RIT | Compliance and Ethics | Enterprise Risk Management



# 2026 Enterprise Risk Management Annual Report

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# Enterprise Risk Management at RIT

## ERM Overview

As a large, complex institution, Rochester Institute of Technology (RIT) operates in a dynamic environment with inherent uncertainties. RIT's Enterprise Risk Management (ERM) Program supports the university's mission and strategic goals by identifying and addressing risks as best possible and fostering a campus-wide culture of risk awareness. The program is managed by the Office of Compliance and Ethics (OCE).

The ERM Program provides senior leadership and the Board of Trustees with a comprehensive view of the university's most significant risks. Its core purpose and goals are to:

- **Enhance** the university's ability to achieve its mission, strategic goals, and objectives.
- **Create** a risk-aware culture, integrated into institutional decision-making.
- **Reduce** operational surprises and losses by proactively identifying and addressing potential problems.
- **Improve** the efficiency and effectiveness of risk management efforts.
- **Facilitate** greater transparency and openness in risk management processes.

The ERM Program follows a multi-year cycle, conducting comprehensive risk assessments every three years. In the interim, shorter surveys monitor emerging and evolving risks. The 2026 Risk Assessment Survey was a comprehensive survey, which asked participants to review the top enterprise risks from 2025, update existing risks, and identify new ones.

RIT's internal Risk and Compliance Committees, including representatives from all university divisions, collaborated to develop a comprehensive risk register. These committees evaluated and scored each risk, confirmed the highest-priority items, and recommended the top enterprise risks for inclusion in the 2026 Institute Risk Map.

The ERM process is continuously refined to improve its effectiveness. Enhancements include:

- Continuous improvements to the **interactive ERM Dashboard**, available on the OCE website, which offers greater transparency into RIT's risk profile and trends.
- Maintaining a **triennial cycle for the comprehensive Risk Assessment Survey**, with shorter interim surveys to monitor emerging risks, reducing survey fatigue while maintaining vigilance.
- Continued development of **clear definitions and distinctions** between the roles and responsibilities of Primary Risk Owners and Critical Partners to improve accountability.
- Enhancements to the **Risk Response Summary Progress Report** template to better capture the nuances of risk management strategies and progress.
- New RIT affiliation with the collaborative **Higher Education Enterprise Risk Management (ERM) Practitioner's (HEEP) group**, comprised of an elite group of universities with mature ERM programs.

The program's philosophy is not to eliminate all risk but to be "risk-aware," enabling the university to effectively manage uncertainty while pursuing strategic opportunities. This structured approach is operationalized through a clear governance model with defined roles and responsibilities.

The 2026 Institute Risk Map reflects the collaborative efforts of campus stakeholders dedicated to proactive risk management. We appreciate their continued engagement and support of the ERM Program.



# Governance and Oversight of ERM at RIT

While OCE administers the ERM Program, responsibility for enterprise risk management at RIT is shared among the Risk and Audit Committee of the Board of Trustees and the university's three internal Risk and Compliance Committees.

The diagram below outlines the ERM governance structure and highlights the key roles and responsibilities of each committee.



## University Risk and Compliance Network (URCN)

- Subject matter experts from across the university
- Complete annual risk assessment surveys
- Identify and report key risks

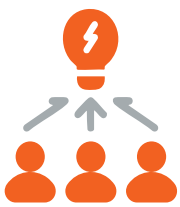




## University Risk and Compliance Committee (URCC)

- Mid-level and next-level supervisors
- Review and validate survey results
- Refine risk descriptions and rationales





## Executive Risk and Compliance Committee (ERCC)

- Senior leadership/Primary Risk Owners
- Prioritize and finalize top enterprise risks
- Prepare the Institute Risk Map
- Oversee development and implementation of Risk Response Plans





## Risk and Audit Committee of the Board of Trustees (BOT)

- Board-level oversight
- Approve the Institute Risk Map
- Review Risk Response Plans
- Ensure ongoing review of top enterprise risks

**Note:** *See Appendix B for a complete list of the 2026 Risk and Compliance Committee Members.*

# ERM Risk Assessment Cycle

The ERM process at RIT is a continuous and systematic cyclical process. The ERM Program follows a multi-year cycle, with a comprehensive Risk Assessment Survey conducted every three years and shorter interim surveys administered in the intervening years to monitor emerging and evolving risks. This approach ensures the university remains vigilant in identifying, analyzing, and responding to a changing risk landscape.

In 2026, the University Risk and Compliance Network (URCN) completed a comprehensive risk assessment survey, which asked participants to assess the impact of top enterprise risks from 2025 within their divisions, departments, and colleges; update existing risks; and identify new ones.

Both the University Risk and Compliance Committee (URCC) and the Executive Risk and Compliance Committee (ERCC) were invited to propose updates to the Institute Risk Map. This year, the Committees identified one new top enterprise risk for RIT, confirmed nine of the 2025 top enterprise risks to carry forward in 2026, and identified one 2025 top enterprise risk for movement to the secondary risks list. These committees also collaborated to draft and revise top risk descriptions and rationales, ensuring they accurately reflect critical elements affecting RIT. The Risk and Audit Committee approved the 2026 Institute Risk Map on August 6, 2026.

# Risk Response Plans

All of RIT's top enterprise risks require collaboration among leaders across divisions, along with input from Board committees responsible for reviewing risk response strategies. Primary Risk Owners provide detailed updates to the Board's Risk and Audit Committee each fall and spring. In addition, OCE facilitates meetings with risk owners and their designees as needed to support ongoing risk management efforts.

Through cross-divisional discussions, representatives from responsible areas share insights and strategies to collectively address these key risks. OCE expanded the scope of risk response beyond traditional mitigation by introducing a comprehensive Risk Response Plan and a new template for risk owners. This approach enables stakeholders to outline detailed strategies, including elements they plan to accept, avoid, or address through other means. Primary Risk Owners can also indicate whether their response includes transferring risk through insurance coverage or contractual agreements.

# Board of Trustee Committee Oversight

The ERM Program is designed to enhance Trustee participation in the oversight of the top risks facing the university. In 2026, 10 risks were identified as enterprise risks. Each of the 10 risks is tied to a committee of the Board, as indicated on the table below. Board committees and Primary Risk Owners with institute risk oversight incorporate discussion of the assigned institute risk and review mitigation plans at least once per academic year.

| Oversight Board Committee | Top Enterpise Risk |
|---|---|
| **Enrollment Managment and Marketing** | Enrollment |
| **Executive** | Artificial Intelligence Strategy and Academic Impact<br>Federal Actions and Societal Influences |
| **Finance and Infrastructure** | Facilities and Infrastructure Modernization<br>Recruitment and Retention (Staff) |
| **Research, Graduate Education, and Faculty Excellence** | Recruitment and Retention (Faculty)<br>Research Compliance |
| **Risk and Audit** | Cybersecurity and Data Protection<br>Physical Safety and Security |
| **Undergraduate Education, Experience, and Success** | Student Health and Well-Being<br>Student Success and Retention |



# 2026 Top Enterprise Risks

To determine RIT's top enterprise risks for inclusion in the 2026 Institute Risk Map, the URCN evaluated each risk using standardized Risk Measurement Scales for both Impact (the severity of consequences) and Likelihood (the probability of occurrence), available on OCE's website. Each risk was scored on a scale from 0 to 25, considering existing management controls.

Risks escalate through the committees for higher-level review based on their calculated scores. This tiered review process ensures proper scrutiny and validation at each level of governance.

## The escalation thresholds are as follows:

- **Scores of 12-25:** Elevated to **the University Risk and Compliance Committee (URCC)** for review and confirmation.
- **Scores of 16-25:** Elevated from the URCC **to the Executive Risk and Compliance Committee (ERCC)** for further review and prioritization.
- **Scores of 20-25:** Elevated from the ERCC to the **Risk and Audit Committee of The Board of Trustees (BOT)** for consideration in the Institute Risk Map.

The URCC and ERCC reviewed and validated the highest-ranked risks. This process confirmed 10 top risks: one new risk, nine previously identified risks, and one previous top risk for movement to the secondary risks for RIT. The process also led to substantive revisions to the several risk descriptions and rationales supporting the top risks.

Senior leadership, in partnership with operational leaders, will continue to develop and refine Risk Response Plans and mitigation strategies for each top risk. These plans are regularly monitored and evaluated for effectiveness. Updates on risk management activities and response strategies are shared with the Board's Risk and Audit Committee and other relevant oversight committees throughout the year.

While risk mitigation is a shared responsibility across the university community, each top enterprise risk is assigned a Primary Risk Owner and supported by Critical Partners. The Primary Risk Owner holds overall accountability for ensuring the risk is effectively managed. Critical Partners are individuals with direct responsibility for, or oversight of, key activities that influence the risk. Primary Risk Owners and Critical Partners coordinate to implement effective risk management strategies.




# 2026 Institute Risk Map

The Institute Risk Map is not merely a deliverable; it is the primary strategic management tool produced by the ERM process. It represents a consolidated view of the highest-priority enterprise risks as confirmed by RIT's senior leadership and approved by the Board of Trustees for each ERM cycle. This map is instrumental in focusing leadership attention, guiding resource allocation, and driving risk mitigation priorities for the coming year.

## TOP ENTERPRISE RISKS

# Artificial Intelligence Strategy and Academic Impact

### Primary Risk Owner* and Critical Partners

- **President's Office ***
- **Provost/Senior Vice President**
- **President, NTID**
- **Senior Vice President and Chief Financial Officer**
- **Associate Vice President and Chief Information Officer**

**Risk Definition:** The rapid evolution and adoption of artificial intelligence present an enterprise risk driven by multiple factors. The absence of an institution-wide strategy and approach to AI could lead to fragmented or misaligned adoption across teaching and learning, research, access, and operations. AI is also reshaping and potentially disrupting RIT's academic program portfolio, creating challenges related to program relevance and market demand. Collectively, these factors increase pressure on student recruitment and retention, enrollment and revenue, institutional effectiveness, and RIT's long-term competitiveness.

# Cybersecurity and Data Protection

## Primary Risk Owner* and Critical Partners

- Senior Vice President and Chief Financial Officer*
- Associate Vice President and Chief Information Officer
- Chief Information Security Officer

**Risk Definition:** The ability to safeguard data and secure access to information assets amid a rapidly evolving cyber-threat landscape presents security challenges which may result in financial loss, loss of research opportunities, data breach, intellectual property loss, and reputational damage.



# Enrollment

## Primary Risk Owner* and Critical Partners

- Vice President, Enrollment Management*
- Senior Vice President and Chief Financial Officer
- Provost/Senior Vice President
- Vice President and Chief Marketing Officer

**Risk Definition:** Inconsistent and unstable student enrollment poses a significant risk to the university's financial health, academic reputation and perceived value, and the ability to fund operations.



# Facilities and Infrastructure Modernization

## Primary Risk Owner* and Critical Partners

> **Senior Vice President and Chief Financial Officer***
> **Associate Vice President, Facilities Management**
> **Associate Vice President and Chief Information Officer**

**Risk Definition:** Failure to upgrade, reinvest in, and modernize existing facilities and physical and technology infrastructure; build new facilities that meet renewable energy and sustainability standards; incorporate critical technology; and adequately support the academic, programmatic, and strategic needs of the campus can negatively impact or disrupt student, faculty, and staff success and retention, research, enrollment, campus operations, revenue opportunities, and institutional reputation.

# Federal Actions and Societal Influences

## Primary Risk Owner* and Critical Partners

> **Office of the President***
> **Vice President and General Counsel**
> **Senior Vice Presidents, Vice Presidents, All Divisions**

**Risk Definition:** Uncertainty surrounding current federal administration activities, policies, and funding; societal influences and opinions about higher education; and economic conditions resulting from current political events and geopolitical dynamics may negatively impact university operations, national and international enrollment and retention, planning and budgeting, compliance requirements, research-related activities, international partnerships and collaborations, and the university community.

# Physical Safety and Security

## Primary Risk Owner* and Critical Partners

- Senior Vice President and Chief Financial Officer*
- Senior Vice President, Student Affairs
- Provost/Senior Vice President
- Associate Vice President and Chief Resilience Officer

**Risk Definition:** Constantly evolving internal and external safety and security risks threaten the university's ability to protect students, staff, faculty, and guests, regionally, nationally, and internationally.



# Recruitment and Retention (Faculty and Staff)

## Primary Risk Owner* and Critical Partners

- Senior Vice President and Chief Financial Officer*
- Provost/Senior Vice President*
- Vice President and Associate Provost for Access, Engagement, and Success
- Associate Vice President, Human Resources
- Associate Provost for Faculty Affairs

**Risk Definition:** An inability to attract, recruit, and retain top employees could negatively impact the university's strategic goals and mission.

# Research Compliance

## Primary Risk Owner* and Critical Partners

- Vice President, Research*
- Executive Director, Sponsored Research Services
- Senior Vice President and Chief Financial Officer
- Associate Vice President and Chief Information Officer

**Risk Definition:** Increasingly stringent research compliance requirements and evolving federal requirements, coupled with unfilled strategic roles impacting operations, increased scrutiny of human subjects' protections, and a decentralized governance, financial, and operational framework for research activities create heightened exposure to regulatory non-compliance, which may result in financial penalties, loss of federal funding, reputational harm, and reduced competitiveness in securing research opportunities.

# Student Success and Retention

## Primary Risk Owner* and Critical Partners

- Provost/Senior Vice President*
- Senior Vice President, Student Affairs
- Vice President and Associate Provost for Access, Engagement, and Success
- Dean of Undergraduate Students and Associate Provost for Student Success

**Risk Definition:** Potential challenges associated with students' academic performance and support, engagement and services, financial stability, and feeling of belonging, in addition to programmatic and degree portfolio variety and research challenges, can lead to decreased student satisfaction; higher dropout rates; decreased tuition dollars; and diminished institutional reputation.

# Student Health and Well-Being

## Primary Risk Owner* and Critical Partners

- Senior Vice President, Student Affairs*
- Associate Vice President, Student Wellness

**Risk Definition:** Compromised student health and well-being due to a range of factors, including but not limited to mental health issues, substance abuse, loneliness, or low sense of belonging, could have negative impacts, including but not limited to death, injury, poor academic performance, and attrition.






# Conclusion

The ERM Program is an integral part of RIT's institutional governance and strategic planning framework. Over the past year, the university's commitment to fostering a culture of proactive risk awareness and ethical decision-making continues to strengthen. Through the structured, collaborative effort across divisions, the university continues to make meaningful strides in proactively identifying and addressing key risks that impact our academic and strategic mission, operational integrity, and community well-being. This approach enables RIT to navigate a complex and uncertain landscape.

Looking ahead, we remain focused on meeting emerging challenges, supporting strategic priorities, and ensuring transparency and accountability at all levels of the university.

rit.edu/go/ermresources

## APPENDIX A

# Risk Measurement Scale: Impact

| IMPACT | Description | SEVERE | HIGH | MODERATE | LOW | INCONSEQUENTIAL |
|---|---|---|---|---|---|---|
| | | 5 | 4 | 3 | 2 | 1 |
| Financial | $ impact on operating revenue | >$25M | $15-25M | $5-14.9M | $1-4.9M | <$1M |
| Legal/Compliance | Legal and/or regulatory ramifications | Cessation of programs/operations by regulatory body<br><br>Significant lawsuits and/or criminal charges and penalties for the university and leadership | Operations under surveillance by external regulatory body<br><br>Significant lawsuits and/or criminal charges and penalties for the university | Moderate legal penalties; operations under surveillance internally | Low legal penalties | Minor legal penalties |
| Reputational | Negative media attention<br><br>Public criticism (from any cause, i.e. compliance, reliability, environmental, safety, etc.)<br><br>Reduction of support from funding agencies | Event prevents achievement of specific objectives and financial plan<br><br>Sustained, serious loss in market share, brand value, and/or public confidence<br><br>Significant attrition in student and/or faculty retention/attraction | Event has major impact on strategic objectives and/or financial plan<br><br>Serious decline in market share, brand value, and/or public confidence<br><br>Noticeable attrition in student and/or faculty retention/attraction | Event has a moderate impact on strategic objectives and/or financial plan<br><br>Market share, brand value and/or public confidence will be affected in the short term<br><br>Some attrition in student and/or faculty retention/attraction | Event has a minor impact on strategic objectives and/or financial plan<br><br>There is a potential impact on market share, brand value and/or public confidence<br><br>Consequences can be absorbed under normal operating conditions<br><br>Potential attrition in student and/or faculty retention/attraction | Event has limited local damage with no wider impact - likely to be no impact on financial plan<br><br>No material impact on market share, brand value and/or public confidence<br><br>Limited-to-no attrition in student and/or faculty retention/attraction |
| Operational | Compromise of operational efficiency and effectiveness | Widespread or long-term shut down of operations<br><br>Inability to properly market and operate all university offerings<br><br>Threat of severe market share loss<br><br>Significant and sustained attrition in staff and/or faculty retention | Significant internal and/or external resources needed/committed to address operational issues<br><br>Deep and/or sustained operational interruptions<br><br>Noticeable attrition in staff and/or faculty retention | Escalating internal and/or external resources needed/committed to address operational challenges<br><br>Larger, or multiple operational inefficiency(s)<br><br>Some attrition in staff and/or faculty retention | Escalation of internal resources needed/committed to address operational issues<br><br>Minor operational inefficiency<br><br>Potential for attrition of staff and faculty retention | Modest internal resources needed/committed to internal operational issues<br><br>Insignificant operational inefficiency<br><br>Limited-to-no attrition in staff and/or faculty retention |
| Strategic | Impact related to RIT's ability to achieve its strategic goals and objectives | Reverses progress on one or more RIT strategic goal or threatens strategic plan failure | Stop progress on more than one RIT strategic goal | Stop progress on one RIT strategic goal | Slows progress on more than one RIT strategic goal | Slows progress on one RIT strategic goal |

# Risk Measurement Scale: Likelihood

| Likelihood | EXPECTED (90 – 100%) | LIKELY (60 – 90%) | POSSIBLE (35 – 60%) | UNLIKELY (10 – 35%) | REMOTE (0 – 10%) |
|---|---|---|---|---|---|
| | 5 | 4 | 3 | 2 | 1 |
| Description | Event is expected to occur in most circumstances | Event will probably occur in most circumstances | Event is as likely to occur as not to occur | Event could occur at some point in time | Event may only occur in exceptional circumstances |

## Quantifying the Risk: Impact x Likelihood

**> Risk Scores between 12 and 25** are elevated to the University Risk and Compliance Committee ("URCC") for review, reevaluation of the risk, and confirmation of the Risk Score.

**> Risk Scores between 16 and 25**, as confirmed by the URCC, are elevated to the Executive Risk and Compliance Committee ("ERCC") for review, reevaluation of the risk, and confirmation of the Risk Score.

**> Risk Scores between 20 and 25**, as confirmed by the ERCC, are elevated to the Risk and Audit Committee of the BOT in the Institute Risk Map, along with other identified risks deemed appropriate by the ERCC.

**Note:** *See the ERM website for these scales and other risk assessment guidance and tools*

APPENDIX B

# University Risk and Compliance Committees

## 2026 Risk and Audit Committee of the Board of Trustees

**Carol Cala,** Chair

**Robert "Bob" August**

**Mark G. Barberio**

**Andrew Brenneman**

**Jon Budington**

**Nick Schneider**

**Kevin Surace**

**Susan M. Puglia,** ex officio

**William Sanders,** ex officio

**Chester "Chet" N. Watson,** Emeritus

**Don Boyce,** Emeritus

## 2026 Executive Risk and Compliance Committee (ERCC) Members

**Phil Castleberry,** Vice President for University Advancement

**Bobby Colon,** Vice President and General Counsel

**Prabu David** (co-chair), Provost and Senior Vice President for Academic Affairs

**Kathleen Davis,** Vice President of Enrollment Management and Associate Provost

**Joan Graham,** Associate Vice President and Chief Information Officer

**Vanessa J. Herman,** Vice President for Government and Community Relations

**Keith Jenkins,** Vice President and Associate Provost for Access, Engagement, and Success

**Sandra Johnson,** Senior Vice President, Student Affairs

**Ryne Raffaelle,** Vice President for Research and Associate Provost

**William Sanders,** RIT President

**Caroline Solomon,** NTID President

**John Trierweiler,** Senior Vice President and Chief Marketing Officer

**James Watters** (co-chair), Senior Vice President, Finance and Administration

# 2026 University Risk and Compliance Committee (URCC) Members

**Rosemary Andolina,** Exec. Director of Strategic Financial Planning and Business Ops, SRS

**Jodi Boita,** Executive Director, Assessment, Technology, Communications

**Nicole Boulais,** Associate Vice President, Student Support, Programs, and Services

**Neeraj Buch,** Dean of Undergraduate Studies and Associate Provost for Student Success

**Denis Charlesworth**, Executive Director, SRS

**Milagros Concepcion,** Associate Vice President Controller and Assistant Treasurer

**Patrick Didas,** Associate Vice President Institute Audit, Compliance, and Advisement

**Meaghan Drumm,** Associate Vice President, Financial Aid and Scholarships

**Erika Duthiers** (co-chair), Associate Vice President, Compliance and Ethics; Deputy Legal Counsel

**Doreen Edwards,** Dean, Kate Gleason College of Engineering

**Bob Finnerty,** Associate Vice President of University Communications

**Timothy Gordon,** Associate Vice President, Student Development, Access, and Support

**Joan Graham,** Associate Vice President and CIO

**Cathy Hain,** Associate Vice President University Advancement

**Christopher Harris,** Assistant Vice President Government and Community Relations

**Leanne Hill,** Associate Vice President, Budgeting and Financial Planning Services

**Matt Huenerfauth,** Dean, Golisano College of Computing and Information Sciences

**Bernard Hurwitz,** Associate Vice President for NTID Administration

**Christine Licata,** Vice Provost for Academic Affairs

**Allan Mathew,** Assistant Vice President of Admissions

**Laverne McQuiller,** Associate Provost for Faculty Affairs

**James Myers,** Associate Provost of Int'l Education & Global Programs

**Jacqueline Nicholson,** Executive Director Intercollegiate Athletics

**Cassandra Nickels,** Associate Vice President, Marketing Strategy

**Ray Orr,** Associate Vice President Facilities Management Services

**Jo Ellen Pinkham,** Associate Vice President and Chief Human Resources Officer

**Patrick Saeva,** Associate Vice President for Advancement Services and Admin

**Kory Samuels,** Associate Vice President of Auxiliary Services

**Diane Slusarski,** Associate Provost, Dean RIT Graduate School

**Torrence Sparkman,** Assistant Provost and AVP for Faculty Recruitment

**Maya Temperley,** Associate Vice President, Government and Community Relations

**Phillippa Thiuri,** Assistant Vice President for Academic Access & Success

**Yong Tai Wang,** Dean, College of Health Sciences and Technology

**Melinda Ward** (co-chair), Associate Vice President and Chief Resilience Officer

**David Wick,** Associate Vice President for Research and Assessment

**Shelitha Williams,** Associate Vice President, Student Development

# 2026 University Risk and Compliance Network (URCN) Members

**David Armanini,** Executive Director, Risk Management and Insurance

**Monica Astacio,** Shift Supervisor, Public Safety

**Jeremy Babcock,** Executive Director, Auxiliary Facilities

**David Bagley,** Assistant Vice President and Director of Residence Life

**Lynette Baker,** Executive Assistant to the Vice President/Marketing Coordinator

**Gary Behm,** Interim Dean, NTID

**Berlin Bermudez,** Assistant Controller, Accounting and Financial Management Services

**Raman Bhalla,** AVP of University Web Services

**Johann Bodensteiner,** Executive Director, Procurement Services

**Jessica Bowen,** Director of Systems and Business Analysis

**Leah Bradley,** Director of Educational Effectiveness Assessment

**Valerie Bradley,** Privacy Officer - Senior Counsel

**Courtney Bringly,** Assistant Vice President and Director of Residence Life

**Matangi Buch,** Executive Director, Research Computing

**Michael Buffalin,** SHED Makerspace Director

**Donna Burnette,** Executive Director RIT K-12 University Center

**Matt Campbell,** Principal Enterprise Architect IV

**Denis Charlesworth,** Executive Director, SRS

**Stacey Clements,** Dining Services Safety Compliance and Training Manager

**Christopher Collison,** Director, RIT AI Hub; Professor, College of Science

**John Connelly,** Director, Parking and Transportation

**Victoria Cottrell,** Director of Operations, GCCIS

**Michael Dellefave,** Interim Director of Construction, Project Management, and Off-Campus Properties

**Christopher Denninger,** Director, Threat Management and Emergency Preparedness

**Stacy DeRooy,** Executive Director of Title VI and Title IX Compliance

**Carla Dilella,** Executive Director, RIT Housing

**Dara Donaghy,** Executive Director, Accounts Payable

**Meaghan Drumm,** Assistant Vice President, Financial Aid and Scholarships

**James Eilertson,** Director, Intellectual Property

**Brendan Foley,** ITS Platform Engineer Manager

**Heather M. Foti,** Director, Human Subjects Research

**Laurie Furibondo,** Senior Director for Research Development

**Ellen Fustanio,** Executive Director, Payroll

**Matthew Ganter,** Assistant Research Professor

**Greg Gardner,** ITS Platform Engineering Manager, ITS Operations

## 2025 University Risk and Compliance Network (URCN) Members (cont'd)

**Geremy Gersh,** Associate CIO & Chief Technology Officer

**Daniel Goebert,** AVP of University Production Services and M&C Finance/Operations

**Christopher Harris,** Assistant Vice President, Government and Community Relations

**Lawrence David Harris,** Director Building Operations and Maintenance

**Leanne Hill,** Associate Vice President, Budgeting and Financial Planning Services

**Lisa Hupf,** ITS Director

**Sarah Klein,** Director, Environmental Health & Safety

**Megan Kless,** Director, International Student Services

**Karla Orozco**, Executive Director of RIT Dining

**Carl Langsenkamp**, Director of Public Information and Internal Communications

**Michelle Lezette,** Director Technology Management and Business Strategies

**Joe Loffredo,** Associate Vice President for Academic Affairs and Registrar

**David Long**, Director of MAGIC Center

**Matt Lynn,** Associate Dean for Curricular Affairs, Academic Affairs

**Aldwin Maloto,** Chief Information Security Officer

**Kim Maimone,** ITS Software Engineer Manager

**Bethany Marren,** Associate Director/NCAA Compliance Officer

**Matthew Marshall,** Associate Dean, Kate Gleason College of Engineering

**Lynne Mazadoorian,** Assistant Vice President, UG Student Success and Director, UAO

**Nicholas McCaffery,** Senior Director of Finance and Administration

**Charles McFadden,** Executive Director, NTID Outreach, Placement, and Special Programs

**Lyndsey McGrath,** Director of Global Programs and International Partnerships

**Michael McGwin,** Director of Strategic Projects and Analytics Management

**Kelly McLaughlin,** ITS Support and Service Director

**Luke Mekker,** Executive Director of University Arenas

**Arthur Miller,** ITS Network Engineering Manager

**Ebony Miller,** Director, Center of Urban Entrepreneurship

**Gary Moxley,** Executive Director, Public Safety

**James Munro,** Interim Director of Operations Access Services

**Anthony Musa,** ITS Data Engineering Manager

**Rick Myles,** ITS Software Engineering Manager

**Anthony Palmiotto,** Executive Director of Tax

**Justin Pelletier,** Director of the GCI Cyber Range and Training Center

**Lindsay Phillips,** Physician/Medical Director, Student Health Center

**Omar Phillips,** ITS Platform Engineering Manager

## 2025 University Risk and Compliance Network (URCN) Members (cont'd)

**Jo Ellen Pinkham,** AVP and CHRO, Interim Acting Head of Compensation

**Shawn Plummer,** ITS Director, Infrastructure and Operations

**Jason Polito,** Director of Post Award

**Michelle Polowchak,** Executive Director, Human Resources

**Kevin Purdy,** Associate Controller

**Emily Redman,** Director, Budget, Financial Planning, and Analysis

**Maria Richart,** Director, Career Services and Cooperative Education

**Jeremy Roethel,** Senior Director Advancement Systems

**Marla Roberts,** ITS Software Engineering Manager

**Jessica Saltzberg,** Program Director, HEOP

**Nilay Sapio,** Director, Institutional Research, Data, and Analytics

**Evan Seary,** ITS Applications Administration Manager

**Catherine Shannon,** Executive Director, RIT & RRH Strategic Alliance

**Janice Shirley,** Director of Physician Assistant Program

**Rona Skinner,** ITS Project and Product Management Director, Project Management Office

**Ericka Smith-Schubart,** Assistant Director, HR Operations

**Erwin Smith,** Assistant Vice President, IT and College Operations NTID

**Lisa Stein,** Executive Director, Events and Conferences

**David Stevens,** Director, Center for Recreational Sports

**David Stofanak,** Director of Emergency Management

**Toby Stroud,** Executive Director, Sponsored Programs Accounting

**Jenny Sullivan,** Director of Education Abroad and International Fellowships

**Elizabeth Sullivan,** Assistant Vice President, Enrollment Marketing

**Derek Sylvester,** Director, Facilities Services

**Brittany Taylor,** Director of Operations, Access Services

**Teah Terrance,** Assistant Vice President, Alumni and Constituent Engagement

**Kate Torrey,** Senior Program Director, CSTEP/McNair

**Aaron Tomassini,** Director, Center for Student Conduct and Conflict Resolution

**Mary Tsikalakis,** Program Director, Osher Lifelong Learning Institute

**John Tu,** Senior Associate Dean

**Dave Tyler,** Director of Social Media

**Jan van Aardt,** Director of Carlson Center for Imaging Science

**Meg Walbaum,** Director for Strategic Partnerships

**Cynthia White,** Environmental Health and Safety Manager

**Sandra Whitmore,** Executive Director for Marketing and Operations



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