

## 1.h. Risk Management

|                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                        |            |
|----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|------------|
| <b>Subject</b>             | Governance and Management                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>Effective From</b>  | Sep - 2011 |
| <b>Policy #</b>            | 1.h.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>Latest Revision</b> | Feb - 2025 |
| <b>Title of The Policy</b> | Risk Management                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>Next Review</b>     | Dec - 2025 |
| <b>Responsible Entity</b>  | Colleges Councils, Administrative Unit, Risk Management Standing Committee                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>Policy Pages</b>    | 2          |
|                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                        |            |
| <b>Definitions</b>         | <p><b>1. Risk:</b> Risk implies future uncertainty about deviation from expected outcome. The potential for events or circumstances to impact the university's goals and objectives, these uncertainties are considered as threats (negative risks).</p> <p><b>2. Risk Management:</b> A strategic and systematic approach to identifying, analyzing, evaluating, and addressing risks across the university, aimed at achieving and maintaining an optimal balance between opportunity and adverse outcomes.</p> <p><b>3. Risk Assessment:</b> The process of identifying potential risks, analyzing and evaluating their possible impact and likelihood, and determining appropriate management strategies.</p> <p><b>4. Stakeholders:</b> Individuals, groups, or organizations that have an interest in or are affected by the university's operations and decisions, including but not limited to students, faculty, staff, administration, external partners, and the broader community.</p> <p><b>5. University Risk Management Standing Committee:</b> the university risk management standing committee is a university level committee and established by the Dean's council. It provides guidance and ensures integration of risk management to various departments and units within the university.</p> <p><b>6. Unit Level Risk Management Committee:</b> These are the colleges - or unit-specific committees within the university tasked with identifying and managing risks pertinent to their respective areas. The university risk management standing committee communicates with these unit-level risk management committees with regard to risk management plan formulation.</p> |                        |            |
| <b>Purpose</b>             | The purpose of this Risk Management Policy is to establish a framework to identify, assess, and manage risks that could potentially impact Al Ain University's strategic objectives, operational efficiency, legal and regulatory compliance, financial stability, and reputation.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                        |            |
| <b>Scope</b>               | This Policy applies to all University internal stakeholders including colleges, deanships, units and centers.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                        |            |
| <b>Statement</b>           | <p>Al Ain University beleives in the importance of maintaining effective risk management practices. This involves:</p> <ul style="list-style-type: none"> <li>• Proactively identifying potential risks in all university activities.</li> <li>• Assessing and analyzing these risks in terms of likelihood and impact.</li> <li>• Developing and implementing strategies to manage these risks effectively.</li> <li>• Continually monitoring and reviewing the risk environment and management strategies.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                        |            |

|                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                       | <p>Al Ain University recognizes that risk management is a responsibility shared by all stakeholders and is integral to good governance and decision-making.</p> <p>The risk management plans at all levels should address the outcome based evaluation (KPIs) considering the following pillars: Employment outcomes, learning outcomes, Industry collaboration, Research Outcomes, Reputation, and Community engagement.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Procedures</b>     | <p>The risk management process at Al Ain University is structured to function effectively at both the macro (university-wide) and unit (specific colleges, deanships, units, and centers) levels. The following provides a detailed overview of the process:</p> <ul style="list-style-type: none"> <li>• <b>University Macro Level:</b> <ul style="list-style-type: none"> <li>• <b>Establishment of a Risk Management Standing Committee:</b> This committee is formed by the Deans Council. Its primary role is to oversee and coordinate the entire risk management process across the university.</li> <li>• <b>Communication and Guidance:</b> The committee communicates with various university units, providing them with necessary guidance, standards, and templates for preparing their individual risk management plans.</li> <li>• <b>Consolidation and Review:</b> After the units submit their risk management plans, the committee reviews these plans. This process involves consolidating inputs from all stakeholders at the university and preparing a comprehensive university-level risk management plan.</li> </ul> </li> <li>• <b>Unit Level:</b> <ul style="list-style-type: none"> <li>• <b>Preparation of Risk Management Plans:</b> Each unit, including colleges, deanships, and centers, is responsible for preparing its own risk management plan for the academic year.</li> <li>• <b>Process in Risk Management Plan:</b> This plan typically involves identifying risks, assessing their potential impact, prioritizing them based on their severity or likelihood, and developing a risk response strategy.</li> <li>• <b>Submission to the University Standing Committee:</b> Once these plans are prepared, they are submitted to the university-level Risk Management Standing Committee for review and integration into the broader university risk management strategy.</li> </ul> </li> <li>• <b>Finalization and Approval:</b> <ul style="list-style-type: none"> <li>• <b>Presentation to the University President:</b> The consolidated university-level risk management plan is then presented to the University President.</li> <li>• <b>Approval by the University Council:</b> The final step involves presenting this plan to the University Council for discussion and approval.</li> </ul> </li> </ul> <p>This structured approach ensures that risk management at Al Ain University is thorough, inclusive of all units and levels, and aligned with the overall strategic objectives of the university. Each level plays a critical role in identifying and mitigating risks, ensuring a comprehensive and effective risk management framework.</p> |
| <b>Recent Changes</b> | <p>This policy was reviewed and updated as per AAU regular periodic review</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |