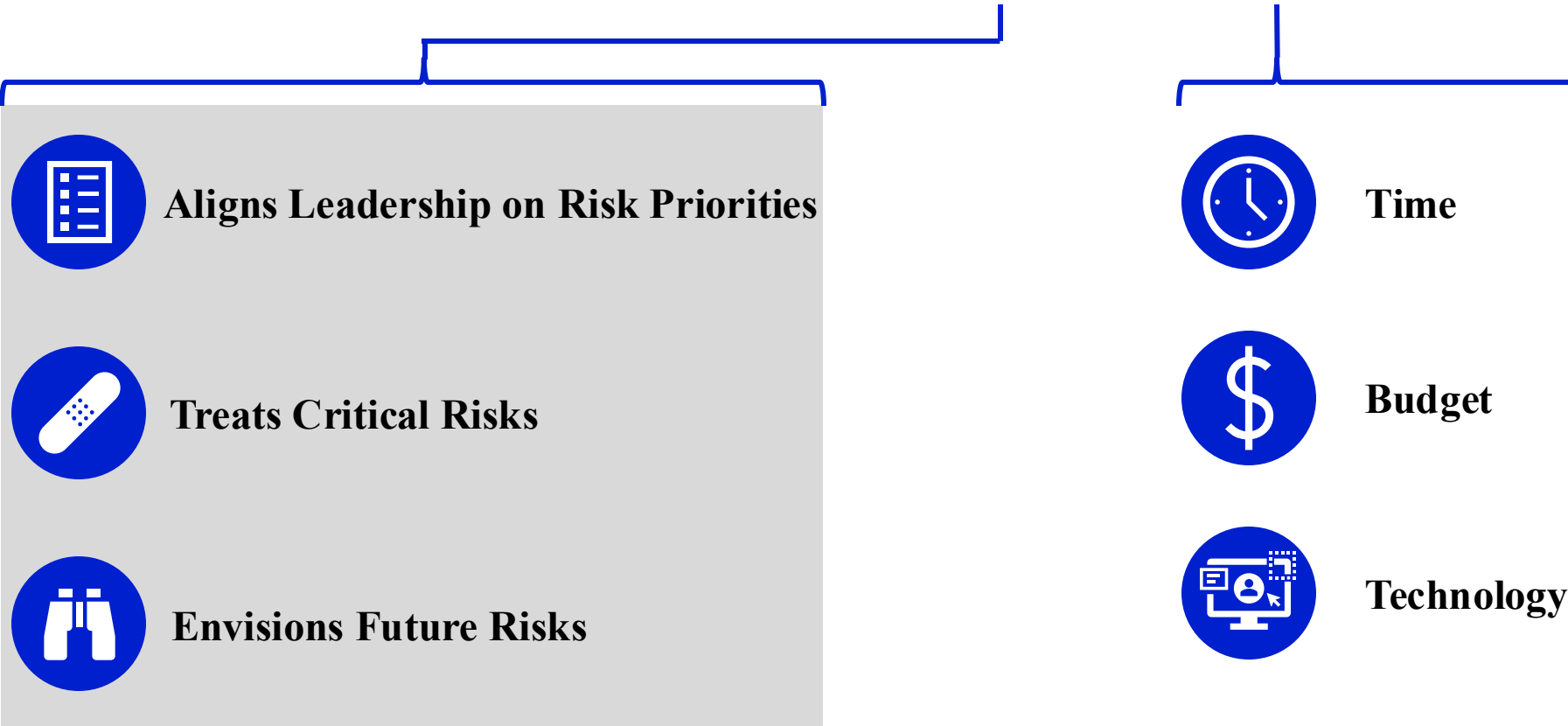
Proactive

- Identifies and treats risks
- Create scenarios to plan for



Designing an Efficient ERM Program

$$\text{Efficiency} = \text{Outcomes} - \text{Effort}$$





Align on Risk Priorities

Outcome: Seek senior leadership consensus on priority risks

Assign Risk Identification As “Homework”

- Define “risk” for your colleagues
- Ask participants to pre-send a list of 10-15 risks
- ERM team lead consolidates input
- Seek agreement by email first, then plan one meeting if needed

Suggested risk definition –
An occurrence or incident that, if it happened, could affect our mission success

Institutional Risk	Definition or Summary of Risk
Transportation	Risk of damage, injury, and death related to vehicle use
Student Mental Health	Risks related to students' mental and emotional well-being, including mental illnesses and suicide

Assess Risks Relative to Each Other

- Ask participants to pre-assess risks
- ERM lead averages risk scores
- Arrange risk priorities during ERM meeting

	Mission and Reputation
High Impact Score: 4- 5	Severe impact to mission and strategic plan, likely resulting in loss or significant rework of programs Reputation likely to change
Medium Impact Score: 3	Likely no impact to mission, but could be some impact to strategic plan; may need to rework or eliminate a program Significant costs (real and opportunity) to manage reputation, but institution will endure
Low Impact Score: 1-2	Little or no impact to mission or strategic plan Temporary diversion of resources to recover and manage reputation

Sample Relative Risk Ranking

Risk	Risk Score	Relative Ranking
Enrollment	25	2
Data Security	20	1
Operational Pressures	20	5
Recruitment and Hiring	16	4
Public Safety	15	3
Deferred Maintenance	15	6



Create Risk Treatment Plans

Outcome: Treat risks with greatest opportunity for improvement

Create Risk Treatment Plans

- Focus on the 2-5 risks with the most to gain and assign owners
- Set separate meetings for chosen risks with only relevant stakeholders
- Use third-party resources

Sub-Risk or Task Identify the sub-risk or individual tasks required to treat or mitigate this institutional risk		Task Owner	Risk Management Strategies	
			Goals Risk management goals, strategies, and target dates	Progress and Next Steps Progress, status, and next steps
Sub-Risk or Task:	Review Performance Documentation Practices	Director of Human Resources	<ul style="list-style-type: none">- Interview managers and evaluate a sample of performance reviews to understand current practices- Assess how HR software supports documentation- Modify or create new policies and practices as needed- Create a manager training plan	<ul style="list-style-type: none">- Understand current practices and assess software by June 30- Draft updated policies and practices by end of September- Train managers through December- Full implementation starts next year
Definition or Summary:	We need to record employees' poor performance to justify discipline/termination. Without solid documentation, the affected employee could claim we treated them unfairly.			

Identify Basic Key Risk Indicators (KRIs)

- Strive for leading indicators where possible
- Assign KRIs to all top risks, not just treatment targets
- Monitor KRIs to identify when to revisit treatment

Sample KRIs



Employment Discrimination

KRI: Climate survey: “Comfortable at work”

Target: 80% agree

Last survey: 78%

Status: Enhance discrimination RM



Student Self-Harm

KRI: Counseling center availability

Target: Appt. within 7 days

Semester average: Appt. within 5 days

Status: Maintain current practices



Envision Emerging Risks

Outcome: Prepare for future challenges

Think to the Future

Emerging risk: *An uncertainty (or risk) that hasn't affected the college and may never, but there is enough information available to envision scenarios that call for monitoring and mitigation.*

How are these risks different in the future?



AI Advancements



Demographic Change



Climate Change



Shifting Workforce Demands

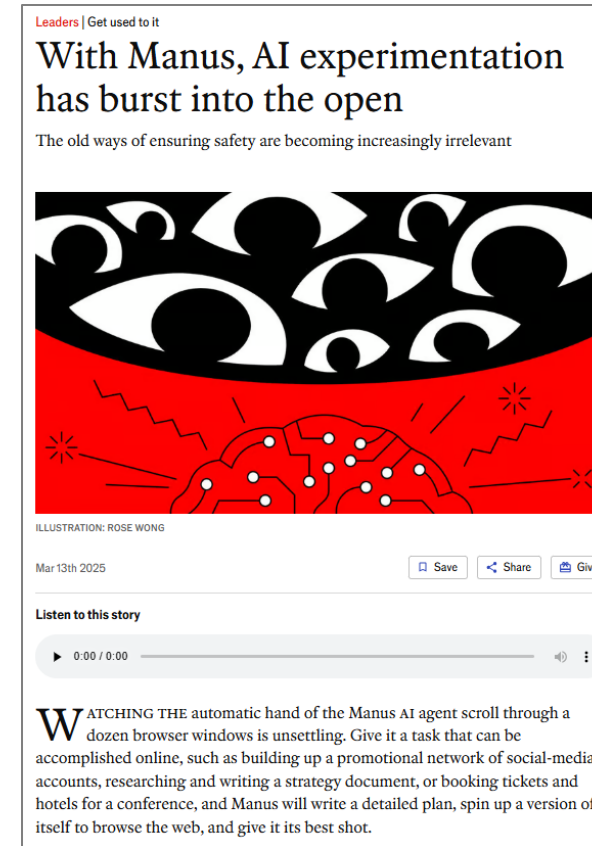
Identify Emerging Risks

What's in the News?



Source: [NPR, "Lead-Laced Water in Flint," April 20, 2016.](#)

Plausible Developments



Source: [The Economist, "With Manus, AI Experimentation Has Burst into the Open," March 13, 2025.](#)

Start Treating Emerging Risks Now

Agentic AI: Scenarios and Actions

Plausible Outcomes

Low impact:

Agentic AI remains an experimental novelty or is heavily regulated

Moderate impact:

Agentic AI creates office work and learning efficiencies but needs significant human input

High impact:

Agentic AI essentially eliminates entry-level white collar office work

Action Items

- Assess AI policy readiness for future developments
- Design pilot tests using agentic AI software in operations and learning
- Create scenario plan for sudden shifts in demand away from college graduates

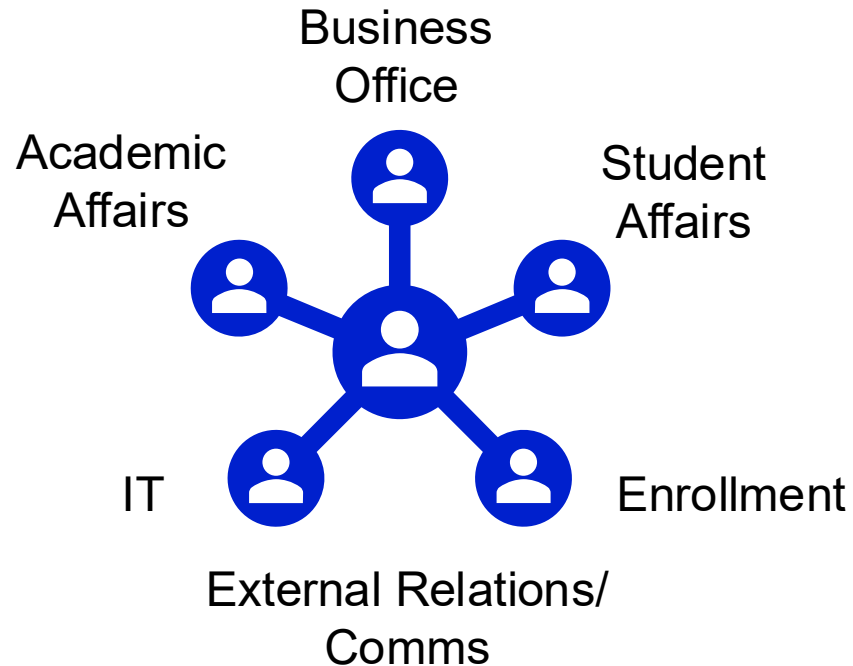


Q&A

Who should serve on the ERM team?

- Identify an ERM team lead – they'll need more time than others
- Select 'full' team members and prepare 'rotating' or 'affiliate' team members

Small Viable ERM Team



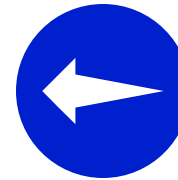
Seek a Mix of:



Perspectives



Skills



Authority

What should we document?

Institutional Risks

- Employment discrimination
- Enrollment
- Deferred maintenance

Department-Level Risks

- Faculty resistance to training
- Admission recruitment scheduling
- Vacancies in facilities dept.

Break-Fix Issues

- Known inappropriate behavior
- Broken admissions software integration
- Damaged staircase

Sub-Risk or Task

Identify the sub-risk or individual tasks required to treat or mitigate this institutional risk

Sub-Risk or Task:

Review Performance Documentation Practices

Definition or Summary:

We need to record employees' poor performance to justify discipline/termination. Without solid documentation, the affected employee could claim we treated them unfairly.

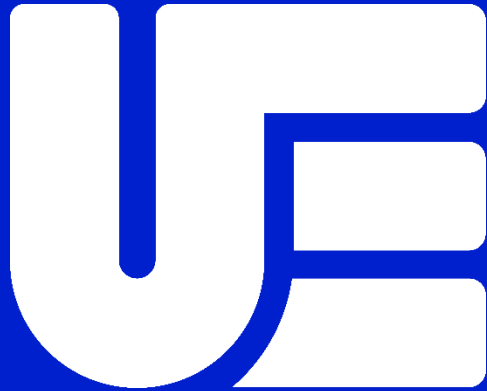
Sub-Risk or Task:

Require Faculty Anti-Discrimination Training

Definition or Summary:

Many faculty don't know our policies, how to report a concern, and how seriously we take allegations of discrimination. We can require training to be eligible for cost of living adjustments.

Stay Connected



Justin Kollinger

Senior Risk Management Consultant

7700 Wisconsin Avenue #500

Bethesda, MD 20814

301 907 4908

jkollinger@ue.org



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