



MEMORANDUM

TO: Gary Barnes, TTUS Vice Chancellor and Chief Financial Officer

FROM: Steve Bryant, TTUS Managing Director of Risk Management  
Kyle Gunn, TTUS Assistant Director of Risk Management

DATE: February 8, 2017

SUBJECT: Enterprise Risk Management

Texas Tech University System Administration (TTUSA) is committed to the safety and protection of its employees, students, visitors, and facilities and the efficient execution of mission essential operations across all the component institutions. TTUSA and each component has critical operations that must be performed, or rapidly and efficiently resumed, in an emergency. As you know, emergencies can occur at any time, without warning. All emergency or crisis events will require some degree of recovery before resumption of normal activity.

The TTUSA Continuity of Operations Plan (COOP) will enable the Texas Tech University System community to maintain and resume the infrastructure and essential functions within the System should there be an interruption. The evolving threat environment and recent events throughout the country have made it clear that our continuity of operations capabilities must enable the System and its components to continue to perform essential functions across a broad spectrum of potential emergency events. By planning for operations under such conditions, we hope to mitigate the impact of incidents on our people, our facilities, and our campuses.

As part of the COOP a separate Enterprise Risk Management (ERM) process will focus attention on each System component's critical core business processes and ascertain their level of preparedness for the identified risks.

TTUSA and each System component must identify interdependencies, cross-functional issues, and coordination requirements among System continuity plans and develop recommendations to address any challenges. The Texas Tech University System Office of Risk Management will be the facilitating office for System wide discussion of continuity planning issues.

TTUSA and each System component is encouraged to participate in the Enterprise Risk Management process to assess and define actions to be taken by the Board of Regents, Texas Tech University System Administration and/or the component institutions to identify, mitigate, and monitor risks that threaten the achievement of strategic plan goals and/or continuing operational activities. This process, itself will augment the preparation of the COOP.

Coupling the ERM process with the COOP will allow the TTUSA and System components flexibility and scalability to assure appropriate responses to incidents. While it is not possible or even desirable to eliminate all risks, we will not tolerate any risks that:

- Willfully expose students, employees, or other people to unsafe environments or activities;
- Intentionally violate laws, regulations, contractual obligations, or other externally imposed requirements; or
- Result in unethical behavior.

Eventually, through the preparation of the COOP and ERM, TTUSA will have a plan to initiate continuity of operations within 12 hours of an event, continue essential functions, and maintain all essential functions for up to 30 days. In addition, the COOP will provide guidance and assistance to all TTUS component institutions in preparing their own COOP and ERM and in executing their COOP after an incident. Finally, the COOP and ERM will be reviewed and revised periodically to reflect and respond to changes in TTUS strategic objectives, missions, operations and identified risks.