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2023 Annual Report and Institute Risk Map

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Enterprise Risk Management at RIT

ERM Overview

The Enterprise Risk Management (ERM) Program at RIT enhances the university's ability to achieve its mission, vision, and strategic objectives, by strengthening its competitive position and fostering a university-wide culture of risk awareness. The ERM Program provides a structured, consistent, and continuous process allowing for early identification and proactive response to material risks by senior leadership, as well as timely reporting to the Board of Trustees. The Office of Compliance and Ethics (OCE) administers the ERM Program.

The Program operates on a multi-year process cycle, with comprehensive risk assessment surveys completed once every three (3) years and brief surveys inquiring about changes to risks between full assessment years. The 2023 Risk Assessment Survey was a comprehensive survey, which asked participants to review the top enterprise risks identified in 2022, review and revise previously reported risks, request removal of previous risks from the register, and add new risks for consideration.

RIT's internal Risk and Compliance Committees, comprised of stakeholders representing every division at the university, collaborated to create a comprehensive risk register, score risks, confirm the highest scored risks, and recommend the top enterprise risks that comprise the 2023 Institute Risk Map.

Notably, this past year, the ERM process was adapted to reflect the next step in a more mature ERM program, which involved a program revision and relaunch with improved educational and resource materials. In addition, OCE created an interactive ERM Dashboard that is accessible to the RIT community and provides greater transparency and trending of the university's risk profile.

Creating the 2023 Institute Risk Map relied on the collaboration of hundreds of campus partners dedicated to cultivating a culture of proactive risk awareness and response at RIT. We thank our campus partners for their enthusiastic participation throughout the ERM process.

Governance and Oversight of ERM at RIT

Although administered by OCE, the Risk and Audit Committee of the Board of Trustees and RIT's three (3) internal Risk and Compliance Committees share the responsibility of ERM at RIT. The diagram below illustrates the governance oversight for the ERM program and identifies the key functions of each committee.

University Risk and Compliance Network	University Risk and Compliance Committee	Executive Risk and Compliance Committee	Risk and Audit Committee of the BOT
> **Subject matter experts** > Take annual survey > Identify key risks	> **Next-level supervisors** > Validate survey results	> **Senior leadership** > Prepare Institute Risk Map > Develop and implement Risk Response Plans	> Approve Institute Risk Map > Review Risk Response Plans > Ensure review of top risks

Note: *See Appendix B for a complete list of the 2023 Committee Members*

ERM Risk Assessment Cycle

The ERM program structure involves a multi-year cycle that requires the completion of a comprehensive Risk Assessment Survey once every three (3) years. This change from a one- to three-year cycle is a result of feedback OCE received from the 2020 ERM peer review, feedback from the stakeholders in the ERM process, and observations regarding the static nature of the risk register year over year.

This year, the University Risk and Compliance Network ("URCN") completed a comprehensive Risk Assessment Survey, and both the University Risk and Compliance Committee ("URCC") and Executive Risk and Compliance Committee ("ERCC") had the opportunity to recommend changes to the 2023 Risk Map. The groups considered proposals to add two (2) new enterprise risks to the Risk Map: Facilities Maintenance, and IT Infrastructure.

ERCC decided to combine the proposed risks into one (1) new top risk, *Facilities and Infrastructure Modernization*, and remove four (4) previous top risks from the map: *COVID-19, External Funding, Reputational and Brand Management*, and *Research Compliance*. The Risk and Audit Committee voted to approve the Institute Risk Map on July 20, 2023.

Risk Response Plans

Most top risks are co-owned by leaders from multiple divisions, and Board Committees tasked with reviewing risk responses. OCE facilitates meetings with risk owners and their delegates for each top risk, and risk owners provide comprehensive updates in October and March of each calendar year. Through facilitated cross-divisional discussion, representatives from responsible divisions share ideas and strategies for a more collaborative approach to addressing each top risk. OCE shifted risk response from a mitigation-only focus to a more comprehensive Risk Response Plan and developed a new template for use by risk owners. This change allows stakeholders to provide more detailed plans and enables them to accept facets of a risk and avoid others. Risk owners can also indicate the transfer of a portion of a risk through insurance coverage or contractual agreements.

Board of Trustee Committee Oversight for Top Risks

Board Committee	Risk
Risk and Audit	Cybersecurity and Data Protection; Physical Safety and Security; Sex and Gender-Based Harassment and Discrimination
Enrollment Management and Marketing	Enrollment
Research, Graduate Education, and Faculty Excellence	Recruiting and Retention (Faculty)
Finance and Infrastructure	Recruiting and Retention (Staff); Facilities and Infrastructure Modernization **(NEW Risk in 2023)**
Undergraduate Education, Experience, and Success	Student Health and Well-Being

2023 Enterprise Risks

To identify RIT's top enterprise risks for the 2023 Institute Risk Map, risks identified by URCN on the survey and risk register received scores using both Impact (consequences of occurrence) and Likelihood (probability of occurrence) Risk Measurement Scales (see Appendix A). Each individual risk received a risk score from 0 through 25, based on the residual (remaining) risk after considering management controls already in place. The URCC and then ERCC both validated and confirmed the risks that ranked highest.

The process resulted in the removal of four (4) top risks present on the 2021-2022 Institute Risk Map from this year's Institute Risk Map: *COVID-19, External Funding, Reputational and Brand Management*, and *Research Compliance*. Through the ERM process, the URCN and URCC committees proposed, and ERCC confirmed, one (1) new top enterprise risk for inclusion in our 2023 Institute Risk Map: *Facilities and Infrastructure Modernization*.

The internal committees discussed additional risks that received higher scores during the ERM process, including employee health and well-being, and harassment and discrimination related to all protected

Top Enterprise Risks

> Cybersecurity and Data Protection

> Enrollment

> **Facilities and Infrastructure Modernization (NEW)**

> Physical Safety and Security

> Recruiting and Retention

> Sex and Gender-Based Harassment and Discrimination

> Student Health and Well-Being

categories. Through the collaborative process, those risks were determined not to be top enterprise risks, but are designated trending areas identified for further review and response by the operational areas responsible for the oversight of those functions.

For all top risks, senior leadership, in collaboration with operational leaders, will continue to develop Risk Response Plans to manage the risks and monitor and assess the effectiveness of the response strategies. All management activities and response plans are shared with the Risk and Audit Committee of the Board, as well as the other cognizant committees, for discussion and high-level oversight throughout the next year.

2023 Institute Risk Map

TOP ENTERPRISE RISKS

Cybersecurity and Data Protection

Primary Risk Owners
> **Senior Vice President, Finance and Administration**
> **Associate Vice President and Chief Information Officer**
> **Chief Information Security Officer**

The ability to safeguard data and manage access of the various end users to information assets and effectively keep pace with security threats presents significant security challenges which may result in data theft, fraud, intellectual property loss, financial loss, and damage to reputation.

Forty-four percent (44%) of survey respondents identified Cybersecurity and Data Protection as a top risk for their area.

What Makes This a Top Risk?

> The significant growth in the use of mobile and remote devices to access, process, and store RIT data increases the risk of data loss, data exposure, and increased network-based attacks impacting the university, students, and employees.

> The increasing threat of action and fines from regulators against organizations for data breaches puts RIT and leadership at greater risk for significant fines and penalties, should an incident occur.

> The rapidly increasing volume and sophistication of cyber threats make it significantly more difficult to effectively protect information assets.

> The growing complexity of, and RIT's reliance upon, third-party environments for maintenance and storage of private and confidential data means increased vulnerability for the university.

> Distributed IT departments throughout the university present challenges with consistent deployment of security controls and characterization of risks.

Enrollment

Primary Risk Owners

> Vice President, Enrollment Management
> Senior Vice President, Finance and Administration
> Provost/Senior Vice President, Academic Affairs
> Vice President and Chief Marketing Officer

Inconsistent and unstable student enrollment leads to the decline in the university's financial health, and the inability to fund operations through accurate forecasting of faculty recruitment, infrastructure needs, and resources.

Forty percent (40%) of survey respondents identified Enrollment as a top risk for their area.

What Makes This a Top Risk?

> Increased competition, changes in debt tolerance, demographic shifts in college-attending populations, and funding most financial aid out of operating budget, leaves RIT vulnerable to unplanned revenue declines.

> Net tuition revenue is not diversified to all potential markets of students (i.e., adults, online, non-tech), which results in the loss of potential revenue and enrollment of non-traditional students.

> Changes in ethical code and recruitment restrictions have disrupted previous enrollment patterns, making it more challenging for RIT to retain enrollment numbers.

> Geo-political factors and deterioration of the U.S. as an education destination can negatively impact enrollment of international students.

> The inability to perform the value of a residential education will lower demand and price control, negatively impacting enrollment.

> The inability of international students to obtain student visas due to the closure of U.S. consulates can negative impact RIT's ability to recruit and retain international students.

> High unemployment rates and lack of consumer capital to access higher education result in potential students electing lower-cost options for continued education post-secondary school.
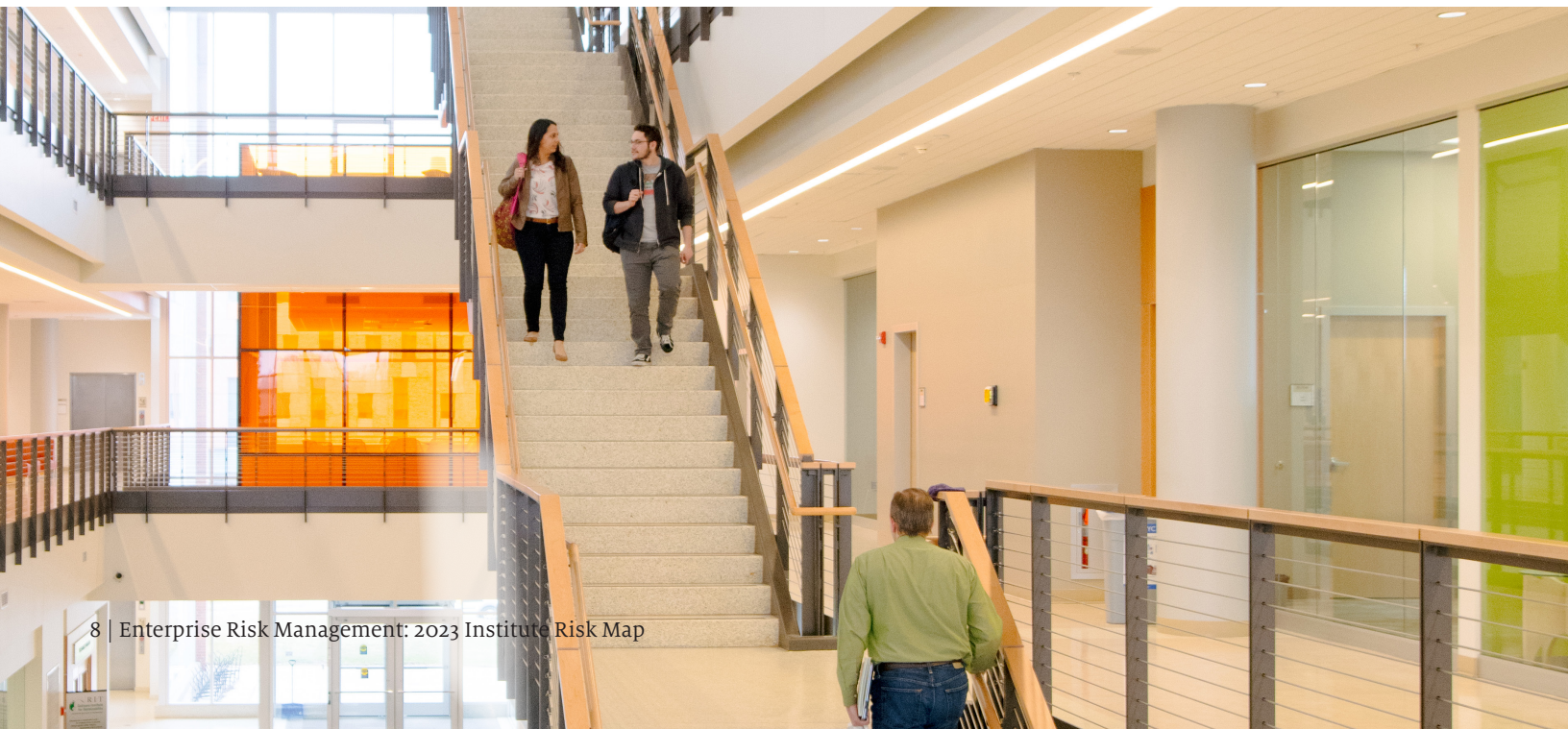
Facilities and Infrastructure Modernization

Primary Risk Owners

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

Failure to upgrade, reinvest in, and modernize existing facilities and infrastructure; build new facilities that meet renewable energy standards; incorporate critical technology; and support the academic, programmatic, and strategic needs of the campus can negatively impact or disrupt student and faculty success, enrollment, and campus operations and reputation.

What Makes This a Top Risk?

> Current campus facilities and infrastructure must be consistently accessible, ADA compliant, and modernized on par with competing technology-focused, research universities.

> New York State's Climate Leadership and Community Protection Act requires the university to implement programs and systems to reduce carbon emissions, which will have significant cost implications and reduce the resources available for strategic goals.

> Approximately 50% of older campus facilities have reached the 50-year life expectancy, and 30% of newer construction has reached the life expectancy of 20 years, which increases cost, frequency, and unpredictability of failures.

> Campus technology needs are constantly evolving, and technology infrastructure has a short lifespan, requiring significant resources for renewal and replacement throughout campus.

> New, technology-heavy construction will require continued upgrades and modernization, imposing a heavy financial burden on the university, and detracting funds from strategic goals.

Physical Safety and Security

Primary Risk Owners

> Senior Vice President, Finance and Administration
> Associate Vice President, Student Affairs
> Provost/Senior Vice President, Academic Affairs

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.

Forty-three percent (43%) of survey respondents identified Physical Safety and Security as a top risk for their area.

What Makes This a Top Risk?

> There are strong public expectations for maintaining a safe campus community.

> An increasing number of minors on campus through academic, athletic, and recruiting programs creates risks unique to the care for and protection of minors.

> Travel and off-campus activities, including recruitment, fundraising, admissions, and conferences, can put members of the RIT Community at risk for physical harm where RIT has fewer direct controls.

Recruiting and Retention

Primary Risk Owners

> Senior Vice President, Finance and Administration
> Provost/Senior Vice President, Academic Affairs
> Associate Provost for Faculty Affairs
> Vice President/Associate Provost for Diversity and Inclusion

An inability to recruit, attract, and retain top employees could negatively impact the university's instructional, research, diversity, and reputational goals.

Thirty-nine percent (39%) of survey respondents identified Recruiting and Retention as a top risk for their area.

What Makes This a Top Risk?

> Increasing competition for outstanding faculty impacts RIT's ability to attract and retain the best.

> The desire to recruit top-notch faculty from other universities can require start-up packages that may or may not be within RIT's ability to provide.

> Difficulties in the faculty hiring process, which is slow and cumbersome, make attracting and retaining high-quality employees in key areas challenging.

> Attractive compensation packages at both academic and non-academic competitors can cause staff vacancies, especially in high-demand fields.

Sex and Gender-Based Harassment and Discrimination

Primary Risk Owners

> **Senior Vice President, Finance and Administration**
> **Senior Vice President, Student Affairs**
> **Provost/Senior Vice President, Academic Affairs**

The university's ability to stop, prevent, and remedy sex and other gender-based harassment and discrimination in a rapidly changing regulatory environment may impact the university's reputation, result in financial and regulatory consequences, and may impact student, employee, and alumni engagement, admissions, recruiting, and diversity goals.

Forty percent (40%) of survey respondents identified Sex and Gender-Based Harassment and Discrimination as a top risk for their area.

What Makes This a Top Risk?

> The complex overlay of governing federal and state statutes and regulations (Title IX, Title VII, 129-B, Clery, VAWA) sometimes presents competing standards and requirements, making management of the risk more challenging.

> Rapidly changing and conflicting legal and compliance requirements and best practice implementation can tax resources and community capacity for learning new expectations.

> The rising number of complaints and complexity of cases require a mature and efficient internal structure to meet demands.

> Demands for increased transparency and accountability from the RIT Community promote good practice but also open the university to criticism.

> Increasing media and industry interest and scrutiny open internal decisions up to public scrutiny.

Student Health and Well-Being

Primary Risk Owners

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

A decline in student health and well-being increases risk of student death (either accidental or by suicide), serious injury, and property damage, and decreases retention and graduation rates.

Thirty-eight percent (38%) of survey Student Health and Well-Being as a top risk for their area.

What Makes This a Top Risk?

> The improper use of alcohol, cannabis, and other drugs leads to negative health and well-being.

> The increase in stress experienced by students leads to negative health outcomes.

> National trends indicate that student mental health is a growing issue on college campuses. Psychological risk factors present increasing risk for more serious harm to the individual and/or the community with significant short- and long-term consequences.

Conclusion

The ERM Program helps the university make data-informed, strategic decisions, and focus allocation of resources in the areas that require the most attention and present the highest risk to RIT.

With the assistance of Enterprise Risk Management, university partners can proactively identify trends that require action and ensure the continued success and achievement of RIT's strategic goals.

Risk Measurement Scale: Impact

IMPACT	Description	SEVERE 5	HIGH 4	MODERATE 3	LOW 2	INCONSEQUENTIAL 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 Significant lawsuits and/or criminal charges and penalties for the university and leadership	Operations under surveillance by external regulatory body 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 Public criticism (from any cause, i.e. compliance, reliability, environmental, safety, etc.) Reduction of support from funding agencies	Event prevents achievement of specific objectives and financial plan Sustained, serious loss in market share, brand value, and/or public confidence Significant attrition in student and/or faculty retention/attraction	Event has major impact on strategic objectives and/or financial plan Serious decline in market share, brand value, and/or public confidence Noticeable attrition in student and/or faculty retention/attraction	Event has a moderate impact on strategic objectives and/or financial plan Market share, brand value and/or public confidence will be affected in the short term Some attrition in student and/or faculty retention/attraction	Event has a minor impact on strategic objectives and/or financial plan There is a potential impact on market share, brand value and/or public confidence Consequences can be absorbed under normal operating conditions 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 No material impact on market share, brand value and/or public confidence 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 Inability to properly market and operate all university offerings Threat of severe market share loss Significant and sustained attrition in staff and/or faculty retention	Significant internal and/or external resources needed/committed to address operational issues Deep and/or sustained operational interruptions Noticeable attrition in staff and/or faculty retention	Escalating internal and/or external resources needed/committed to address operational challenges Larger, or multiple operational inefficiency(s) Some attrition in staff and/or faculty retention	Escalation of internal resources needed/committed to address operational issues Minor operational inefficiency Potential for attrition of staff and faculty retention	Modest internal resources needed/committed to internal operational issues Insignificant operational inefficiency 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%) 5	LIKELY (60 – 90%) 4	POSSIBLE (35 – 60%) 3	UNLIKELY (10 – 35%) 2	REMOTE (0 – 10%) 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*

University Risk and Compliance Committees

2023 Risk and Audit Committee of the Board of Trustees

Mark G. Berberio, Chairman

Donald Boyce, Emeritus

Andrew Brenneman

Jeffery K. Harris, ex-officio

Christopher Lehfeldt

David Munson, ex-officio

Gerry Pierce

Susan M. Puglia, Vice Chair

Kim E. VanGelder

Chester N. Watson

James H. Watters, Administrative Partner

2023 Executive Risk and Compliance Committee (ERCC) Members

Gerard Buckley, President NTID/Vice President and Dean RIT

Phil Castleberry, Vice President for University Advancement

Bobby Colon, Vice President and General Counsel

Joan Graham, Interim Associate Vice President ITS, Inst. Research, Data & Analytics

Ellen Granberg (co-chair), Provost and Senior Vice President for Academic Affairs

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

Keith Jenkins, Vice President and Associate Provost for Diversity and Inclusion

Sandra Johnson, Senior Vice President, Student Affairs

Colleen Peterson, Interim Vice President, Enrollment Mgmt.

Ryne Raffaelle, Vice President for Research and Associate Provost

John Trierweiler, Vice President/Chief Marketing Officer, Marketing and Communications

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

2023 University Risk and Compliance Committee (URCC) Members

Jodi Boita, Executive Director Assessment, Technology, Communications

Nicole Boulais, Associate Vice President, Student Affairs

Katherine Clark, Director of Sponsored Research Services

Neeraj Buch, Dean, Undergraduate Studies/Associate Provost for Student Success

Milagros Concepcion, Associate Vice President/Controller and Assistant Treasurer

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

Erika Duthiers (co-chair), Associate Vice President, Compliance and Ethics

Doreen Edwards, Dean of the Kate Gleason College of Engineering

Bob Finnerty, Associate Vice President, University Communications

Wendy Gelbard, Associate Vice President, Wellness

Joan Graham, Interim Associate Vice President ITS, Inst Research, Data and Analytics

Cathy Hain, Associate Vice President, University Advancement

Christopher Harris, Director, Community Relations

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

Bernard Hurwitz, Associate Vice President, NTID Administration

Christine Licata, Vice Provost, Academic Affairs

Edward Lincoln, Assistant Vice President, Enrollment Management

John Moore, Associate Vice President, Facilities Management Services

James Myers, Associate Provost, International Education and Global Programs

Cassandra Nickels, Associate Vice President, Marketing Strategy

Jacqueline Nicholson, Executive Director of Intercollegiate Athletics

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

Susan Provenzano, Assistant Vice President, Academic Affairs

Patrick Saeva, Assistant Vice President, Advancement Services and Admin

Kory Samuels, Associate Vice President, Auxiliary Services

Diane Slusarsky, Associate Provost and Dean, Graduate Education

Maya Temperley, Associate Vice President, Government and Community Relations

Phillippa Thiuri, AVP for Academic Access & Success

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

Melinda Ward (co-chair), Associate Vice President, Global Risk Management Services

David Wick, Assistant Vice President, Research Assessment

Laverne McQuiller Williams, Associate Provost for Faculty Affairs

2023 University Risk and Compliance Network (URCN) Members

Christa Abugasea, Executive Director Payroll and Accounts Payable Services

Kirk Anne, Director ITS Research Computing

David Armanini, Director Environmental Health and Safety

Jeremy Babcock, Executive Director, Auxiliary Facilities

David Bagley, Assistant Vice President and Director, Residence Life

Gary Behm, Associate Vice President for Academic Affairs, NTID

Raman Bhalla, AVP of University Web Services

Johann Bodensteiner, Executive Director, Procurement Services

Jessica Bowen, Director of Systems and Business Analysis

Leah Bradley, Interim Director of Educational Effectiveness Assessment

Valerie Bradley, Privacy Officer - Senior Counsel

Belinda Bryce, Program Director, HEOP

Michael Buffalin, Lab Manager, Simone Center for Student Innovation and Entrepreneurship

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

Matt Campbell, Principal Enterprise Architect IV

Chris Campbell, Director of Operations for Access Services

Denis Charlesworth, Federal Contracting & Research Compliance Specialist

Stacey Clements, Dining Services Safety Compliance and Training Manager

John Connelly, Interim Director, Parking and Transportation

Jeffrey Cox, Director, International Student Services

Christopher Denninger, Director, Threat Management and Emergency Preparedness

Stacy DeRooy, Director of Title IX and Clery Compliance

Carla Dilella, Executive Director, RIT Housing

Paul Drozdziel, Director, Project Management and Grounds

Meaghan Drumm, Executive Director of Financial Aid and Scholarships

Heather M. Foti, Director, Human Subjects Research

Laurie Furibondo, Senior Director for Research Development

Greg Gardner, ITS Platform Engineering Manager, ITS Operations

Geremy Gersh, Associate, Chief Information Officer & Chief Technology Officer

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

Thomas Grimsley, Manager Operations

Rachel Guy, Assistant Controller, Acct and Financial Mgmt. Services

Lawrence David Harris, Director, Building Operations and Maintenance

Julie Hawk, Director of HR Operations and HRIS

Robert Hoggard, Director of Multicultural Center for Academic Success

Susan Houde-Walter, Director of Carlson Center for Imaging Science

2023 University Risk and Compliance Network (URCN) Members (cont'd)

Lisa Hupf, ITS Director

Randy Jones, Associate Director, Finance and Administration

Denise Kavin, Assistant Dean and Ex Director Outreach Placement Specialist Projects

Paul Keller, Interim Director of Graduate Admissions and International Recruitment

Sarah Klein, Director of Environmental Health & Safety

Lisa Koch, Associate CIO, Customer Engagement & Experience

Donald LaFlam, Executive Director, RIT Dining

Carl Langsenkamp, Director of Public Information and Internal Communications

Lyle Larson, Director of Physician Assistant Program

Stella Lee, Assistant Director for Diversity Education

Joe Loffredo, Associate Vice President for Academic Affairs and Registrar

David Long, Director of MAGIC Center, Professor

Matt Lynn, Associate Dean for Curricular Affairs, Academic Affairs

Aldwin Maloto, Chief Information Security Officer

Bethany Marren, Associate Director/NCAA Compliance Officer

Matthew Marshall, Associate Dean, Kate Gleason College of Engineering

Mary Karol Matchett, Assistant Vice President for Student and Academic Services

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

Nicholas McCaffery, Senior Director of Finance and Administration

Lyndsey McGrath, Director of Global Programs and International Partnerships

Kelly McLaughlin, ITS Support and Service Director

Luke Mekker, Executive Director University Arenas

Arthur Miller, ITS Network Engineering Manager

Jarron Mortimer, Director, Center for Student Conduct and Conflict Resolution

Gary Moxley, Director, Public Safety

Rick Myles, ITS Software Engineering Manager

Marian Nicoletti, Assistant Vice President, Dean of Admissions

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

Lindsay Phillips, Physician and Medical Director Student Health Center

Omar Phillips, ITS Platform Engineering Manager

Shawn Plummer, Director, Infrastructure and Operations

Kevin Purdy, Assistant Controller Treasury and Financial Reporting Services

Emily Redman, Director Budget, Financial Planning and Analysis

Maria Richart, Director Career Services and Cooperative Education

Jeremy Roethel, Senior Director Advancement Systems, Data and Analytics

Christine Ross, Assistant Director, Compensation

2023 University Risk and Compliance Network (URCN) Members (cont'd)

Lynn Rowoth, Associate Vice President, Community Relations and Special Events

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

Kim Shearer, Director of Operations, Golisano College of Computing and Information Sciences

Rona Skinner, Executive Director, Business Strategies and Technology

Erwin Smith, Assistant Vice President for Information Security and College Operations NTID

Cynthia Sobieraj, Assistant Vice President, Marketing, Annual Giving and Stewardship

Lorraine Stinebiser, Director for Faculty Diversity and Recruitment

Toby Stroud, Executive Director Sponsored Programs Accounting

Jenny Sullivan, Director of Education Abroad and International Fellowships

Derek Sylvester, Director, Facilities Services

Debbie Ternent, Deputy Chief Human Resources Officer

Teah Terrance, Assistant Vice President, Alumni and Constituent Engagement

John Tu, Senior Associate Dean

Meg Walbaum, Director, Strategic Partnerships

Cynthia White, Environmental Health and Safety Manager

Sandra Whitmore, Senior Director of Operations Office of Diversity and Inclusion

Steven Wunrow, Executive Director, University Production Services