



АДАМ УНИВЕРСИТЕТИ
УНИВЕРСИТЕТ АДАМ
ADAM UNIVERSITY

Система Менеджмента Качества

APPROVED
Rector of Adam University
Svetlana Simbard



**RISK REGISTER FOR IMPLEMENTING
THE FINANCIAL AUTONOMY MODEL OF ADAM UNIVERSITY**

Bishkek 2024

In the context of implementing AU's Development Strategy up to 2030, aimed at strengthening institutional sustainability, improving the quality of education, and introducing the principles of digital and financial autonomy, systematic risk management becomes especially important.

Financial autonomy is viewed as a key instrument for improving the efficiency of resource use, expanding opportunities for self-governance, and diversifying funding sources at the institutional level. At the same time, the transition to a new financial management model requires the timely identification, assessment, and minimization of potential risks.

The present Risk Register for Implementing AU's Financial Autonomy Model has been prepared in order to:

- ensure transparency of financial transformation processes;
- increase the accountability of structural units for the rational use of funds;
- minimize external and internal threats that may affect the sustainability and performance of the financial model;
- create a unified basis for monitoring, reviewing, and updating risk management measures.

The register covers the key areas of the university's financial activities — budget planning, allocation and use of resources, accounting and reporting, cooperation with donors and partners, and the implementation of extra-budgetary projects — and defines mechanisms for assessing the probability of risks, their impact on strategic goals, and measures for their mitigation.

The document was developed within the framework of the project “Development of Financial Autonomy of Universities of the Kyrgyz Republic” (DEFA, ERASMUS+) and serves as an instrument to support management decisions and as part of the internal quality assurance system, contributing to the effective implementation of the financial autonomy model and the achievement of sustainable results in line with Strategy 2030.

Система Менеджмента Качества

No.	Risk Type	Risk Description	Probability	Impact	Management Measures	Responsible	Review Period
1	Organizational	Insufficient readiness of the structure and management processes for autonomy	Medium	High	Internal audit of functions; creation of a project group; management training	Vice-Rector for Development and Innovation, QAD	Annually
2	Financial	Reduction in income due to market changes and demand for programs	High	High	Market monitoring; flexible pricing policy; development of additional services; reserve fund	Financial Service	Quarterly
3	Human resources	Staff resistance to reforms and lack of competencies	Medium	Medium	Staff training; introduction of motivational KPIs; involvement in the change process	HR and heads department	Quarterly
4	Reputational	Insufficient transparency causing distrust among students and partners	Low	High	Publication of reports; hearings involving students; satisfaction surveys	QAD; Quality Committee	Every six months
5	Technological	Failures in digital platforms and risks of data leakage	Medium	High	Backup; regular updating; IT and cybersecurity policy	IT and HR departments	Permanent
6	Legal	Non-compliance of local acts with changing legislation	Medium	Medium	Legal review of documents; annual revision of acts	HR department	Permanent
7	Managerial	Overload of management due to the concentration of financial decisions	Medium	Medium	Delegation of authority; digitization of document workflow; clarification of responsibilities	Rectorate	Every six months

Система Менеджмента Качества

No.	Risk Type	Risk Description	Probability	Impact	Management Measures	Responsible	Review Period
8	Innovation-related	Loss of momentum for change after the first stages of implementation	Medium	High	Inclusion of the model's KPIs in strategic monitoring; oversight by the Academic Council	Vice-Rector for Development and Innovation; QAD	Annually
9	Market	Increased competition and a decrease in the number of applicants	Medium	Medium	Development of flexible programs; marketing of micro-qualifications; online products	Vice-Rector for Development and Innovation; departments	Every six months
10	Social	Insufficient involvement of students and staff in autonomy processes	Low	Medium	Information sessions; joint working groups; open discussions	Rectorate; departments	As needed