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November 5, 2020

To: Executive & Audit Committee

From: Rani Borkar, Chair

Re: 2021 Executive & Audit Committee Work Plan and 2020 Board Assessment Results

Committee members,

Please find enclosed several attachments for the work plan discussion scheduled at our November 20 committee meeting.

Thank you all for your responses to this year's self-assessment survey (Attachment 1). Committee Vice Chair Schueler and I have reflected on this feedback as we looked at the work completed by the committee over the past year (Attachment 2) and think about our plans for next year.

In the survey results, one committee member suggested that, given the current environment, the committee have a discussion of enterprise risk in the near and longer term. We felt this was a particularly timely suggestion and have added a panel discussion of enterprise risk management to the November 20 meeting agenda.

The proposed 2021 work plan is provided in Attachment 3 and continues to be grounded in our [committee charter](#) responsibilities. You will note that we are proposing to continue regular updates on public safety, either as part of the all hazards risk report or as a stand-alone briefing. Based on the enterprise risk discussion, we can adapt our 2021 work plan as needed.

I appreciate the thoughtful contributions that each of you make to this committee and look forward to risk management discussion and your feedback on the proposed plan for next year.

Sending my best,
Rani

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**2020 Trustee Self-Assessment Survey:
Executive & Audit Committee**

Average Response to Questions (rating scale ranged from 1-strongly disagree to 5-strongly agree)

Criteria	Question	2019	2020	Prior 5 Yr Average
Responsibilities/ Performance	As a committee member, I have a clear understanding of the committee's role and responsibilities.	4.8	5	4.7
Responsibilities/ Performance	Committee work is guided by a strategic and clearly articulated work plan.	4.8	5	4.5
Engagement	Committee members actively participate in discussions.	4.6	4.8	4.7
Culture/ Relationships	Committee members listen to and value each other's comments.	4.8	5	4.8
Leadership	The leadership of the committee is effective.	4.8	4.8	4.7
Support	Committee meetings...Have agendas and materials that are distributed far enough in advance to give them adequate consideration.	4.6	4.6	4.6
Support	Committee meetings...Rely on written and presentation materials that provide the right type and amount of information and are clearly written.	4.8	4.6	4.6
Support	Committee meetings...Are a good balance of information-sharing, discussion, decision-making, and committee education.	4.6	4.8	4.4
Support	Committee meetings...Allow enough time for the exchange of ideas and thoughtful deliberation.	4.2	4.4	4.4

Written Comments

One trustee suggested that the committee's work plan might need to change given the current environment – perhaps a thoughtful discussion of enterprise risk in the near and longer term.

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Executive & Audit Committee 2020 Work Plan

Annotated to reflect work completed
(completed indicated with ✓, adjustments and additions shown in red)

Meeting Date	Item	Link to Charter/ Policy
Jan 23, 2020	FY2019 Annual Financial Statements ✓ (joint meeting with Finance & Administration Committee on Jan 24, 2020)	Charter: Oversee audit activities
	Office of Audit, Risk and Compliance (OARC) 2019 Final Progress Report and 2020 Annual Plan ✓ (Approve)	Charter: Oversee audit activities
	Review of OARC Charter ✓ (Approve)	Charter: Oversee audit activities
	Enterprise Risk Management ✓	Charter: Monitor risk
	Election or Re-election of Board Officers ✓ (Recommend to Board)	Linked to Board Officers Policy
	Conduct of Board Meetings Policy Amendments ✓ (Recommend to Board)	Matter referred to committee
Apr 3, 2020 (Board Meeting)	OARC Progress Report, including comprehensive review of open audit recommendations and status ✓ (Approve)	Charter: Oversee audit activities
	Information Technology Ecosystem/Security, including risk management report ✓ (Written report submitted)	Charter: Monitor compliance Matter referred to committee
May 29, 2020	OARC Progress Report ✓ (Approve)	Charter: Oversee audit activities
	All Hazards Planning, including risk management report ✓	Charter: Monitor compliance Matter referred to committee
	President's Residence Policy ✓ (Recommend to Board)	Bylaws: Maintain currency of governance policies and practices
Aug 14, 2020 (Board Meeting)	Public Safety Update	Charter: Monitor compliance; risk (related to risk monitoring for all hazard planning)

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Meeting Date	Item	Link to Charter/ Policy
Sept 17, 2020 (Board Meeting)	Public Safety Update ✓	Charter: Monitor compliance; risk (related to risk monitoring for all hazard planning)
Oct 15, 2020	OARC Report (Approve) ✓	Charter: Oversee audit activities Charter: Oversight of institution's standards of conduct
	Annual Compliance & Ethics Program Report, including trends and emerging issues ✓	Charter: Ensure key risk, compliance, and regulatory requirements are met Charter: Oversight of institution's standards of conduct
	Board Chair's Report: Consideration of President's FY2021 Goals (Recommend to Board) ✓	Presidential Assessment Policy; Matter referred to committee
	Public Safety Update ✓	Charter: Monitor compliance; risk (related to risk monitoring for all hazard planning)
	General Counsel Annual Report ✓	Charter: Ensure key risk, compliance, and regulatory requirements are met
	Needs Assessment for At-Large Position ✓	Recommending Candidates for At-Large Board Position Policy
	Annual Committee Work Plan (Approve) – moved to Nov meeting	Board Officers Policy
Nov 20, 2020	Recommendation of Potential Candidates for Anticipated Vacancy	Recommending Candidates for At-Large Board Position Policy
	Enterprise Risk Management Check-In	Charter: Monitor risk
	COVID-19 Response and Planning	Charter: Monitor risk
	Public Safety Update	Charter: Monitor compliance; risk (related to risk monitoring for all hazard planning)



Executive & Audit Committee 2021 Work Plan

The Executive & Audit Committee work plan provides a general road map to ensure the Committee meets its charter obligations and responsibilities assigned in board policies.

Meeting Dates	Item	Link to Charter/ Policy
Jan 28, 2021	FY2020 Annual Financial Statements (joint meeting with Finance & Administration Committee)	Charter: Oversee audit activities
	Office of Audit, Risk and Compliance (OARC) 2020 Final Progress Report and 2021 Plan (Approve)	Charter: Oversee audit activities
	Review of OARC Charter (Approve)	Charter: Oversee audit activities
	Enterprise Risk Management	Charter: Monitor risk
	All Hazards Planning, including risk management report and public safety	Charter: Monitor compliance; risk (related to risk monitoring for all hazard planning)
Apr 1, 2021	OARC Progress Report, including comprehensive review of open audit recommendations and status (Approve)	Charter: Oversee audit, risk and compliance activities
	Information Technology Ecosystem/Security, including risk management report	Charter: Monitor compliance Matter referred to committee
May 20, 2021	OARC Progress Report (Approve)	Charter: Oversee audit activities
	Public Safety Update	Charter: Monitor compliance Matter referred to committee
Oct 7, 2021	OARC Progress Report (Approve)	Charter: Oversee audit activities Charter: Oversight of institution's standards of conduct
	Annual Compliance & Ethics Program Report, including trends and emerging issues	Charter: Ensure key risk, compliance, and regulatory requirements are met Charter: Oversight of institution's standards of conduct
	Board Chair's Report: FY2021 Presidential Performance Assessment (Recommend to Board)	Presidential Assessment Policy; Matter referred to committee

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	Annual Review of Delegation of Authority (Recommend to Board)	Annual review requirement for Delegation of Authority to the University
	Annual Committee Work Plan (Approve)	Board Officers Policy
	General Counsel Annual Report	Charter: Ensure key risk, compliance, and regulatory requirements are met