كلية أبوظبي للإدارة
ABU DHABI SCHOOL OF MANAGEMENT

Abu Dhabi School of Management

Institutional Risk Management Plan

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Contents

Executive Statement

1. Purpose

Abu Dhabi School of Management (ADSM) is committed to identifying, assessing, monitoring, and mitigating institutional risks that may affect the achievement of its strategic objectives.

To support this commitment, ADSM has adopted the **ADEK uScore methodology as its Institutional Risk Management Framework**. The decision was based on uScore's comprehensive, evidence-based approach to institutional performance monitoring, which enables risks to be identified objectively through validated institutional data rather than subjective assessment.

The adopted framework integrates institutional performance indicators, confidence classifications, and a multidimensional risk matrix to provide continuous monitoring of risks related to students, finance, governance, academic quality, research, and institutional sustainability. This enables Executive Management to make informed decisions, prioritize improvement initiatives, and respond proactively to emerging institutional risks. The framework uses validated institutional inputs and standardized metrics to generate confidence levels and an institutional risk matrix covering multiple institutional dimensions.

2. Policy Statement

ADSM recognizes that effective risk management is essential for achieving institutional excellence and long-term sustainability.

The University has formally adopted the **ADEK uScore methodology** as its institutional risk management framework due to its ability to transform institutional data into measurable risk indicators and provide continuous monitoring across all major institutional functions.

Through this framework, institutional risks are monitored using standardized performance indicators and confidence levels, enabling the University to identify emerging risks, evaluate their potential impact, implement mitigation actions, and monitor improvement over time.

Risk management is therefore embedded within strategic planning, institutional effectiveness, quality assurance, and operational decision-making, ensuring that risk-informed management supports continuous improvement across the University.

3. Why ADSM Adopted the uScore Framework

Following a review of available institutional monitoring approaches, ADSM selected the uScore methodology as its official institutional risk management framework because it provides:

- A comprehensive view of institutional performance.
- Objective risk assessment based on validated data.
- Continuous monitoring through standardized indicators.
- Automated confidence classifications.
- An integrated institutional risk matrix.
- Early identification of emerging risks.
- Alignment between strategic planning and institutional performance.
- Support for evidence-based decision-making and continuous improvement.

Unlike traditional risk registers that rely largely on qualitative judgments, the adopted framework measures institutional performance using objective metrics across governance, programmes, faculty, research, finance, resources, quality assurance, and service to society, providing a consistent and transparent approach to institutional risk management.

4. Scope

The framework applies across all academic and administrative units of ADSM and covers risks relating to:

- Governance and Administration
- Academic Programmes
- Faculty
- Research and Innovation
- Financial Sustainability

- Institutional Resources
- Internal Quality Assurance
- Service to Society

All departments contribute to the framework by providing validated institutional data and implementing mitigation actions where required.

5. The ADSM Institutional Risk Management Framework

5.1 Framework Overview

ADSM's Institutional Risk Management Framework is based on the **ADEK uScore methodology**, which has been adopted by the University as its primary mechanism for identifying, assessing, monitoring, and managing institutional risks.

Rather than relying on conventional risk registers, the framework uses validated institutional data to measure performance across key areas of the University. These data are automatically transformed into institutional performance indicators, confidence levels, and risk matrices that provide management with an objective assessment of institutional performance and potential risks.

This approach enables ADSM to shift from reactive risk management to a proactive model where emerging risks can be identified early, monitored continuously, and addressed through evidence-based improvement initiatives.

The framework supports both operational and strategic decision-making by linking institutional performance directly to the University's strategic objectives.

5.2 How the Framework Works

The adopted uScore methodology follows a structured process that converts institutional data into meaningful risk information.

Step 1 – Institutional Data Collection

Validated institutional data are collected from all major departments including:

- Academic Affairs
- Student Affairs
- Human Resources
- Finance
- Research Office
- Institutional Effectiveness
- Quality Assurance
- Information Technology

This data provide the evidence base for institutional performance monitoring and risk assessment. The monitored datasets encompass institutional finance, human resources, students, research, programmes, and governance.

Step 2 – Indicator Calculation

Using the adopted uScore methodology, the collected data are transformed into standardized institutional performance indicators.

These indicators measure institutional performance across multiple areas, including:

- Student success
- Faculty performance
- Research output
- Financial sustainability
- Institutional quality
- Governance
- Community engagement

This standardized approach ensures consistency and comparability across reporting periods.

Step 3 – Confidence Assessment

Each institutional indicator is automatically evaluated against predefined performance thresholds.

Based on its performance, every indicator is assigned one of four confidence levels:

- **High Confidence**
- **Medium Confidence**
- **Low Confidence**
- **No Confidence**

These confidence levels provide an immediate indication of institutional performance and help management prioritize areas requiring attention.

Step 4 – Institutional Risk Matrix

Individual indicators are then mapped to the Institutional Risk Matrix.

The matrix consolidates performance across three institutional risk areas:

- Risk to Students
- Risk to Financial Sustainability
- Risk to Strategic Priorities

These are assessed across eight institutional dimensions, providing Executive Management with a comprehensive overview of institutional risks rather than isolated performance measures.

Step 5 – Management Review

The Institutional Effectiveness Office reviews the results and presents them to the Executive Committee. Where indicators demonstrate declining confidence levels or emerging risks, the relevant departments investigate the underlying causes and prepare appropriate improvement or mitigation actions.

Step 6 – Continuous Improvement

Updated institutional data are submitted throughout each reporting cycle, allowing ADSM to monitor the effectiveness of implemented actions and continuously improve institutional performance.

This continuous monitoring process enables the University to respond proactively to changing institutional conditions while supporting strategic planning and quality assurance.

6. Institutional Risk Categories

Through the adopted uScore framework, institutional risks are monitored across eight key dimensions that collectively represent the University's core operations.

Governance and Administration

This dimension evaluates risks relating to institutional leadership, governance effectiveness, strategic planning, regulatory compliance, and organizational capacity.

Academic Programmes

This dimension monitors programme quality, accreditation status, enrolment, retention, graduation, curriculum effectiveness, and student learning outcomes.

Faculty

Faculty-related indicators assess academic qualifications, staffing levels, workload, professional development, research participation, and faculty sustainability.

Research, Innovation and Development

This dimension evaluates research productivity, publications, intellectual property, innovation activities, external funding, and research collaboration.

Resources

Resource indicators monitor learning spaces, laboratories, digital infrastructure, technology, and other institutional resources that support teaching and learning.

Finance

Financial indicators assess institutional sustainability through monitoring of income sources, expenditure, operational efficiency, and financial resilience.

Internal Quality Assurance

This dimension evaluates institutional quality through programme reviews, satisfaction surveys, performance monitoring, benchmarking, and continuous improvement activities.

Service to Society

This dimension measures the University's contribution to the wider community through partnerships, outreach activities, lifelong learning, and societal engagement.

7. Governance and Responsibilities

The Institutional Effectiveness Office is responsible for coordinating the implementation of the adopted uScore framework, including data collection, validation, performance monitoring, and institutional reporting.

Department Heads are responsible for ensuring the accuracy of institutional data within their respective areas and for implementing improvement initiatives where risks are identified.

Executive Management reviews institutional risk reports, monitors institutional performance, and supports strategic decisions based on the findings of the framework.

Risk management is therefore a shared institutional responsibility, supported by objective data, regular performance reviews, and continuous collaboration across the University.

Perfect. This is the final core section. It focuses on **how ADSM actually manages risks using the adopted uScore framework**, instead of generic risk management concepts.

8. Risk Assessment and Monitoring

8.1 Institutional Risk Assessment

Within the adopted uScore framework, institutional risks are assessed through the continuous evaluation of standardized institutional performance indicators.

Each indicator is measured against predefined performance thresholds and automatically assigned a confidence level, allowing the University to determine the degree of confidence in achieving its institutional objectives.

The framework classifies indicators into four confidence levels:

Confidence Level	Interpretation	Management Response
High Confidence	Performance meets or exceeds the expected benchmark.	Continue monitoring and maintain current practices.
Medium Confidence	Performance is acceptable but requires observation.	Monitor trends and implement preventive improvements where appropriate.
Low Confidence	Performance is below expectations and presents a potential institutional risk.	Develop targeted improvement plans and increase monitoring.
No Confidence	Performance indicates a significant institutional risk requiring immediate attention.	Executive review and implementation of corrective actions.

This standardized classification enables objective and consistent assessment of institutional performance across all areas of the University. The confidence model is a core feature of the adopted uScore methodology and is applied uniformly across monitored institutional metrics.

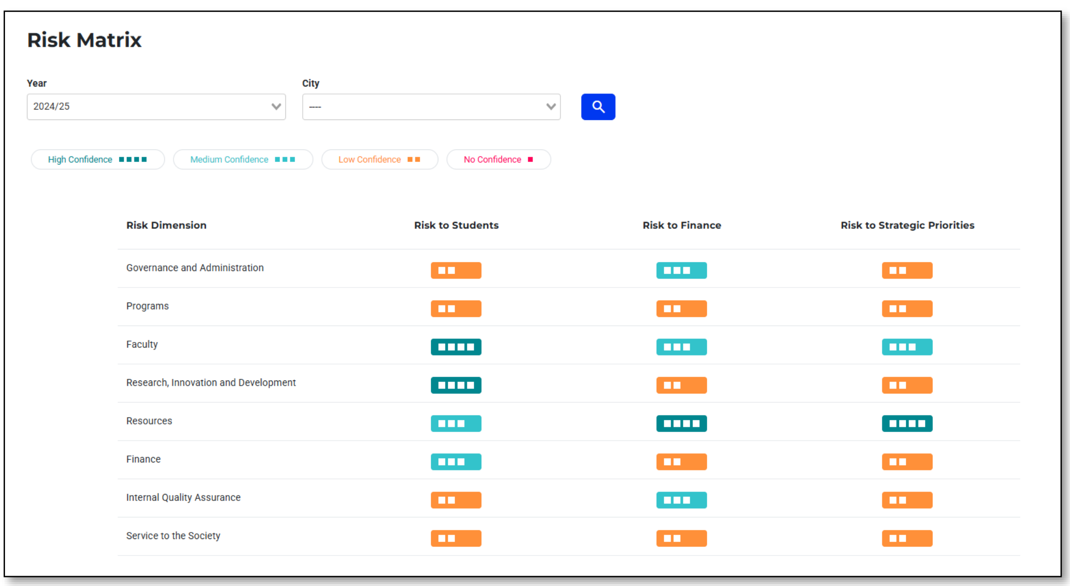
8.2 Institutional Risk Matrix

One of the key strengths of the adopted uScore methodology is the Institutional Risk Matrix, which consolidates individual institutional indicators into a comprehensive institutional risk profile. Rather than reviewing indicators independently, the framework evaluates their collective impact across three institutional risk areas:

- **Risk to Students**
- **Risk to Financial Sustainability**
- **Risk to Strategic Priorities**

Each risk area is assessed across the University's eight institutional dimensions, enabling Executive Management to identify trends, prioritize improvement initiatives, and monitor institutional performance from a strategic perspective.

Figure 1. Institutional Risk Matrix Dashboard



8.3 Continuous Risk Monitoring

ADSM uses the adopted uScore framework as a continuous institutional monitoring system rather than a periodic reporting exercise.

As new institutional data are submitted and validated, performance indicators and confidence levels are automatically updated, allowing the University to monitor institutional performance throughout the academic year.

This continuous monitoring enables ADSM to:

- identify emerging institutional risks;
- detect declining performance trends;
- evaluate the effectiveness of improvement initiatives;
- support strategic planning;
- monitor progress towards institutional objectives; and
- strengthen institutional accountability.

The methodology provides management with timely evidence to support proactive decision-making rather than reacting after issues have occurred.

8.4 Early Warning Mechanism

The adopted framework also functions as an institutional early warning system.

A change in the confidence level of any monitored indicator serves as an alert that institutional performance may require further review.

Examples include:

- declining student retention;
- reduced research productivity;
- decreasing faculty qualification ratios;
- increasing student-to-faculty ratios;
- reduced financial sustainability;
- declining programme performance.

Where significant deterioration is identified, the Institutional Effectiveness Office notifies the relevant department for further analysis and development of appropriate improvement actions.

This ensures that potential risks are identified and addressed before they significantly affect institutional performance.

9. Risk Response and Continuous Improvement

Institutional risk management at ADSM extends beyond identifying risks to ensuring that improvement actions are implemented, monitored, and evaluated.

When the adopted framework identifies an indicator with Low Confidence or No Confidence, the responsible department reviews the results to determine the underlying causes and develops an appropriate improvement plan.

Depending on the nature of the identified risk, improvement actions may include:

- reviewing institutional policies and procedures;
- enhancing academic programmes;
- strengthening student support services;
- increasing faculty development initiatives;
- improving research performance;
- allocating additional institutional resources;
- implementing operational improvements; or
- revising strategic priorities.

Progress is monitored through subsequent reporting cycles using the same institutional indicators, enabling the University to evaluate the effectiveness of implemented actions objectively.

This cyclical process of monitoring, review, action, and re-evaluation ensures that institutional risk management remains closely aligned with ADSM's commitment to continuous improvement and institutional excellence.

10. Review of the Framework

The Institutional Risk Management Framework is reviewed annually by the Institutional Effectiveness Office to ensure that it continues to meet the University's strategic priorities and external reporting requirements.

The review includes consideration of:

- institutional performance trends;
- effectiveness of the adopted uScore methodology;
- changes to strategic objectives;
- regulatory developments;
- emerging institutional risks; and
- recommendations arising from management reviews.

Where appropriate, updates are made to institutional indicators, reporting methodologies, governance arrangements, and monitoring processes to ensure that the framework remains relevant and effective.

By adopting the uScore methodology as its institutional risk management framework, ADSM ensures that risk management remains integrated with institutional planning, quality assurance, and evidence-based decision-making, supporting the University's ongoing commitment to academic excellence and continuous improvement.

Appendix (Recommended)

Rather than filling the appendix with text, use your screenshots as evidence.

Appendix A – uScore Institutional Risk Matrix

Risk Matrix

Year: 2024/25 City: ----

High Confidence ■■■■ Medium Confidence ■■■ Low Confidence ■■ No Confidence ■

Risk Dimension	Risk to Students	Risk to Finance	Risk to Strategic Priorities
Governance and Administration	■■	■■■	■■
Programs	■■	■■	■■
Faculty	■■■■	■■■	■■■
Research, Innovation and Development	■■■■	■■	■■
Resources	■■■	■■■■	■■■■
Finance	■■■	■■	■■
Internal Quality Assurance	■■	■■■	■■
Service to the Society	■■	■■	■■

Appendix B – Risk Metrics Dashboard

دائرة التعليم والمعرفة
DEPARTMENT OF EDUCATION AND KNOWLEDGE

islam.marzouk

Metrics

Export csv Export xlsx

Year: 2024/25 City: All Risk Area: ---- Risk Dimension: ----

High Confidence ■■■■ Medium Confidence ■■■ Low Confidence ■■ No Confidence ■ Not Classified □

Indicator	HEI	Classification Average	Risk Dimension	Risk Area
(RF01) Net Income Percentage	-7.61% □	Not Available	-	-
(RF02) Percentage of Income from Government	2.34% ■■■■	0.62%	Finance	Risk to Finance
(RF02) Percentage of Income from Government	2.34% ■■■■	0.62%	Resources	Risk to Strategic Priorities
(RF03) Percentage of Income from Tuition	89.19% ■■	89.93%	Programs	Risk to Students
(RF03) Percentage of Income from Tuition	89.19% ■■	89.93%	Programs	Risk to Finance
(RF03) Percentage of Income from Tuition	89.19% ■■	89.93%	Finance	Risk to Finance
(RF04) Percentage of Income from Research	0.89% ■■	0.36%	Finance	Risk to Finance
(RF04) Percentage of Income from Research	0.89% ■■	0.36%	Research, Innovation and Development	Risk to Finance
(RF04) Percentage of Income from Research	0.89% ■■	0.36%	Research, Innovation and Development	Risk to Strategic Priorities
(RF04) Percentage of Income from Research	0.89% ■■	0.36%	Finance	Risk to Strategic Priorities
(RF05) Percentage of Income from Industry	0% ■■	0.06%	Finance	Risk to Finance