Agenda

Background

      Why SUNY Enterprise Risk Management Program?

Approach to Enterprise Risk

      Structure of SUNY Enterprise Risk Management Program

High Risk Areas Identified

Enterprise Risk Management Emphasis

Enterprise Risk Management Activities / Outcomes

Background
Why Enterprise Risk Management Program?

State University of New York

- ➤ Large, complex organization
  - ➤ 64 campuses
  - ➤ $13.3B

- ➤ Highly regulated industry

- ➤ Many affiliated/campus-related entities

- ➤ Ongoing strategic initiatives, goals and objectives

- ➤ High quality reputation/brand

- ➤ Large volume of students, employees, and visitors
  - ➤ 1.3M students served
  - ➤ 91,137 employees

- ➤ Subject to a number of risks

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Five Types of Risk

REPUTATIONAL
- Student Experience
- Patient Experience
- Accountability
- Transparency

STRATEGIC
- Political Leadership
- Regulations
- Economy
- Technology
- Demographics
- Healthcare

COMPLIANCE
- Federal
- State
- International
- NCAA
- Accreditations
- Healthcare

OPERATIONAL
- Policies/Procedures
- Succession Planning
- Business Continuity
- Human Capital

FINANCIAL
- Revenue Streams
- Procurement
- Payroll
- Cash Management
- Property and Facilities

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ERM Categorization of Risk

Two-tiered Approach:

Tier I
Strategic

External

Industry

Tier II
Operational

Financial

Compliance

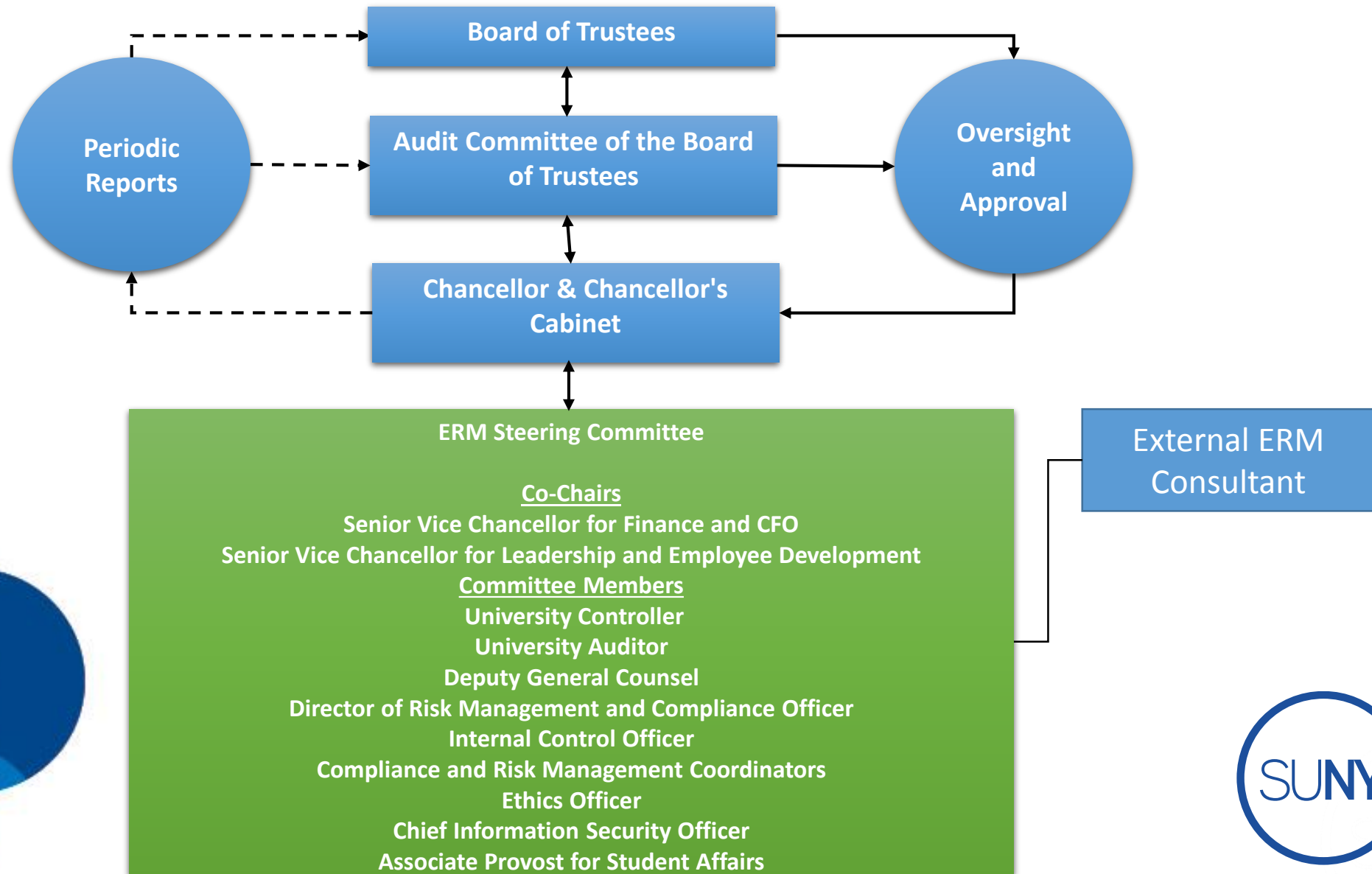## Reputational Risk

ERM Supporting Structure

Advisory Groups

Campus Based

CCBOA
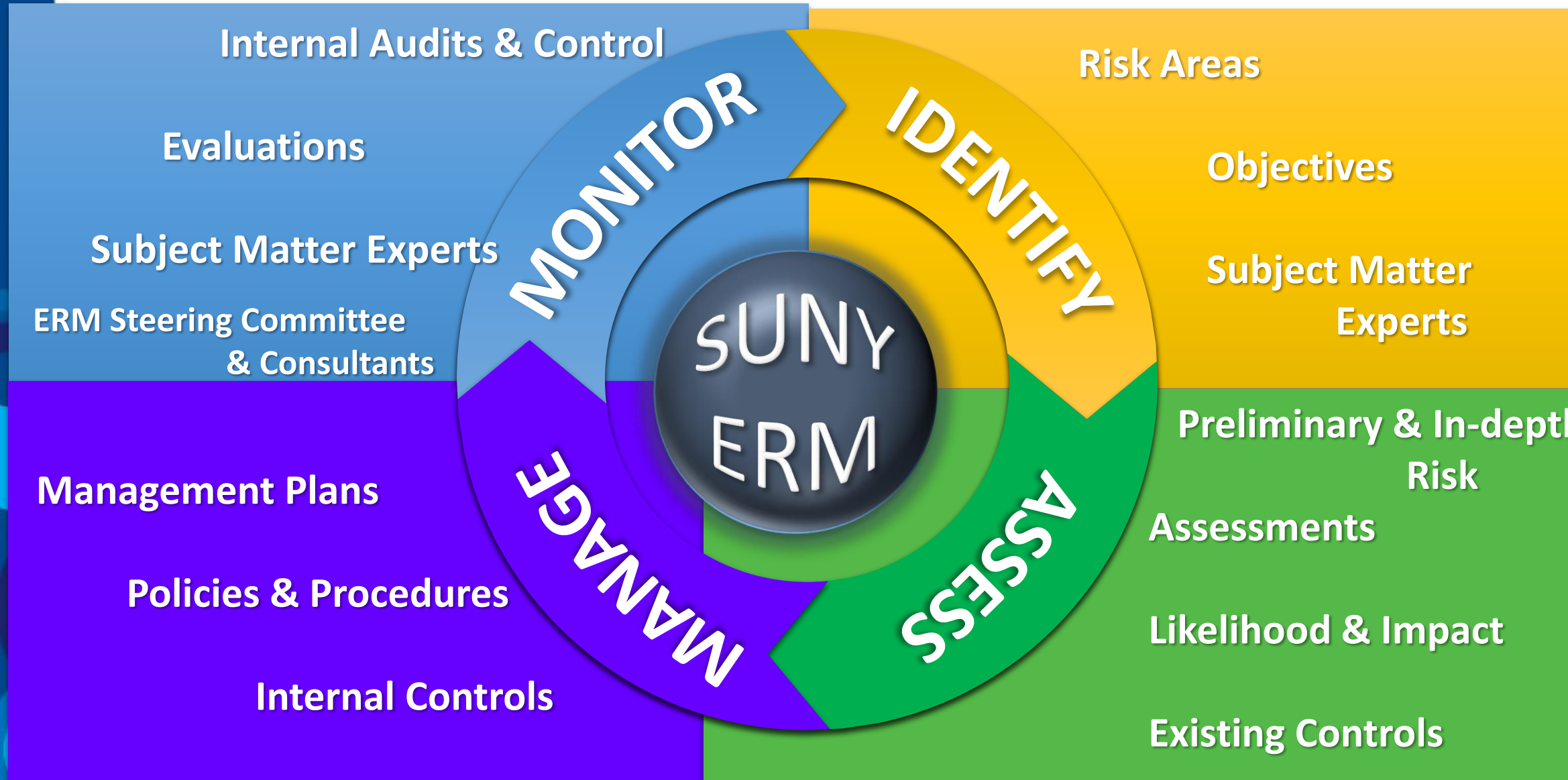
SUBOA

System Admin Leaders

Hospitals

Construction Fund

Research Foundation
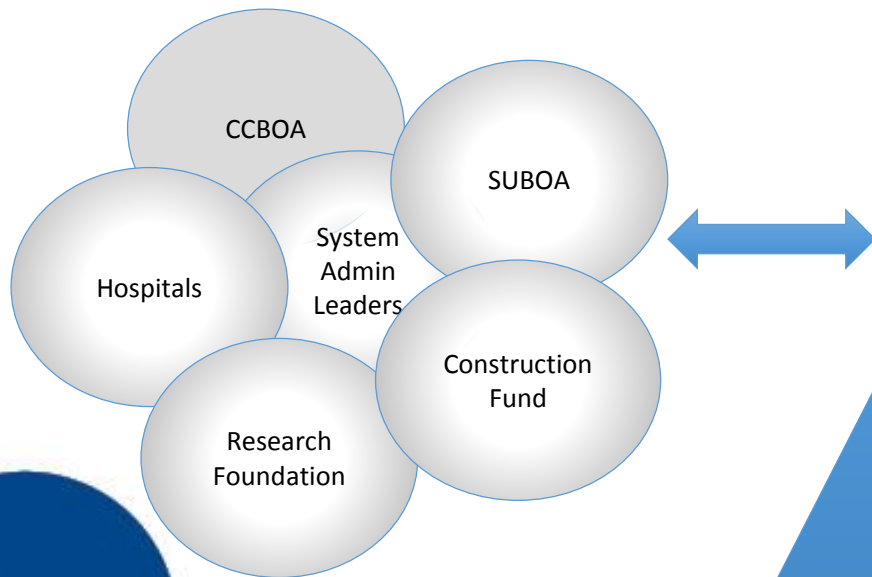
ERM Steering Committee

Compliance Efforts

Risk Managers

Internal Control Officers

Campus Leadership

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High Risk Areas

- *Cyber/Information Security*
- *Campus/Public Safety*
- *Payment Card Industry Compliance*
- *Legal and Regulatory Compliance*
- *Related Entities*
- *International Programs and Study Abroad*
- *Clinical Practice Management Plans*
- *Financial Management Systems and Applications*
- *Environmental Health and Safety*

- *Succession Planning*
- *Research Compliance*
- Enrollment Management
- Employment Related Human Resources
- Healthcare/Hospitals
- Government Support
- Academic Integrity/Relevance
- Facility Conditions and Maintenanc
- Recruiting/Retaining Top Talent
- Athletics

Red – Manage/Monitor
Green –Assess
Purple – Identify
Black – Preliminary

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ERM Emphasis

➢ **Building awareness and stress importance of a risk aware culture**
- ✓ SUNY-wide Training Program
- ✓ Board of Trustees Meetings
- ✓ System Leadership and Presidents' Meetings

➢ **Defined responsibilities of accountability are critical to success**
- ✓ Effective orientation process for new hires
- ✓ Continuous training and awareness
- ✓ Comprehensive policies/procedures – SUNY-wide and campuses

ERM Activities / Outcomes

Enhancements and Positive Actions taken for:
- Information Security
  - ✓ SUNY Information Security Policy Adopted – September 2016
- Campus/Public Safety
  - ✓ State Ops – Full DCJS Accreditation by 2020
  - ✓ Community College assessments ongoing

Payment Card Industry Compliance
- Completed calls with select campuses
- Issued best practice guidance to campuses

Legal and Regulatory Compliance
- Compliance Program Assessment
  - ✓ Completed campus survey
  - ✓ Identified improvement opportunities
  - ✓ Developing a formal compliance program

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