

A photograph of a modern office interior with large windows. Several people are seated at a long table, working on laptops. The scene is dimly lit, with light coming from the windows and a laptop screen. The image has a greenish tint.

Top 5 post-pandemic risks in higher education

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Learning objectives

- Understand the post-pandemic risk landscape in higher education
- Discover how peer institutions have responded to risks in the industry
- Discuss risk mitigation and management strategies and how to implement them



RISK #1

Talent management

Risk #1 – talent management



Retaining top talent is essential to institutional reputation, sustaining enrollment and managing turnover

Significant turnover at key positions within the institutions, including those stepping out of the workforce and early retirements

Significant loss of institutional knowledge



Competitive compensation and benefits at all level of institutions from boiler operators to presidents

Increase in desire to work remotely or interest in flexible work arrangements

Gaps in internal control resulting from turnover



Risk #1 – talent management – risk mitigation

- Hybrid work model
- Internal mobility and succession planning
- Recruiting in the “new world of work”
- Compensation strategy
- Diversity, equity, and inclusion
- Corporate responsibility
- Shared services
- Outsourcing
- Gratitude and appreciation
- Boomerang employees
- Employee recognition
- Communication
- Psychological safety
- Employee care
- Investments in technology



RISK #2

Student
recruitment and
retention



Risk # 2 – student recruitment and retention

- Attracting and recruiting new students
- Retaining current students
- Affordability
- Student support and wellness
- Shifting demographics
- Higher paying jobs that may not require college education
- Student expectations have shifted and anticipate a more Amazon- like experience – easy, integrated and personalized

Risk # 2 – student recruitment and retention – risk mitigation

- Rethinking delivery model – proactive and innovative
- Revisiting mission and purpose
- Challenging operating model
- Redefine differentiators
- Investments in new initiatives, including advances in technology
- Diversification of programing
- Public/private partnerships

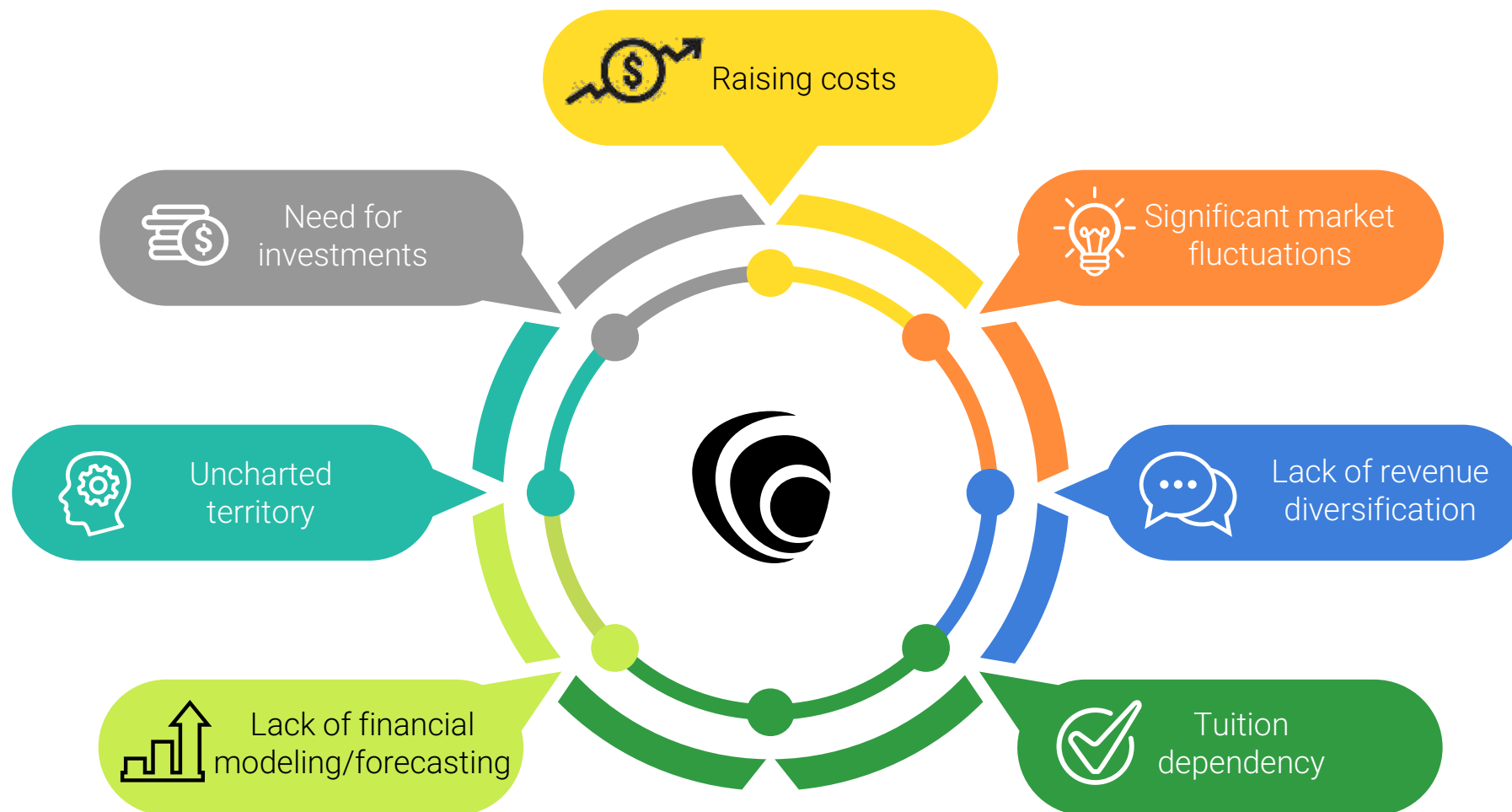




RISK #3

Financial
uncertainty

Risk #3 – financial uncertainty



Risk #3 – financial uncertainty – risk mitigation

- Scenario-based contingency planning
- Revenue diversification
- Cash flow projections
- Readily available financial information
- Enterprise risk registers and monitoring programs
- Measurable outcomes from programmatic investments
- Program return on investment (ROI) analysis





RISK #4

Cybersecurity

Risk #4 – cybersecurity



Significant increase in cyber crimes perpetrated by bad actors

The question no longer *if* an institution will be impacted, but *when*

Increased use of technology in providing educational services

Significant amount of data maintained on campus



Ransomware attacks

Phishing schemes

Malware attacks

Identity theft

Sale of stolen data



Increase in cost of cyber crimes

Significant reputational risks

Limitation of cyber insurance

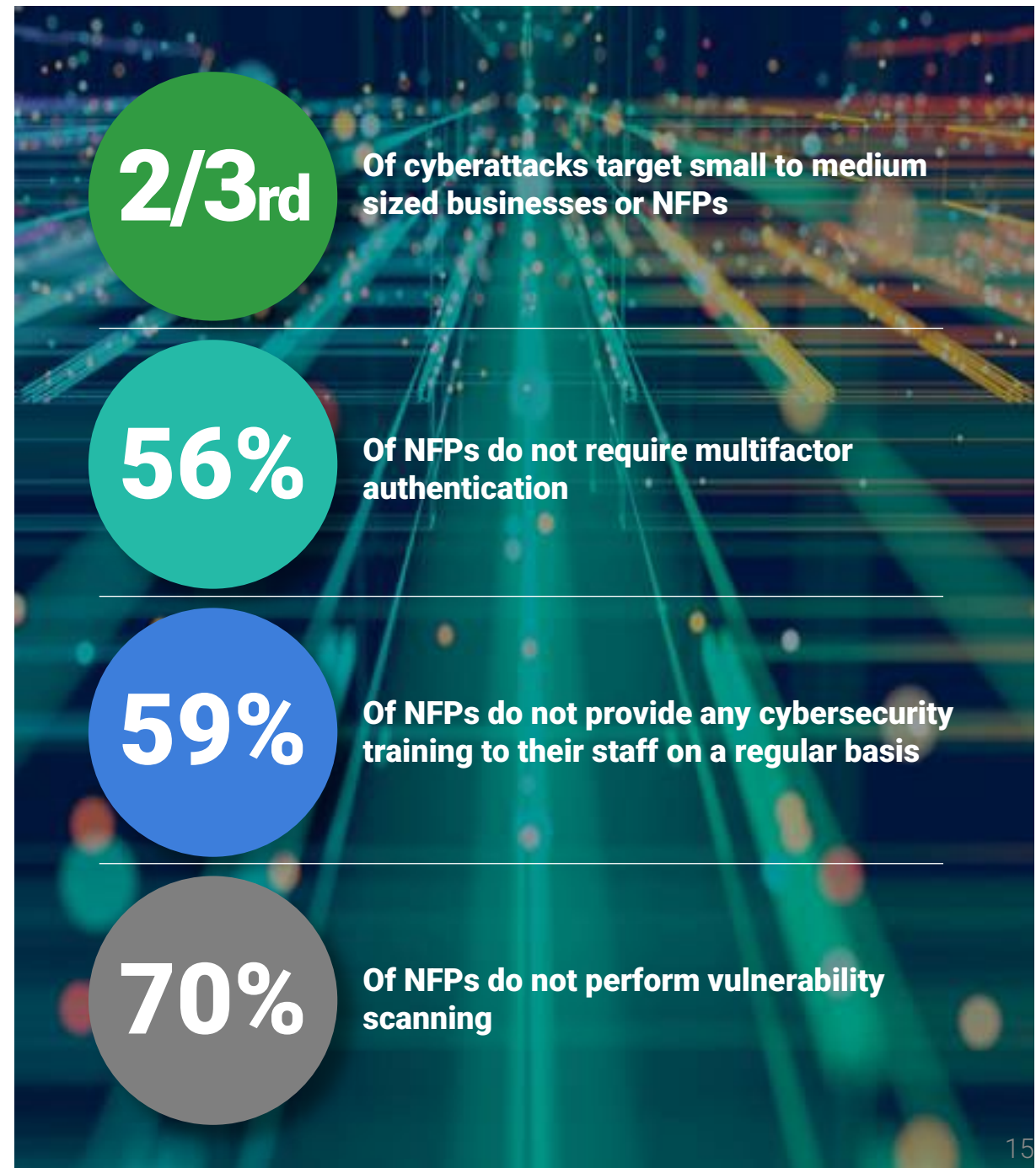


Ransomware attacks

Cybersecurity and data privacy risks for not-for-profit organizations continue to increase exponentially. Not-for-profit organizations are particularly vulnerable to cyberattacks due to stored donor information and limited funding to maintain and upgrade IT systems.

Understanding and implementing leading cybersecurity practices in board governance will help you manage and protect your organization.

Visit our dedicated [cybersecurity resource page](#) or download the [ransomware prevention guide](#).





Risk #4 – cybersecurity – risk mitigation

- Educate students and employees
- Keep software and operating systems updated
- Use anti-virus software
- Use strong passwords
- Secure sensitive data
- Back up information regularly
- Prepare business interruption plan
- Review insurance policy related to cyber



RISK #5

Non-compliance

Risk #5 – non-compliance



Financial

- Bond covenants
- ED composite score
- Strategic goals
- Accreditation requirements
- Uniform Prudent Management of Institutional Funds Act (UPMIFA)



Student

- Title IX
- Gramm-Leach-Bliley Act (GLBA)
- Title IV – student financial assistance
- Name, Image and Likeness (NIL)
- Borrow defense
- Health Insurance Portability and Accountability Act (HIPPA)
- Housing



Tax

- Unrelated business income from alternative investments
- Multi-state payroll taxes
- Sales tax across states
- Employee Retirement Income Security Act (ERISA)



Other

- State and federal grant compliance
- Contract with third party service providers
- Employment matters
- Information technology
- Environmental impact

Risk #5 – non-compliance – risk mitigation

- Understand compliance requirements
- Designated compliance officer
- Attend ongoing training
- Communicate clear expectations
- Compliance risk assessment
 - Likelihood
 - Impact



2022 CACUBO Best Practice award

- Baker Tilly is proud to continue to sponsor the annual CACUBO Best Practices Program that promotes and recognizes transformative and innovative approaches to addressing challenges facing higher education business operations
- Proposals should showcase your institution's efforts to create better, more efficient and customer-friendly business practices
- Monetary awards are available for first and second place entries
 - First place: \$2,500
 - Second place: \$1,500



Don't delay! Read the program [guidelines](#) and submit your best practice using the [proposal form](#).

Submissions are due June 15, 2022



Not-for-Profit Fiscal Workshop 2022

Day 1 – Wed., June 8, 11 a.m. – 1:30 p.m. CST

Day 2 – Thu., June 9, 1 p.m. – 4 p.m. CST

Featured speaker: [Dan Pallotta](#) – nationally renowned philanthropist, author and speaker

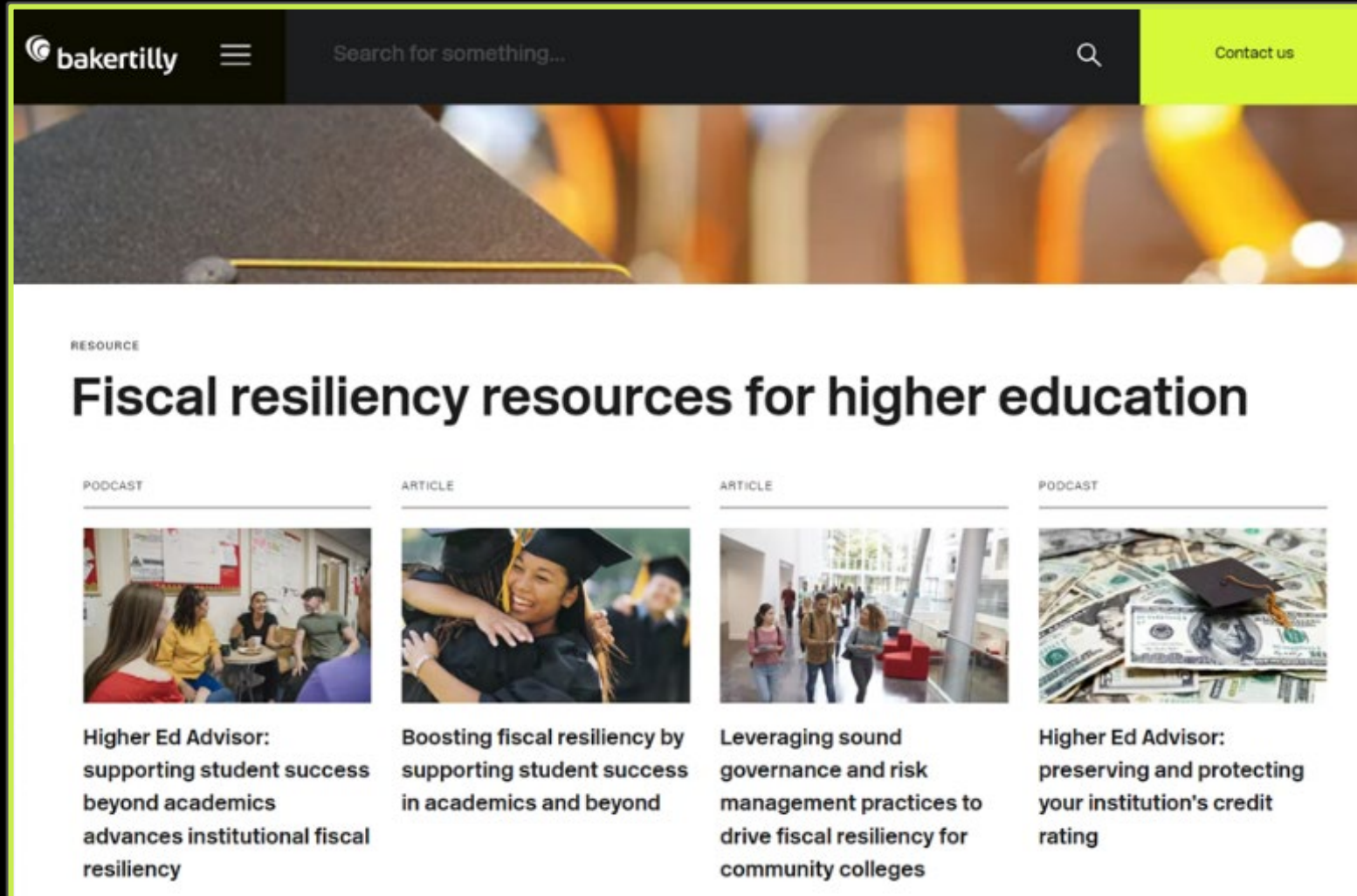
Topics:

- Form 990, what it does and fraud flags
- New wave in giving (cryptocurrency)
- Cybersecurity
- Workforce challenges
- Leases and lessons learned
- Single audit requirements, in-kind contributions
- “The Great Resignation” staffing issues, solutions
- CECL adoption and approach

Register at:

bakertilly.com/events/not-for-profit-virtual-fiscal-workshop-2022

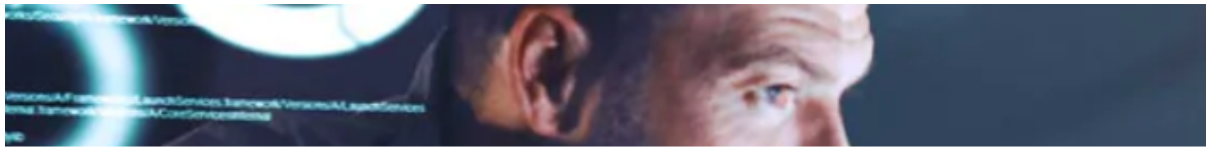
Fiscal resiliency resource center for higher education



The screenshot displays the BakerTilly website's Fiscal Resiliency Resource Center for Higher Education. The header features the BakerTilly logo, a search bar, and a 'Contact us' button. Below the header is a large banner image of a graduation cap. The main content area is titled 'Fiscal resiliency resources for higher education' and includes a 'RESOURCE' label. Below this, there are four featured articles, each with a category label (PODCAST or ARTICLE), a thumbnail image, and a title:

- PODCAST**: Higher Ed Advisor: supporting student success beyond academics advances institutional fiscal resiliency (Image: A group of students sitting around a table).
- ARTICLE**: Boosting fiscal resiliency by supporting student success in academics and beyond (Image: A graduate in a cap and gown being embraced).
- ARTICLE**: Leveraging sound governance and risk management practices to drive fiscal resiliency for community colleges (Image: A group of people walking in a modern building).
- PODCAST**: Higher Ed Advisor: preserving and protecting your institution's credit rating (Image: A graduation cap resting on a pile of US dollar bills).

www.bakertilly.com/insights/fiscal-resiliency-resources-for-higher-education

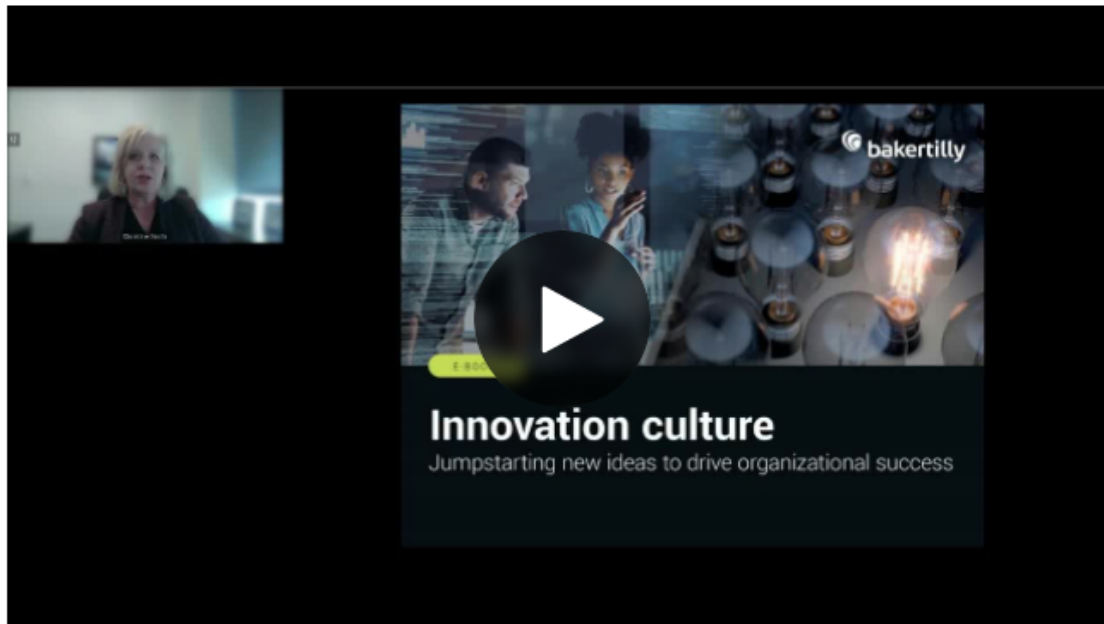


WEBINAR

Innovation culture – how to create value and make innovation an essential part of your organization

People, process, technology and performance are the roots to creating an innovative culture, which is essential for organizational success.

Apr 25, 2022 · Authored by Christine M. Smith, Claudio Garcia



Additional resources: [Presentation slides](#)

Innovation occurs when a company or organization does something new or different that creates value for customers, clients or constituents. To have an innovative mindset, organizations must recognize the need for continual change and be committed to supporting it through action.

In this on-demand webinar we discuss the guiding framework for successful innovation, which is rooted in the following:

OTHER HIGHER EDUCATION INSIGHTS

Helpful resources

- [Article] [Boosting fiscal resiliency by supporting student success in academics and beyond](#)
- [Webinar] [Innovation culture – how to create value and make innovation an essential part of your organization](#)
- [Webinar] [How to perform a NIST Cybersecurity \(CSF\) assessment in seven easy steps](#)
- [Article] [Oracle Cloud in higher education: best practices for designing journeys to provide a personalized staff and faculty experience](#)
- [Podcast] [Higher Ed Advisor: a Baker Tilly podcast](#)
 - Featured episode: [Minnesota State System's shared services model supports fiscal resiliency by improving processes, efficiencies and service](#)
- [Resource] [Ransomware prevention guide: cybersecurity leading practices](#)

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