# Smalltown University
# Risk Analysis Scenario Description

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# 1 Terms of reference

The Chancellor is concerned about the risk exposure of the organization. He has requested a risk analysis of the University to be carried out. Recognizing that risk sometimes is hidden in the details, he has requested that suplementary information is collected as required, to make sure that all important risks are identified.

## 2   University objectives

The primary objectives of the University are:

- Educate students through the production of ECTS units including awarding degrees. The students should be trained such as to fulfill the needs of public and private sector employers.

- Carry out research. The research can be both pure and applied. Research should be documented through publication in peer reviewed publications such as conference proceedings and journals, patents, commercial innovations and business development, contributions to intellectual debates etc.

## 3   University Performance Indicators

Universities are ranked and rated using indicators such as

- Student satisfaction.

- Student weekly workload.

- Student Pass rates.

- Employer ranking of Universities - perceived quality of students.

- Salary profile of past students.

- Average staff research publication points.

## 4   University Organizational Structure

The University is managed by a Board - chaired by the University Chancellor. The Board appoints the managing director. The Chancellor is responsible for strategic issues such as research. The managing director is responsible for operational and administrative issues and is supported by a number of VP's (finance, education,...). The IT manager reports to the VP of finance. From an academic perspective, the University is divided into faculties, each faculty managed by a Dean that is responsible for both administration and research at his faculty. The Dean does not have his own administrative staff, but receives administrative support from a pool of support staff.

## 5   University use of Information Technology

The University has an IT department being responsible for all it related equipment and services. There is an electronic helpdesk service. Members of staff can work from home or while traveling abroad.

## 5.1 IT equipment

The University has office PC's, lap tops, Internet access, wireless/cabled infrastructure on campus and a VPN. Some use bluetooth based cell phone modems when accessing University resources.

## 5.2 Software

IE explorer is the most popular web browser. Some use multiple browsers (IE, Firefox etc.) Members of staff use many different software products including Windows XP, Linux, Microsoft Office, Open Office, Outlook, LaTeX, Mathematica, Matlab, Visual Studio, Adobe Acrobat.

## 5.3 Electronic security measures

Systems are password protected, and some services requires a CISCO VPN connection. All PC's have centrally managed antivirus software. Some use a personal firewall. Some subscribe to Microsoft Update.

# 6 Physical access control

Building access outside normal working hours requires a valid identity swipe card. The identity cards have photos, but these are rarely checked. Offices are generally locked. Members of staff lock their office doors when they leave their office.

# 7 University funding

The University receives several types of funding:

- ECTS (European Credit Transfer and Accumulation System ) unit production. Different educational levels (BSc, MSc etc.) have different rates

- Publication points. Different journals/conference proceedings have different rates.

- Base funding. A lump sum, decided by the ministry of education based on number of students, location of the University and some unknown (strategic) factors.

- Project acquisition bonuses. The bonus depends on the project source (e.g. EU, commercial, National public research funding, etc.). The rate typically varies between 10 and 200

- Project funding. This includes funding from R&D projects and course delivery and development.

Currently, ECTS unit production represents the largest funding source.

# 8 ECTS production

The ECTS unit 'value chain' is as follows:

- The University publicises its existence and course offerings through a number of channels including media news coverage, popular science contributions, advertisements, presence at education fairs, web pages, alumni groups, invitations and visits from other Universities, Colleges and School.

- Prospective students apply to become registered for a study programme.

- Applicants are vetted, it is checked that applicants fulfill the entry requirements.

- A subset of the applicants receive offers of enrollment.

- The student complete (i.e. pass) a collection of courses.

- Students that have completed a study programme is awarded a degree certificate.

The course 'process' consists of the following stages.

- The course responsible writes or updates a course description. The course description is available on the web.

- Students review and choose courses.

- Lecture material for the courses are produced and made available on the WEB and a through a Learning Management System (LMS).

- The Lecturer define projects, exercises etc. and make these available through WEB and LMS.

- The course is given, students are offered supervision and guidance. These services may be offered vi email, via the LMS plattform or through meetings with the lecturer in his office.

- The lecturer designs the exam questions.

- The exam questions are forwarded to the administration that stores and prints the exam questions according to a standardized exam layout.

- The lecturer identifies an external examiner, and his/her name is forwarded to the administration.

- The administration enters into an agreement with the external examiner.

- The University administration recruits 'guards' appointed to make sure that the students complete the exam in compliance with University regulation.

- Students complete the exam and hand in their exam papers.

- The 'guards' forward the exam papers to the administration.

- The administration forwards one copy of the exam to the external examiner and one copy to the course lecturer.

- Lecturer and external examiner review the exam papers.

- Lecturer and external examiner discuss and eventually agree on marks for all students registered for the course.

- Lecturer and external examiner send a paper (or electronic) report of examination results to the administration.

- The University administration registers the examination results in the electronic examination results record.

- The students are informed about their exam results.