



**To: All Colleges  
Departments, Divisions, and Units  
Subject: Strategy and Risk Management Plan**



## 1. Executive Summary

The University of Alkafeel recognizes that effective risk management is fundamental to achieving its strategic objectives, ensuring institutional resilience, and maintaining excellence in education, research, and community service. This Strategy and Risk Management Plan outlines the university's framework for identifying, assessing, managing, and monitoring risks across all operational, academic, and strategic domains.

By integrating risk management into its core governance and decision-making processes, the University of Alkafeel ensures long-term sustainability, protects its reputation, and aligns its operations with both local regulatory requirements and the United Nations Sustainable Development Goals (SDGs).

## 2. Purpose and Objectives

The primary objectives of this Risk Management Plan are to: - Establish a robust and standardized framework for risk management across the university. - Foster a risk-aware culture among staff, faculty, and stakeholders. - Safeguard the university's assets, people, reputation, and financial stability. - Ensure compliance with national educational standards and international best practices. - Support strategic planning by proactively identifying potential threats and opportunities.

## 3. Scope of the Policy

This policy applies to all faculties, departments, research centers, administrative units, and affiliated entities of the University of Alkafeel. It covers all types of risks, including but not limited to: - **Strategic Risks:** Risks affecting the university's mission, long-term goals, and competitive positioning. - **Academic Risks:** Risks related to program quality, student enrollment, retention, and research integrity. - **Operational Risks:** Risks stemming from internal processes, human resources, IT systems, infrastructure, and campus safety. - **Financial Risks:** Risks associated with funding, budget management, investments, and economic fluctuations. - **Compliance and Legal Risks:** Risks related to regulatory compliance, accreditation, health and safety laws, and intellectual property. - **Reputational Risks:** Risks that could damage the university's public image and stakeholder trust.

## 4. Risk Management Framework

The University of Alkafeel adopts a systematic approach to risk management, grounded in the ISO 31000:2018 standards. The framework consists of the following key phases:

### 4.1. Risk Identification

Risks are identified through regular assessments at both the strategic and operational levels. Methods include: - Internal audits and compliance reviews. - Stakeholder feedback and surveys. - Scenario analysis and strategic forecasting. - Incident reporting systems and safety inspections.



#### 4.2. Risk Assessment and Evaluation

Identified risks are evaluated based on two primary metrics: 1. **Likelihood:** The probability of the risk occurring (Scale: Rare, Unlikely, Possible, Likely, Almost Certain). 2. **Impact:** The potential consequence of the risk on the university's operations (Scale: Insignificant, Minor, Moderate, Major, Severe).

Risks are mapped on a **Risk Matrix** to determine their severity level (Low, Medium, High, Extreme) and prioritize mitigation efforts.

#### 4.3. Risk Mitigation and Treatment

For each identified risk, one or more of the following treatment strategies are applied: - **Avoid:** Discontinuing the activity that generates the risk. - **Mitigate (Reduce):** Implementing controls to reduce the likelihood or impact of the risk. - **Transfer:** Shifting the financial or operational burden to a third party (e.g., insurance, outsourcing). - **Accept:** Acknowledging the risk and maintaining readiness to manage its consequences, usually applied to low-level risks or situations where the opportunity outweighs the risk.

#### 4.4. Monitoring and Review

Risk management is an ongoing process. The university continuously monitors the risk environment and evaluates the effectiveness of implemented controls. Regular reviews ensure that the risk register is updated to reflect emerging threats, such as cybersecurity vulnerabilities or changing regulatory landscapes.

### 5. Roles and Responsibilities

Effective risk management requires clearly defined roles at all levels of the university:

- **University Council:** Holds ultimate accountability for risk management. Approves the Strategy and Risk Management Plan and ensures adequate resources are allocated for risk mitigation.
- **Risk Management Committee:** A dedicated body responsible for overseeing the implementation of the risk framework, reviewing the central risk register, and reporting high-level risks to the University Council.
- **Deans and Department Heads:** Responsible for identifying, assessing, and managing risks within their respective faculties or administrative units. They must ensure that staff are aware of their risk management duties.



- **Internal Audit Office:** Provides independent assurance on the effectiveness of the risk management framework and internal controls.
- **All Staff and Faculty:** Expected to adhere to risk management policies, report potential hazards or incidents promptly, and participate in risk awareness training.



## 6. Crisis Management and Business Continuity

In the event that a significant risk materializes into a crisis, the University of Alkafeel's **Business Continuity Plan (BCP)** is activated. The BCP outlines the emergency response procedures, communication protocols, and recovery strategies designed to minimize disruption to academic and operational activities. Special emphasis is placed on maintaining IT infrastructure, protecting student data, and ensuring campus security during emergencies.

## 7. Integration with Sustainable Development

The University of Alkafeel integrates its risk management strategy with its commitment to sustainability: - **Environmental Risks:** Proactive management of campus energy consumption, waste, and resource utilization (aligned with SDGs 6, 7, and 11). - **Social Risks:** Ensuring equitable access, maintaining a safe campus environment, and mitigating risks of discrimination (aligned with SDGs 5 and 10). - **Economic Risks:** Ensuring the financial sustainability of the institution to continue providing quality education (aligned with SDG 1).

## 8. Reporting and Communication

Transparent communication is vital to this framework. - **Quarterly Reports:** Department heads submit quarterly risk status reports to the Risk Management Committee. - **Annual Risk Report:** The Risk Management Committee presents an annual comprehensive risk report to the University Council, detailing the risk landscape, effectiveness of controls, and strategic recommendations for the upcoming academic year.

## 8. Reporting and Communication

The Strategy and Risk Management Plan is reviewed biennially or in response to significant operational, legal, or environmental changes. The University of Alkafeel is committed to continuously refining its risk methodologies and fostering an institutional culture that embraces proactive risk management.

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