2025 Annual Report and Institute Risk Map

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Enterprise Risk Management at RIT

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ERM Overview

RIT's Enterprise Risk Management (ERM) Program supports the university's mission by identifying and addressing risks, and fostering a campus-wide culture of risk awareness. The Program is managed by the Office of Compliance and Ethics (OCE). 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 2025 Risk Assessment Survey asked participants to review the top risks from 2024, update existing risks, and identify new ones.

RIT's internal Risk and Compliance Committees—comprising representatives from all university divisions—collaborated to develop a comprehensive Risk Register, which now includes 374 risks. These committees evaluated and scored each risk, confirmed the highest-priority items, and recommended the top enterprise risks for inclusion in the 2025 Institute Risk Map.

The ERM process is continuously refined to improve its effectiveness. Enhancements include:
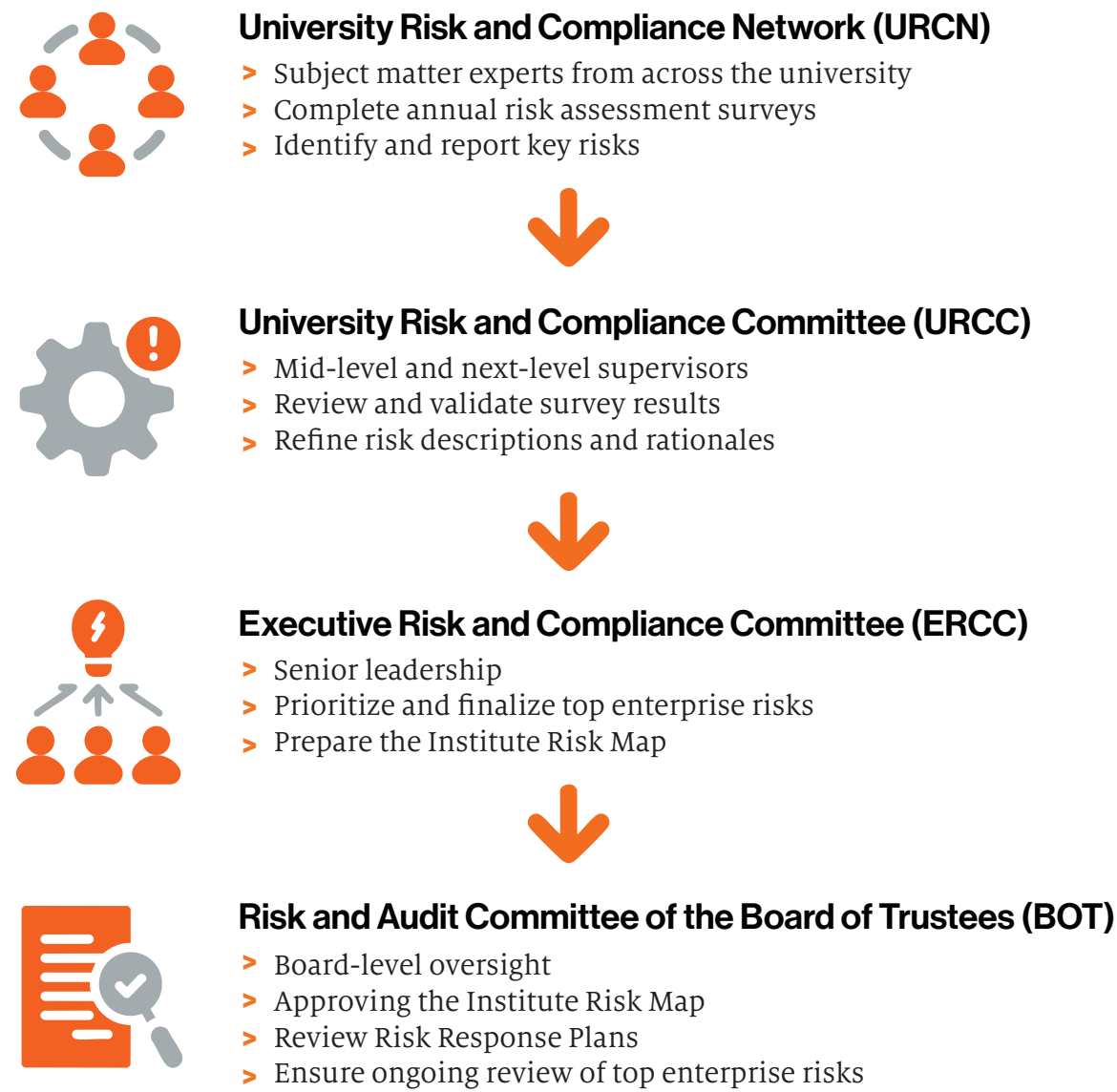
> Launch of an interactive ERM Dashboard (available on the OCE website), offering transparency into RIT's risk profile.

> Shift from an annual to a triennial cycle Risk Assessment Survey based on feedback from Program stakeholders and an assessment from an external peer review group.

> Clearer definitions and distinctions between Primary Risk Owners and Critical Partners.

> Updates to the Risk Response Summary Progress Report template, based on feedback from risk partners.

The 2025 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
> Prioritize and finalize top enterprise risks
> Prepare the Institute Risk Map

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

> Board-level oversight
> Approving 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 2025 Committee Members*

ERM Risk Assessment Cycle

The ERM Program follows a multi-year cycle, with a comprehensive Risk Assessment Survey conducted every three years and shorter surveys administered in the interim. In 2025, the University Risk and Compliance Network (URCN) completed an interim survey. Both the University Risk and Compliance Committee (URCC) and the Executive Risk and Compliance Committee (ERCC) were invited to propose updates to the 2024 Institute Risk Map.

This year, the Committees identified three new top enterprise risks for RIT and collaborated to revise longstanding top risk descriptions, ensuring they accurately reflect critical elements affecting RIT. The Risk and Audit Committee approved the Institute Risk Map on July 10, 2025.

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 expands 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. 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 2025, 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	Federal Actions and Societal Influences
Finance and Infrastructure	Facilities and Infrastructure Modernization Recruitment and Retention (Staff)
Research, Graduate Education, and Faculty Excellence	Recruiting and Retention (Faculty) Research Compliance
Risk and Audit	Cybersecurity and Data Protection Physical Safety and Security Sex and Gender-Based Harassment and Discrimination
Undergraduate Education, Experience, and Success	Student Health and Well-Being Student Success and Retention

2025 Enterprise Risks

To determine RIT's top enterprise risks for inclusion in the 2025 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 in Appendix A and on OCE's website. Each risk was scored on a scale from 0 to 25, considering existing management controls.

The URCC and ERCC reviewed and validated the highest-ranked risks. This process confirmed 10 top risks: three new risks and seven previously identified risks. The process also led to substantive revisions to the several risk descriptions and rationales supporting the top risks.

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 Owner and Critical Partners coordinate to implement effective risk management strategies.

2025 Institute Risk Map

TOP ENTERPRISE RISKS

Cybersecurity and Data Protection

Primary Risk Owner* and Critical Partners

> **Senior Vice President, Finance and Administration ***
> **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, data breach, intellectual property loss, and reputational damage.

Enrollment

Primary Risk Owner* and Critical Partners

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

Risk Definition: 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.

Facilities and Infrastructure Modernization

Primary Risk Owner* and Critical Partners

> Senior Vice President, Finance and Administration*
> 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 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.

Federal Actions and Societal Influences

Primary Risk Owner* and Critical Partners

> Office of the President*
> 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 may negatively impact university operations, enrollment and retention, planning and budgeting, compliance requirements, and the university community.

Physical Safety and Security

Primary Risk Owner* and Critical Partners

> Senior Vice President, Finance and Administration*
> Senior Vice President, Student Affairs
> Provost/Senior Vice President, Academic Affairs
> Associate Vice President, Global Risk Management

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)

> Senior Vice President, Finance and Administration*
> Provost/Senior Vice President, Academic Affairs*
> 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, Finance and Administration
> Associate Vice President and Chief Information Officer

Risk Definition: Increasingly stringent research compliance requirements, coupled with unfilled strategic roles impacting operations, and a decentralized governance 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.

Sex and Gender-Based Harassment and Discrimination

Primary Risk Owner* and Critical Partners

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

Risk Definition: 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 retention, and strategic goals and mission.

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.

Student Success and Retention

Primary Risk Owner* and Critical Partners

> Provost/Senior Vice President, Academic Affairs*
> Senior Vice President, Student Affairs
> Vice President and Associate Provost for Access, Engagement, and 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, can lead to decreased student satisfaction, higher dropout rates, decreased tuition dollars, and diminished institutional reputation.

Conclusion

As we reflect on the progress of the ERM Program over the past year, the university's commitment to fostering a culture of proactive risk awareness and ethical decision-making continues to strengthen. Through collaborative efforts across divisions, the university continues to make meaningful strides in identifying and addressing key risks that impact our academic and strategic mission, operational integrity, and community well-being. Looking ahead, we remain focused on meeting emerging challenges, supporting strategic priorities, and ensuring transparency and accountability at all levels of the university.

Risk Measurement Scale: Impact

IMPACT	Description	SEVERE	HIGH	MODERATE	LOW	INCONSEQUENTIAL
		5	4	3	2	1
Financial	$ impact on operating revenue	> $25 M	$15-25 M	$5-14.9 M	$1-4.9 M	< $1 M
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%)	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*

University Risk and Compliance Committees

2025 Risk and Audit Committee of the Board of Trustees

Mark G. Berberio, Chair

Carol Cala, Vice Chair

Bob August

Andrew Brenneman

John Budington

Jeffery K. Harris

Nick Schneider

Kevin Surace

Susan M. Puglia, ex officio

Bill Sanders, ex officio (effective July 1, 2025)

Chester N. Watson

Don Boyce, emeritus

Bud Rusitzky, emeritus

2025 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

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 ITS, Inst. Research, Data & Analytics

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

David Munson, President

Ryne Raffaelle, Vice President for Research and Associate Provost

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

2025 University Risk and Compliance Committee (URCC) Members

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, Interim Executive Director, SRS

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, Kate Gleason College of Engineering

Bob Finnerty, Associate Vice President of University Communications

Joan Graham, Associate Vice President and CIO

Cathy Hain, Associate Vice President University Advancement

Christopher Harris, Assistant Vice President Government and Community Relations

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

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

Meaghan Drumm, Assistant Vice President, Financial Aid and Scholarships

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 Diversity and 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 Global Risk Management Services

David Wick, Associate Vice President for Research and Assessment

Shelitha Williams, Associate Vice President, Student Development

2025 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, Associate Vice President for Academic Affairs, 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

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, Interim 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 IX and Clery Compliance

Carla Dilella, Executive Director, RIT Housing

Dara Donaghy, Executive Director, Accounts Payable

Meaghan Drumm, Assistant Vice President, Financial Aid and Scholarships

Heather M. Foti, Director, Human Subjects Research

Laurie Furibondo, Senior Director for Research Development

Ellen Fustanio, Executive Director, Payroll

Greg Gardner, ITS Platform Engineering Manager, ITS Operations

Geremy Gersh, Associate CIO & Chief Technology Officer

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

Lawrence David Harris, Director Building Operations and Maintenance

Julie Hawk, ERP HCM Lead

Lisa Hupf, ITS Director

Sarah Klein, Director, Environmental Health & Safety

Megan Kless, Director, International Student Services

David Kloc, Interim Director of Compensation

Donald LaFlam, Executive Director 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

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

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

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

Gary Moxley, Executive Director, Public Safety

James Munro, Interim Dir of Operations Access Services

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

Shawn Plummer, ITS Director, Infrastructure and Operations

Jason Polito, Director of Post Award

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

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

Jessica Saltzberg, Program Director HEOP

Nilay Sapio, Director, Institutional Research, Data and Analytics

Janice Shirley, Director of Physician Assistant Program

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

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

Lisa Stein, Executive Director, Events and Conferences

David Stevens, Director, Center for Recreational Sports

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

Debbie Ternent, Deputy Chief Human Resources Officer

Teah Terrance, Assistant Vice President, Alumni and Constituent Engagement

Mary Tsikalakis, Program Director, Osher Lifelong Learning Institute

John Tu, Senior Associate Dean

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

Marykatherine Woodson, Director of Multicultural Center for Academic Success