

To: Board of Trustees

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BOARD APPROVED
October 10, 2025
Cindy Ream
Corporate Secretary

Report Date: Board of Trustees October 2025 Update

EXECUTIVE SUMMARY

As part of our continued efforts to strengthen the University's risk management and operational resilience capabilities, we have initiated a realignment within the Internal Audit function.

The University's International Organization for Standardization ("ISO") program and Business Continuity Management ("BCM") initiative, collectively known as the Operational Resilience Program will transition under the Internal Audit department and will expand their scope enterprise-wide. This move is designed to capitalize on the synergies between Internal Audit (IA), Enterprise Risk Management (ERM), and the Operational Resilience team. This strategic alignment also offers a competitive advantage, as ISO certification is increasingly a prerequisite for securing industry partnerships. By expanding the ISO program strategically, the University positions itself as a preferred and trusted partner.

This transition will formally reshape the Internal Audit office into the Office of Audit, Enterprise Risk, and Operational Resilience.

As it relates to the Operational Resilience Program, a Charter was established to govern the Program and will serve as the formal authorizing document for our Operational Resilience program. It empowers the Chief Audit and Enterprise Risk Officer, in consultation with the Chief Financial Officer and Treasurer, to form an Operational Resilience Governing Team ("Team") to conduct and manage the program.

[Refer to the Operational Resilience Program Charter Attachment](#)

OPERATIONAL RESILIENCE PROGRAM OVERVIEW

The University's Operational Resilience Program integrates two key components: the International Organization for Standardization (ISO) program and the Business Continuity Management (BCM) initiative. Together, they form the foundation for ensuring the University's ability to anticipate, respond to, and recover from operational disruptions, while meeting growing expectations from industry stakeholders.

The ISO program focuses on aligning the University's practices with internationally recognized standards for information security and includes the pursuit of certifications such as ISO 9001 (Quality Management Systems), which demonstrates a commitment to consistent, high-quality service delivery. ISO 9001 is increasingly required by industry partners as a condition for collaboration, contract eligibility, and research funding. As such, this certification represents a strategic opportunity to unlock new revenue streams through partnerships and industry funded projects. Just as important, it delivers direct benefits to our students: by embedding hands-on, ISO-aligned experiential learning into the program, we are preparing graduates with the skills, knowledge and confidence to lead in today's workforce.

Peer benchmarking and site visits were completed as part of ISO business case evaluation. For example, Wichita State success story: ISO certification in 2011 contributed to an exponential growth from \$7M in research funding in 2008 to \$400M in 2025 with 75% of this portfolio from ISO certified work.

The BCM initiative ensures the continuity of critical operations in the event of unexpected disruptions—ranging from cyber incidents to natural disasters—through proactive planning, scenario testing, and response coordination.

Combined, these efforts strengthen our risk posture, enhance institutional resilience and supports long-term growth.

LOOKING AHEAD

The next phase of the Operational Resilience Program focuses on scaling the ISO and BCP initiatives beyond their current IT scope to an enterprise-wide framework, embedding quality and continuity practices across all critical functions.

The immediate priority is to achieve ISO 9001 certification at the **ZL9 Zucrow Laboratories, Bowen Laboratory for Large-Scale Civil Engineering Research and PARI Infrastructure & Innovation Lab**, positioning the University to meet quality expectations of external partners and unlock new revenue opportunities through industry contracts, research collaborations, and funding that require certified quality management systems.