



College of Business Administration
 University of Puerto Rico
 Mayagüez Campus



RISK ANALYSIS AND MITIGATION PLAN

Risk	Likelihood of Risk Occurring (1-5)	Impact, if the Risk Occurred (1-5)	Severity ¹ (1-25)	Mitigating Action(s)	Responsible Parties
Underfunding due to decline in students and general governmental budget.	5	5	25	<ol style="list-style-type: none"> 1. Increase student recruitment and retention efforts at the CBA level involving faculty, student associations, and alumni. Hire a person to help with CBA recruitment and retention. 2. Create a differentiation promotional campaign to show the benefits of studying at the CBA. 3. Coordinate teaching MBA cohorts to employees in big corporations close to the campus that pay for continuing education. 4. Increase engagement and courses students can take with credit while studying at the high school level. 5. Increase continuing education, consulting, and sponsored projects that pay for operating and extraordinary expenses. 6. Determine the factors that affect retention. 7. Increase donations from alumni and others. 8. Provide more online or virtual options at the master level. 9. Schedule on-campus open houses and visits. 	<p>Budget CBA Office of the Dean CBA Office of Administrative Affairs UPRM Alumni and Philanthropy Office</p> <p>Student UPRM Admissions Office CBA Office of Student Affairs CBA Continuing Education Office (EDUCON) CBA Office of Academic Affairs CBA Office of Research and Graduate Affairs</p>

¹ Multiplication of likelihood of risk occurring and impact if the risk occurred.

Risk	Likelihood of Risk Occurring (1-5)	Impact, if the Risk Occurred (1-5)	Severity ¹ (1-25)	Mitigating Action(s)	Responsible Parties
Changing demographics in Puerto Rico results in fewer future entering first-year students.	5	4	20	<p>Mitigation Actions of the previous risks #1, 2, 3, 4, 5 & 6</p> <ol style="list-style-type: none"> 1. Increase activities that students and potential employees see as positive differentiators, for example, internships, co-ops, career services, two big job fairs, extensive extra- and co-curricular activities, and active-learning activities in the classroom. 2. Maintaining an updated curriculum. 3. Stackable degrees. 	<p>Student UPRM Admissions Office CBA Office of Student Affairs CBA Continuing Education Office (EDUCON) CBA Office of Academic Affairs CBA Office of Research and Graduate Affairs CBA Career Development Office</p>
Student uprising (strikes) due to increases in costs and diminishing service.	3	3	9	<p>While there are no expected increases in costs or diminishing services, we have had at least one student strike at least one of the academic year semesters. Some of the reasons are for issues outside our jurisdiction, such as the signature of a new law unrelated to the university. Negotiations with students are at the President and campus Chancellor level.</p> <ol style="list-style-type: none"> 1. Verify that all faculty and staff have the equipment and training for virtual work. 	<p>UPRM Chancellor's Office UPR President CBA Office of Academic Affairs CBA Office of Administrative Affairs CBA Office of Information Technology</p>
Faculty sufficiency due to the retirement of tenured faculty over the next five years or lack of retention of tenure-track not fulfilling their contracts	3	5	15	<ol style="list-style-type: none"> 1. Obtain the UPRM Chancellor and the UPR President's approval of the faculty hiring plan. 2. Attract and retain qualified faculty. 3. Encourage faculty to CBA training opportunities. 4. Yearly evaluation and mentoring of tenure-track faculty. 	<p>CBA Dean's Office CBA Personnel Committee CBA Office of Academic Affairs</p>

Risk	Likelihood of Risk Occurring (1-5)	Impact, if the Risk Occurred (1-5)	Severity ¹ (1-25)	Mitigating Action(s)	Responsible Parties
Staff adequacy and retention due to low salaries and diminishing benefits.	3	4	12	<p>Currently, the UPR is reevaluating all job descriptions of non-faculty personnel. It is expected to be finished during the Spring 2024 semester. Salaries and benefits are determined at the Governing Board level. Once the new personnel job descriptions and wages are approved:</p> <ol style="list-style-type: none"> 1. Obtain the UPRM Chancellor and the UPR President's approval of the non-faculty hiring plan. 2. Attract and retain qualified operational staff. 3. Encourage non-faculty to CBA training opportunities. 	<p>UPR Governing Board UPR Presidency</p> <p>CBA Dean's Office CBA Office of Administrative Affairs</p>
Increasing hurricanes or other natural events due to climate change.	5	4	20	<ol style="list-style-type: none"> 1. Follow the UPRM and the CBA Emergency Operations Committee. Do an annual review with employees. 2. Schedule and test the system. 3. Maintain backup systems, including the physical address of the personnel. 	<p>UPRM – Emergency Operations Committee CBA - Office of Administrative Affairs CBA - Office of Information Technologies</p>
Unable to obtain the required quality and quantity of publications necessary for the AACSB accreditation.	2	3	6	<ol style="list-style-type: none"> 1. Train on the research process and outlet selection. 2. Evaluate the faculty research and publications periodically. 3. Evaluate the creation of a CBA research award. 4. Disseminate and celebrate faculty publications in the expected outlets. 	<p>UPRM Professional Enrichment Office</p> <p>CBA Business Research Center CBA Office of Research and Graduate Affairs</p>
Labor instability (employees' strike) due to lack of salary	2	3	6	<p>Currently, the UPR is reevaluating all job descriptions of non-faculty personnel. It is expected to be finished during the Spring 2024</p>	<p>UPR Governing Board UPR Presidency</p>

Risk	Likelihood of Risk Occurring (1-5)	Impact, if the Risk Occurred (1-5)	Severity ¹ (1-25)	Mitigating Action(s)	Responsible Parties
increases and diminishing benefits.				semester. Salaries and benefits are determined at the Governing Board level.	
Utilities outages due to lack of maintenance, increased demand, or work on improvements that prevent teaching classes, providing services, or doing research.	1	4	4	<p>Due to our experience with hurricanes and other climate events, all CBA personnel have the equipment and training to work from home, but sometimes, when there is no electricity at work, they do not have it at home. The faculty continue working in electricity or water outages, but non-faculty collective agreements do not allow them to work outside the university.</p> <ol style="list-style-type: none"> Schedule training and virtual equipment maintenance. Communicate diminishing services to the community. 	<p>UPRM Chancellor – communication on how to proceed</p> <p>CBA Office of Academic Affairs – learning management systems</p> <p>CBA Office of Information Technologies – equipment training and maintenance</p> <p>CBA Office of the Dean – communications of CBA services</p>

Legend: One (1) is the lowest, and five (5) is the highest. Severity: red >15, yellow between 7 and 15, and green <7