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Risk Topic -	Risk Owner	Heat Rating	Heat Rating Rationale	Risk Mitigation Steps	Basic Escalation Plan - Additional Step May be Required
A. Financial Risk					
(A1) Reduction in donations due to competition for donors and donations with external organizations as well as within IEEE	IEEE Foundation Executive Director		<p>IEEE Foundation has two main revenue streams which are contributions and investment earnings</p> <p>High degree of competition inside and outside IEEE for donor support</p> <p><i>Note: Heat Rating shifted from red to brown in 2023 after noting giving has remained stable for 5+ years</i></p>	<p>Continually updating strategic branding, positioning and case for support to set the IEEE Foundation apart from other external non-profits</p> <p>Ensuring fundraising is included in future IEEE Foundation Strategic Plans</p> <p>Operating a strong development program with highly engaged volunteers and staff</p> <p>Implementing a diversified approach to the development process, which draws upon the generosity and participation of an equally diverse set of donors and prospects (individuals, foundations and corporations). The result being an assortment of opportunities for success, including (donors visits, grant proposals, direct mail appeals,</p>	<p>1) Professional Development Office Staff, upon identifying an existing issue, elevates the concern to the IEEE Foundation Executive Director</p> <p>2) IEEE Foundation Executive Director communicates with IEEE Foundation President and VP Development</p> <p>3) Discussion with IEEE Foundation Board of Directors shall take place to determine next steps</p>

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				<p>stories in publications, etc.) using a variety of methods (online, direct mail, IEEE renewal, securities, matching gifts, planned gifts, etc.)</p> <p>Providing monthly reporting on funds raised to the Board</p> <p>Ensuring that the development effort is fully staffed and that all available resources are employed</p> <p>Upgrading tools and systems as needed.</p>	
(A2) Exposure due to insufficient Insurance coverage	IEEE Foundation Executive Director		<p>Existing insurance program is responsive to current risk profile.</p> <p>Access to subject matter IEEE professional staff in ORIMS (IEEE Office of Risk & Insurance Management Services).</p>	<p>Notify IEEE Office of Risk & Insurance Management Services (ORIMS) immediately before the Foundation starts a new initiative that was not previously part of its operations, thus creating a potential new risk/exposure. This would include the funding of new initiatives</p> <p>Annually assess with ORIMS (IEEE Office of Risk & Insurance</p>	<ol style="list-style-type: none"> 1) ORIMS (IEEE Office of Risk & Insurance Management Services) notifies IEEE Foundation Executive Director 2) IEEE Foundation Executive Director shall notify IEEE Foundation Audit Committee Chair 3) IEEE Foundation Audit Committee Chair to address issue with IEEE Foundation

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				Management Services)whether IEEE Foundation’s current insurance coverage as defined in the IEEE Foundation Operations Manual Section 2.5.B, is adequate or if IEEE Foundation changes are recommended	Audit Committee and determine next steps
(A3) IRS and State Filings Audit Risk	IEEE Foundation Executive Director		Access to subject matter IEEE professional staff responsible for IRS and State filings (IEEE Tax Department).	<p>Employing professionals in the IEEE Tax Department via the Service Agreement with IEEE for the preparation and submission of the IEEE Foundation’s business and related filings.</p> <p>IEEE Tax Department maintains a calendar of filings, which they review on an annual basis to assess if new filings are required.</p> <p>Meet with the IEEE Tax Department at least annually to review needs and new requirements as well as discuss opportunities for improvement</p> <p>Notify Tax Department immediately before the Foundation starts a new</p>	<ol style="list-style-type: none"> 1) IEEE Foundation Executive Director shall notify IEEE Foundation Legal & Compliance and IEEE Foundation Audit Committee Chair 2) IEEE Foundation Audit Committee Chair shall notify IEEE Foundation President and IEEE Foundation Treasurer to address issue and determine next steps

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				<p>initiative that was not previously part of its operations, thus creating a potential new filing requirement. This would include the funding of new initiatives, engagement of a consulting firm, and/or addition of a new fundraising method.</p> <p>Implement review protocols for the annual Form 990 in accordance with IEEE Foundation Policy 1.11.A</p> <p>Require IEEE Foundation Assistant Secretary and/or Assistant Treasurer review and sign state and other filings</p>	
(A4) Investment Markets perform unfavorably, and endowment funds suffer	IEEE Foundation Finance Committee		IEEE Foundation has two main revenue streams which are contributions and investment earnings	Established investment strategy for long-term and short-term assets, which reduces exposure of limited term donor funds of less than 10-year duration to capital preservation as primary objective and income as secondary objective with monies invested in cash and cash equivalents	1)Professional Staff shall review with IEEE Foundation Executive Director, IEEE Foundation Treasurer, IEEE Foundation 1 st Vice President and IEEE Foundation President to determine next steps as outlined in Investment Operations Manual (IOM.12)

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				<p>Implemented an Investment Operations Manual to document procedures, which requires the Foundation Finance Committee to annually review the investment policies and objectives and report to the Board of Directors</p> <p>Leveraging IEEE resources (IEEE Investment Committee with professional advisors) by investing in the IEEE Long Term Investment Fund</p> <p>IEEE Foundation Treasurer serves as representative to IEEE Investment Committee. Encourage his/her active engagement.</p> <p>Provide monthly reporting on investment activities to the IEEE Foundation Finance Committee</p> <p>Annually review each donor fund and recommend rebalancing (buy or sell)</p>	

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				<p>between long term and short-term holdings thereby ensuring at least one year of cash on hand</p> <p>Maintain a sufficient reserve to withstand normal downturns without impacting operations</p>	
(A5) Receive bad audit report	IEEE Foundation Accounting Manager		IEEE Foundation has no history of receiving a qualified opinion thanks in large part to a knowledgeable and well-rounded pool of internal and external accounting professionals supporting the IEEE Foundation	<p>IEEE Foundation Audit Committee provides oversight and meets with external audit firm at least two times per year</p> <p>Utilizes a reputable External Audit Firm to perform annual financial audit. IEEE Foundation uses the same audit firm as IEEE, although not required</p> <p>IEEE Internal Audit professional staff review internal controls and processes to recommend changes as needed</p> <p>Professional staff attends seminars to keep up to date on</p>	<ol style="list-style-type: none"> 1) IEEE Foundation Executive Director shall notify IEEE Foundation Legal & Compliance and IEEE Foundation Audit Chair. 2) IEEE Foundation Audit Chair shall notify IEEE Foundation President and IEEE Foundation Treasurer to address issue and determine next steps

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				best practices related to the Accounting field	
(A6) Issues related to payment processing and accepting credit cards	Sr.-Manager, Development Operations and Annual Giving		Database is housed in cloud-based environment for which vendor provides 99% uptime	<p>The database vendor, Blackbaud, processes credit card transactions through Blackbaud Payment Services (BPS) a Payment Card Industry Data Security Standards (PCI DSS) compliant environment. The BPS environment is hosted through Data Center servers located in multiple cities.</p> <p>When BPS receives sensitive information, it returns a randomly generated and unique reference identity or token, which appears in the database.</p> <p>BPS provides fraud management services to minimize transactions from potentially compromised credit cards. These settings include:</p> <ul style="list-style-type: none"> • Address Verification Service (AVS) verifies credit card billing address. • Blocking transactions originating from High-Risk Countries (based on 	<p>1) Sr. Manager, Development Operations & Annual Giving shall notify IEEE Foundation Executive Director. IEEE Foundation Executive Director assesses situation and determines next steps as appropriate depending on length and severity, which can range from Contacting Blackbaud/Classy vendor up to notifying IEEE Foundation President and following data breach protocols</p> <p>2) Collaborate with IEEE Corporate Communications team as needed for any messaging from an internal or external perspective</p>

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				<p>IP address). Current countries include:</p> <ul style="list-style-type: none"> ○ Ghana ○ Vietnam ○ Nigeria • Cross checking IP location of transaction with Bank Identification Number (BIN) <p>Sensitive credit card information that is received by IEEE Foundation staff is stored and processed. Once processed, the credit card information is shredded.</p> <p>Staff takes advantage of all appropriate training opportunities and heeds all alerts to make certain IEEE Foundation is as prepared as possible to thwart any fraud activity.</p>	

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(A7) Limited control of funds delegated expenditure authority	IEEE Foundation Executive Director		Documented Delegation of Expenditure Authority Agreements are in place.	All expenses are reviewed by an IEEE Foundation staff member against allowable expenses in the Delegation of Expenditure Authority Agreements before payments are made	1) IEEE Foundation Executive Director shall consult IEEE Foundation Legal & Compliance and IEEE Foundation Vice President, Programs to determine next steps
(A8) IEEE changes funding formula	IEEE Foundation President		<p>IEEE Foundation depends upon the annual donation from the IEEE and the in-kind services of the Development Office team to operate and would be negatively impacted if IEEE opted to change spending rule formula of up to 1.5%.</p> <p>Note: Current utilization rate of the up-to-1.5%-spending-rule maximum budgeted at 0.87% for 2023.</p> <p><i>Note: In 2021, increased heat rating from Brown to Red noting IEEE Finances are under significant pressure from Open Access and other factors, the IEEE Finance Committee is continually seeking ways to contain costs</i></p>	<p>Proactively maintain an open line of communication with the IEEE</p> <p>Demonstrate the value the IEEE Foundation brings to IEEE</p> <p>Ensure the Service Agreements between the IEEE and IEEE Foundation are up to date</p>	<p>1) IEEE Foundation Executive Director shall notify IEEE Foundation President and IEEE Foundation Treasurer</p> <p>2) IEEE Foundation Treasurer shall work with IEEE Foundation Finance Committee to determine next steps</p>

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			<i>and spending rules. Returned to Brown in 2023 as IEEE finances remain stable.</i>		
<p>B. Brand/Reputation - we are at risk if ours or the IEEE's is damaged</p>					
(B1) Loss of reputation (ie. social media attack, accusations of integrity of organization, etc.)	IEEE Foundation Executive Director		Reputational risk is the most complex and difficult to manage	<p>Work with IEEE Corporate Communications to monitor social media and news outlets</p> <p>Collaborate with IEEE Corporate Communications and ORIMS (Office of Risk & Insurance Management Services) to review whether a response is warranted and, if so, execute an appropriate response in accordance with the IEEE Communication Plan</p>	1) IEEE Executive Director shall notify IEEE Legal & Compliance, ORIMS (IEEE Office of Risk & Insurance Management Services), IEEE Corporate Communications, IEEE Executive Director, and IEEE Foundation President to assess situation and determine next steps
(B2) Inappropriate Donor Risk (A donor that turns out to be involved in any unlawful activity)	IEEE Foundation Executive Director		Legal as well as reputational exposure	Leverage IEEE Legal & Compliance's IEEE Risk Management System to screen donors/prospects in scope to verify donor's identity and conduct background checks (internal and external) to confirm credentials, character	1) IEEE Foundation Executive Director shall notify IEEE Legal & Compliance, ORIMS (IEEE Office of Risk & Insurance Management Services), IEEE Corporate Communications and IEEE Foundation President to

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				<p>and reputation or if naming rights are involved with a gift.</p> <p>As warranted, collaborate with IEEE Corporate Communications to execute an appropriate response in accordance with the IEEE Communication Plan.</p> <p>Work with IEEE Corporate Communications to monitor social media and news outlets (if the unlawful activity has been publicly reported)</p> <p>Incorporate appropriate donor misconduct in Gift Agreements</p> <p>To Do: Implement annual review, in partnership with IEEE Legal, of donor agreements to ensure that morals turpitude clauses are in effect for any donors identified as high risk</p>	<p>assess situation and determine next steps</p> <p>2) Collaborate with IEEE Corporate Communications team as needed for any messaging from an internal or external perspective</p>

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(B3) Scandalous activities	IEEE Foundation Executive Director		Legal as well as reputational exposure	<p>Comply with defined due diligence practices in the selection of programs to support by leveraging IEEE Legal & Compliance Risk Management System Monitoring IEEE units' compliance with limitation of donor role in IEEE Foundation supported programs (IEEE Fdn Policy 5.2)</p> <p>Assess the appropriateness of gifts and donors.</p> <p>As warranted, collaborate with IEEE Corporate Communications to execute an appropriate response in accordance with the IEEE Communication Plan.</p> <p>Work with IEEE Corporate Communications to monitor social media and news outlets</p>	<p>1) IEEE Foundation Executive Director shall notify IEEE Legal & Compliance, ORIMS (IEEE Office of Risk & Insurance Management Services), IEEE Corporate Communications, IEEE Executive Director, and IEEE Foundation President to assess situation and determine next steps</p> <p>2) Collaborate with IEEE Corporate Communications team as needed for any messaging from an internal or external perspective</p>
(B4) Inappropriate partnerships	IEEE Foundation Executive Director		<p>Legal as well as reputational exposure</p> <p><i>Heat rating shifted from red to brown in 2023 after noting</i></p>	Comply with defined due diligence practices in the selection of partners – including but not limited to screening partners and their key players	1) Professional Staff shall notify IEEE Legal & Compliance, ORIMS (Office of Risk & Insurance Management Services), IEEE Corp

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			<i>strong due diligence mitigating steps and no history thus reducing probability</i>	<p>through the IEEE Legal & Compliance IEEE Risk Management System</p> <p>As Warranted, Collaborate with IEEE Corporate Communications and Legal to execute an appropriate response in accordance with the IEEE Communication Plan.</p> <p>Work with IEEE Corporate Communications to monitor social media and news outlets</p>	<p>Communications, IEEE Executive Director and IEEE Foundation President to assess situation and determine next steps</p> <p>2) Collaborate with IEEE Corporate Communications team as needed for any messaging from an internal or external perspective</p>
(B5) Loss of confidentiality – the IEEE Foundation defined confidential information as all non-public information that might be of use to competitors or to those seeking grants from the IEEE Foundation or be harmful to the IEEE Foundation if disclosed.	<p>IEEE Foundation Executive Director for Staff Functions</p> <p>IEEE Foundation President for Board Functions</p>		<p>Loss of Confidentiality is a major driver of Reputational Risk, which is the most volatile risk.</p> <p><i>Heat rating shifted from red to brown in 2023 after noting strong mitigating steps and no history thus reducing probability</i></p>	<p>Ensuring the nondisclosure of confidential information is included in IEEE Foundation master service agreement with all vendors</p> <p>Requiring Directors, volunteers and staff to complete an annual COI and Code of Business Conduct form each year</p> <p>Holding Directors and Staff accountable if they do not comply with the IEEE Foundation code of conduct outlined in Section 5 of the</p>	<p>1) Professional Staff shall notify IEEE Legal & Compliance, ORIMS (Office of Risk & Insurance Management Services), IEEE Corporate Communications and IEEE Foundation President to assess situation and determine next steps</p> <p>2) Collaborate with IEEE Corporate Communications team as needed for any messaging from an internal or external perspective</p>

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				<p>IEEE Foundation Operations Manual, which defines confidentiality (Paragraph 5.4)</p> <p>As warranted, collaborate with IEEE Corporate Communications to execute an appropriate response in accordance with the IEEE Communication Plan.</p>	
C. Information Technology					
<p>(C1) Breach in security of donor database – including but not limited to:</p> <p>Information leak from database</p> <p>Loss of data</p> <p>Ransomware Attack</p>	IEEE Foundation Executive Director		<p>Breaches are commonplace</p> <p>No system is guaranteed</p> <p>Foundation’s credibility would be impacted</p> <p>Damage would be irreparable</p>	<p>Utilize a highly reputable donor database provider Blackbaud</p> <p>Ensure IEEE Legal & Compliance reviews all IT contracts and vendors sign IEEE Data Privacy Agreement (DPA)</p> <p>Limit access to only required users and manage their individual access to information</p>	<p>1) Sr. Manager, Development Operations and Annual Giving shall notify IEEE Foundation Executive Director,</p> <p>2) ED shall notify IEEE Legal & Compliance, ORIMS (Office of Risk & Insurance Management Services), DPO (Data Protection Officer), IEEE Corporate Communications and IEEE Foundation President to assess situation and determine next steps</p>

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				<p>Provide appropriate training for the use of the system and appropriate data sharing</p> <p>Stay apprised of the technological advances of the marketplace to make certain this vendor provides the best solution available</p> <p>Confirm Blackbaud provides a daily backup of database that can be recovered if necessary. Ensure Blackbaud has incident Response Document related to service restoration</p> <p>Review Blackbaud's PCI ROC at least one a year and review Blackbaud's Statement on Standards for Attestation Engagements (SSAE) No. 16 SOC 2 report after the current report expires to understand the current systems status relevant to security, availability integrity, confidentiality, processing and privacy</p> <p>Engage IEEE IT for assistance in the above as needed and</p>	

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				<p>appropriate</p> <p>IEEE Foundation is an "Additional Named Insured" on IEEE's Cyber Liability insurance coverage</p> <p>As warranted, collaborate with IEEE Corporate Communications to execute and appropriate response in accordance with the IEEE Communications Plan</p> <p>To Do: Engage IEEE IT to update scope of this risk topic, review cadence and required documents for security review</p> <p><i>Note – IT reviewed Blackbaud systems prior to contract renewal in 2022.</i></p>	
(C2) Failure of Web site including e-commerce (online giving) functions	Sr. Manager, Development Operations and Annual Giving		<p>Inability to electronically accept donations</p> <p>Negative donor experience</p>	<p>Host database in a cloud-based environment and redundant systems</p> <p>Ensure when selecting website services and e-commerce products that disaster recovery plan deals with eliminating single points of failure at data</p>	<p>1) Professional Staff shall notify IEEE Foundation Executive Director</p> <p>2) IEEE Foundation Executive Director will work with IEEE Foundation team to assess severity and anticipate length</p>

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				<p>center hosting facility and the commitment to customers is 99.9% availability. Systems are designed so there are at least a minimum of 2 components for every function (Internet connection, firewall, switches, routers, web servers, application servers, database servers, Disk Arrays, etc.). The plan is tested annually and modified as needed at the same time</p> <p>The web site (Blackbaud WordPress) and credit card processing (Luminate Online/Blackbaud Merchant Services) are separate Blackbaud services. If only the website fails, online giving forms would be available and credit cards could still be processed manually by IEEE Foundation staff.</p> <p>Engage IEEE IT for assistance in the above as needed and appropriate</p>	<p>3) If expected to be a lengthy downtime (more than 1 day), ORIMS (Office of Risk & Insurance Management Services), IEEE Chief Information Officer (CIO), IEEE Corporate Communications, IEEE Foundation Vice President of Development, and IEEE Foundation President shall be notified to determine next steps</p>

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				To Do: Engage IEEE IT to update review cadence and required documents for security review	
(C3) Disaster Recovery/Business Continuity for donor database and other critical materials	Sr. Manager, Development Operations and Annual Giving		Database is housed in cloud-based environment which vendor provides 99% uptime	<p>Keep database in a cloud-based environment</p> <p>Engage IEEE IT for assistance in the above as needed and appropriate</p> <p>To Do:</p> <ol style="list-style-type: none"> 1) To avoid single points of failure, discuss Blackbaud's redundancy of services in terms of data centers. Understand availability in the event of a disaster and determine how long IEEE Foundation can afford to be down. Take necessary corrective action. 2) Engage IEEE IT to update review cadence and required documents for security review 	<ol style="list-style-type: none"> 1) Sr. Development Operations and Annual Giving Manager shall notify IEEE Foundation Executive Director 2) IEEE Foundation Executive Director will work with IEEE Foundation team to assess severity and anticipate length 3) If expected to be a lengthy downtime (more than 2 days), ORIMS (Office of Risk & Insurance Management Services), IEEE Chief Information Officer (CIO), IEEE Corporate Communications, IEEE Foundation Vice President of Development, and IEEE Foundation President shall be notified to determine next steps

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D. Recipients of funding from the IEEE Foundation					
<p>(D1) Inappropriate beneficiaries:</p> <p>Grantees (individuals and/or organizations) selected by donor supported IEEE Program partners</p> <p>Recipients (individuals and/or teams of individuals) selected by IEEE OU fund partners for awards, scholarships, fellowships, travel grants, etc.</p>	IEEE Foundation Manager, Programs & Governance		<p>Legal as well as reputational exposure</p> <p>Selection is handled in a decentralized manner by the IEEE unit charged with running the program</p> <p>Due diligence processes are in place when selecting grantees and recipients</p>	<p>All programs must comply with IEEE Foundation limitation of donor’s role in IEEE Foundation supported programs defined in IEEE Fdn Policy 5.2</p> <p>The delegation of expenditure authority agreement and grant agreement templates include language that requires program partners to screen/vet grantees and awardees to avoid inappropriate recipients. Information is provided to explain the use of the IEEE Legal & Compliance IEEE Risk Management System to accomplish this task</p> <p>±) In Process: 1) Communicate beneficiary screening requirement to all existing donor supported programs</p>	<p>1) IEEE units operating the program shall notify the IEEE Foundation Executive Director in the event they become aware of an inappropriate grantee or recipient</p> <p>2) IEEE Foundation Executive Director shall notify ORIMS (Office of Risk & Insurance Management Services), IEEE Corporate Communications, IEEE Legal, IEEE Foundation Vice President of Programs, and IEEE Foundation President to determine next steps</p>

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E. Human Resources					
<p>(E1) Loss of key staff and volunteers</p> <p>Illness or bodily injury of key staff and volunteers</p>	<p>IEEE Foundation President for volunteers</p> <p>IEEE Foundation Executive Director for staff</p>		<p>The sum of the Foundation is not one individual</p>	<p>STAFF: Staff job descriptions and processes are documented</p> <p>Succession plans in place for staff.</p> <p>BOARD: Board Director and Officer job descriptions are documented</p> <p>Director and Officer succession planning managed by Nominating and Corporate Governance (NCG)</p> <p>Bylaws allow for filling of unexpected vacancies on the Board</p>	<p>Other than IEEE Foundation Executive Director:</p> <p>1) IEEE Foundation Executive Director will notify IEEE Foundation President and lead volunteer supported by key staff member via telephone, and in the case of illness or bodily injury IEEE Corporate Communications team</p> <p>2) IEEE Foundation Executive Director will notify rest of Board and others identified in the staff members succession plan documentation via email.</p> <p>When IEEE Foundation Executive Director:</p> <p>1) IEEE Executive Director will notify IEEE Foundation President and IEEE Foundation team</p> <p>2) IEEE Foundation President will notify IEEE Foundation Board</p> <p>3) IEEE Executive Director or IEEE Staff Executive Corporate Activities will notify the others identified in the ED's succession</p>

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					plan document
(E2) Staff are employed by IEEE and seconded via the Service Agreement	IEEE Foundation President		<p>If relations between IEEE and the IEEE Foundation breakdown, staff support could be compromised</p> <p><i>In 2018, due to a lack of understanding between IEEE and IEEE Foundation around roles and responsibilities warrants a temporary increase the heat rating of this risk topic to brown. Once clarity is restored, rating should return to green.</i></p>	<p>Open lines of communications are maintained</p> <p>IEEE Foundation President makes an annual presentation to the IEEE Board and speaks 1 to 1 with the IEEE President several times per year</p> <p>IEEE Presidents are periodically invited to dialog with the IEEE Foundation Board of Directors</p>	1) IEEE Foundation Executive Director and/or IEEE Foundation President shall notify IEEE Legal & Compliance and IEEE Executive Director to determine next steps
(E3) Competition among and between IEEE programs dilutes ability to recruit, retain and engage volunteers	IEEE Foundation Nominating & Corporate Governance Committee Chair		Deep pool of qualified candidates	<p>IEEE Foundation Nominating & Corporate Governance Committee continually considers succession needs and identifies, vets, and recruits Director candidates</p> <p>Communicate the synergies between IEEE and IEEE Foundation and the good works</p>	1) IEEE Foundation Nominating & Corporate Governance Committee Chair shall communicate recruitment challenge with the IEEE Foundation Board to determine next steps

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				<p>that volunteering helps to foster</p> <p>Communicate that the IEEE Foundation is the philanthropic partner of the IEEE and part of its mission is to support IEEE programs</p>	
(E4) Inadvertently adding inappropriate Directors to the Board (all staff have background checks)	IEEE Foundation Nominating & Corporate Governance Committee Chair		Bylaws require 1/3 or more of directors to be current or former IEEE Board Members and allow for removal of directors with or without cause	<p>Professional Staff screens candidates through IEEE Legal & Compliance IEEE Risk Management System</p> <p>IEEE Foundation Nominating & Corporate Governance Committee reviews and interviews the candidates</p> <p>Candidates are frequently known to one or more sitting Directors</p>	<p>1) Professional Staff shall notify the IEEE Foundation Executive Director</p> <p>2) IEEE Foundation Executive Director shall notify IEEE Foundation President and Chair, IEEE Foundation, Nominating & Corporate Governance Committee Chair to determine next steps</p>
F. Theft					
(F1) Volunteers' personal property stolen while traveling on IEEE Foundation business	IEEE Foundation President		Personal property of volunteer is the individual's responsibility	Educate Directors via the annual Orientation that personal property of volunteer is the individual's responsibility	<p>1) Professional Staff shall notify IEEE Foundation Executive Director</p> <p>2) IEEE Foundation Executive Director will collaborate with</p>

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				and not covered by IEEE Foundation insurance	IEEE Foundation Treasurer and IEEE Foundation President to assess situation and determine next steps
(F2) Staff personal property stolen while traveling on IEEE Foundation business	IEEE Foundation Executive Director		Personal property of staff is the individual's responsibility	Periodically remind staff that personal property of staff is the individual's responsibility	<ol style="list-style-type: none"> 1) Professional Staff shall notify IEEE Foundation Executive Director 2) IEEE Foundation Executive Director will work with IEEE Human Resources to determine next steps
(F3) Inadequate/inaccurate reporting of activities on Foundation Assets	IEEE Foundation Accounting Manager		Exposure is marginalized based on the scope of the Foundation's funding portfolio	<p>Established and maintain strong internal control procedures, which are reviewed annually by the external auditing firm during the financial audit</p> <p>Working with IEEE Internal Audit to complete a 'deep dive' internal control review to validate processes and ensure the IEEE Foundation is incorporating GAAP best practices</p> <p>Develop and implement easy to use financial reports for donor support IEEE Programs</p>	<ol style="list-style-type: none"> 1) IEEE Foundation Accounting Manager shall notify and discuss with IEEE Foundation Executive Director 2) IEEE Foundation Executive Director shall notify and discuss with IEEE Foundation Audit Committee Chair 3) As appropriate, IEEE Foundation Audit Committee Chair shall work with IEEE Foundation Audit Committee to determine next steps and report to the IEEE Foundation Board

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				Audit significant grants and fund expenditures as approved annually by Audit Committee.	
(F4) Embezzlement of Foundation funds	IEEE Foundation Accounting Manager		<p>Significance of any potential embezzlement and reputational exposure</p> <p>Failure to have inappropriate controls could expose the Foundation to legal liability.</p>	<p>Established and maintain strong internal control procedures, which are reviewed annually by the IEEE Internal Audit Department.</p> <p>Annually, the external audit firm considers internal controls relevant to the Foundation's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Foundation's internal control</p> <p>Annually, IEEE Foundation Auditor reviews Internal Controls over Financial Reporting to ensure that the design of controls is adequate, and the controls operate</p>	<p>Escalation map dependent upon parties involved in wrongdoing.</p> <p>If other than IEEE Foundation Executive Director involved:</p> <p>1) Professional Staff shall notify IEEE Foundation Executive Director</p> <p>2) IEEE Foundation Executive Director shall, as appropriate, notify and work with IEEE Legal & Compliance, ORIMS (Office of Risk & Insurance Management Services), IEEE Foundation Audit Committee Chair, IEEE Foundation Treasurer, and IEEE Foundation President to determine next steps</p> <p>3) Collaborate with IEEE Corporate Communications team as required for any internal or external communications.</p>

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				effectively to mitigate financial risk	<p>If IEEE Foundation Executive Director involved in embezzlement:</p> <p>1) IEEE Foundation Assistant Treasurer shall be notified.</p> <p>2) Assistant Treasurer shall, as appropriate, notify and work with IEEE Foundation General Counsel, ORIMS (Office of Risk & Insurance Management Services), Audit Chair, Treasurer, and IEEE President to determine next steps</p> <p>3) Collaborate with Corporate Communications team as required for any internal or external communications.</p>
(F5) Exposure due to Sharing of Bank and Securities Account Information	IEEE Foundation Accounting Manager		<p>Accounts are set up as 'deposit only'.</p> <p>Accounts information is only provided to donors indicating interest in making an electronic gift.</p>	<p>Work with IEEE Treasury to set up any new accounts ensuring the parameters are 'deposit only'</p> <p>Foundation access to accounts limited to key staff</p>	<p>1) IEEE Foundation Accounting notifies IEEE Foundation Executive Director and IEEE Treasury</p> <p>2) IEEE Foundation Executive Director notifies IEEE Foundation Treasurer, IEEE Foundation President and ORIMS (Office of Risk &</p>

Risk Topic -	Risk Owner	Heat Rating	Heat Rating Rationale	Risk Mitigation Steps	Basic Escalation Plan - Additional Step May be Required
				<p>Maintain separate cash depository and distribution accounts</p> <p>Monitor Accounts on a weekly basis by IEEE Foundation Accounting to identify any new additions.</p> <p>Accounts for donated Marketable Securities and Cryptocurrency set up to sell securities sold immediately. Financial institution remits reports to several Foundation staff and proceeds from the sale of the donated securities are swept into the depository cash account within one week</p>	<p>Insurance Management Services)</p> <p>3) IEEE Foundation Executive Director and IEEE Foundation Accounting Manager work with IEEE Treasury and ORIMS (Office of Risk & Insurance Management Services) to seek restitution of the funds</p>

Risk Topic -	Risk Owner	Heat Rating	Heat Rating Rationale	Risk Mitigation Steps	Basic Escalation Plan - Additional Step May be Required
G. Regulatory					
<p>(G1) Compliance with laws and regulations worldwide</p> <p>Timely and accurate reporting</p>	IEEE Foundation Executive Director		Foundation is faced with a myriad of regulations; failure to comply will result in fines, penalties and loss of non-profit status.	<p>Continually work with IEEE Legal & Compliance and IEEE Tax Dept to understand the myriad of regulations and compliance requirements.</p> <p>Periodically obtain assurance via internal control on the compliance with identified regulations.</p>	<p>1) IEEE Foundation Executive Director shall work with IEEE Legal & Compliance to resolve minor non-compliance infractions</p> <p>2) If non-compliance is major, IEEE Foundation Executive Director and IEEE Legal & Compliance shall notify IEEE Foundation Audit Committee Chair</p> <p>3) IEEE Foundation Audit Committee Chair shall work with IEEE Foundation Audit Committee to determine next steps</p> <p>4) Collaborate with IEEE Corporate Communications team as required for any internal or external communications.</p>
<p>(G2) EU's General Data Protection Regulation (Effective on 25-May-2018)</p>	IEEE Foundation Executive Director		Law is designed to harmonize data privacy laws across Europe, to protect and empower data privacy for all those in the EU and to	Maintain up to date IEEE Foundation Privacy Policy, Data Exchange Agreement with IEEE.	1) IEEE Foundation Executive Director shall work with IEEE Legal & Compliance to resolve minor non-compliance infractions

Risk Topic -	Risk Owner	Heat Rating	Heat Rating Rationale	Risk Mitigation Steps	Basic Escalation Plan - Additional Step May be Required
			<p>reshape the way organizations across the region approach data privacy.</p> <p>Some Key Elements:</p> <p>Non-Compliance – Heavy Fines of the greater of \$20 Million Euros or 4% of Global Revenues.</p> <p>Requirement of data breach notification within 72 hours of discovery.</p> <p>Right for to be forgotten (Deletion of ALL data).</p> <p>Liability expands to third party data processors.</p>	<p>Conform to personal preferences of donors and other interested parties with respect to communications</p> <p>Integrate appropriate GDPR language into agreements with third party processors</p> <p>To Do:</p> <p>1) Develop Data Access and use guidelines for IEEE unit program partner volunteers and staff.</p>	<p>2) If non-compliance is major, IEEE Foundation Executive Director, IEEE DPO (Data Protection Officer) and IEE Legal & Compliance shall notify IEEE Foundation Audit Committee Chair</p> <p>3) IEEE Foundation Audit Committee Chair shall work with IEEE Foundation Audit Committee to determine next steps</p> <p>4) Collaborate with IEEE Corporate Communications team as required for any internal or external communications.</p>
H. Governance					
<p>(H1) Control of the Board by a few members</p> <p>Board participation is 'pro forma' and not meaningful</p>	IEEE Foundation President		<p>Places the integrity of the board at risk and makes volunteer involvement farcical, could lead to reputational risk and loss of donations.</p> <p>Loss of Board member engagement</p>	<p>IEEE Foundation Governing Documents provide for:</p> <ul style="list-style-type: none"> • Annual Board self-evaluation process • Limitations on Board and Officer terms of service • Rotation of Committee assignments 	<p>1) IEEE Foundation President shall work with IEEE Foundation Nominating & Corporate Governance Committee Chair and the IEEE Foundation Board of Directors to rectify the situation and determine next steps</p>

Risk Topic -	Risk Owner	Heat Rating	Heat Rating Rationale	Risk Mitigation Steps	Basic Escalation Plan - Additional Step May be Required
				<ul style="list-style-type: none"> • Opportunities for Board to meet in Executive Session • Timely and transparent communications <p>Utilizing an anonymous Board meeting survey to collect feedback on meetings wherein Directors may provide feedback and express concerns</p>	
(H2) Maintenance of corporate records	IEEE Foundation Programs & Governance Manager		Corporate records are managed by Governance Manager and maintained in paper or electronic formats.	<p>An electronic copy of all corporate records is stored on the IEEE server.</p> <p>DocuSign is utilized to obtain signed copies of approved Board minutes.</p>	<p>1) Professional Staff shall review with IEEE Foundation Executive Director</p> <p>2) As needed, input shall be sought from IEEE Legal & Compliance, and ORIMS (IEEE Office of Risk & Insurance Management Services) on best practices and next steps</p> <p>3) IEEE Foundation Executive Director shall notify Secretary as needed.</p>
(H3) Failure to disclose a conflict of interest	IEEE Foundation Programs & Governance Manager		COI process minimizes exposure	<p>Execute formal conflict of interest process on an annual basis</p> <p>Annually reminded of the importance of COI during the</p>	<p>1) Professional Staff shall notify IEEE Foundation Executive Director,</p> <p>2) IEEE Foundation Executive Director shall notify IEEE Foundation Audit Committee Chair to determine next steps.</p>

Risk Topic -	Risk Owner	Heat Rating	Heat Rating Rationale	Risk Mitigation Steps	Basic Escalation Plan - Additional Step May be Required
				Duties of the Directors presentation	If party involved is IEEE Foundation Audit Committee Chair, IEEE Foundation Executive Director shall notify the IEEE Foundation President.