



Schulich
School of Business
Executive Education Centre

UPCOMING PROGRAM DATES

Apr. 29, 2019 - Jan. 23, 2020

Apr. 20, 2020 - Jan. 28, 2021

13 days over 9 months in

3 modules • Optional: Start your Masters Certificate journey at any of the three stand-alone modules.

Complete all three to obtain your Masters Certificate.

See Page 3 for details.

LOCATION

Miles S. Nadal Management Centre
222 Bay Street, Toronto

Masters Certificate in **Risk Management & Business Performance Leadership**

Protect value while achieving goals

Program Insights Include:

Clarity of language and definitions to help differentiate and think through the full spectrum of causes, risk events, uncertainty and consequences.

Moving from managing risk implicitly to explicitly so that it can become more fully defined and better aligned with strategy and performance.

The importance of organizational culture to becoming adept and ready to cope with risk events, should they occur.



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Headlines today reveal that many organizations aren't managing their risks effectively.

Rigour and discipline are more crucial than ever before.

Every prosperous organization develops short- and long-term goals. Risk management is about **identifying the uncertainties and challenges** that could inhibit your business's success – or sink it completely – then **determining how to allocate resources** to make sure those challenges are addressed and your business achieves its strategic targets.

Risk management is not a flavour of the day. It is an essential skill every organization needs in order to be successful. Just like project management and time management, **risk management is a core competency for organizations, its leaders and all organizational personnel.** It's a lot easier and more cost-effective to manage your risks as they emerge than to try to fix them after the fact – 99% of an organization's risk can be managed on the front-line.



Risk Management Is Not One-Size-Fits-All

Learning the theories and principles of risk management – which are the same across the board – is one challenge. **Understanding how to develop and implement them in an individualized way that works for your organization – is another.** Every company has its own objectives, culture and environment, and tailoring your risk management strategy is key to its success.

Managing Risk Isn't All About the Negatives

Risk management is not only about the proverbial downside. Understanding the constantly-changing dynamics of the risks affecting your business and responding effectively is essential to **surpassing your organization's goals, achieving your strategic objectives and calibrating your business processes.** Risk management is also about the **ongoing improvement of your business.**



Masters Certificate in Risk Management & Business Performance Leadership

For an organization to succeed, it must **strike a balance between risk and reward to create, preserve and realize enterprise value.** Effective risk management is an essential competency that supports business performance in a changing environment. It makes a considerable difference over the long term, yet **few business leaders have benefited from training in this area, and many struggle to implement it** simply because they lack the proper techniques.

That is what our dynamic three-module *Masters Certificate in Risk Management and Business Performance Leadership* program – the only one of its kind in Canada – is all about: **meeting business performance goals by effectively managing the risks your organization faces.**

You can now participate in your choice of three modules, leading to a masters certification. Whether you attend a single standalone module or the full program, your risk management proficiency will improve, along with your organization's success in this area.

Key Program Outcomes:

- Become an expert in your organization at risk planning, implementation and reporting
- Evaluate your organization's current state of risk management and make recommendations for improvement
- Learn how to prepare risk profiles and reports for senior management and the board
- Acquire enterprise risk management capabilities and techniques that improve your business performance

"An excellent overview of theory and practical application of ERM. Hearing about successes and challenges in implementing ERM from industry experts is extremely valuable and useful."

V. Goralski, Lead, OPS Risk Management,
Treasury Board Secretariat

Convenient Modular Format!

Standalone modules make it possible to start with the next one scheduled, complete the rest in sequence and still enjoy full-program tuition savings. Alternatively, you may register in the modules in any sequence over 36 months at the individual module price. For complete details visit: sec.online/stand-alone-modules.

■ Overview of Course Modules

Achieve your Masters Certificate in as little as 13 days over 9 months, or take any of the individual modules as a stand-alone courses.

Enterprise Risk Management Framework

April 29 - May 3, 2019 or November 18 - 22, 2019
April 20 - 24, 2020 or November 23 - 27, 2020

Aligning Risk, Strategy And Business Performance In A Changing Environment – Setting The Framework

Study the relationship between risk, strategy and business performance. Understand the essential theory and review generally-accepted risk management frameworks and standards to be better prepared to lay the framework for successful enterprise risk management.

Overview: The Framework module provides leaders with the essential elements to establish and maintain a successful risk program to support the achievement of strategy with clear definition of risk appetite. The program crystallizes the value proposition for risk management with hindsight from lessons from past events. It equips participants to tailor a risk management policy and framework, establish clear oversight and governance, and develop a roadmap for successful implementation.

Enterprise Risk Implementation

September 23 - 26, 2019 / September 21 - 24, 2020

Practical Implementation... From Concept To Reality – Techniques For Building Capabilities

Learn how to develop and operationalize a risk management framework and supporting process as you design a tailored implementation approach for your organization.

Overview: The Risk Implementation module provides business and risk leaders with the capabilities to design or refine their risk management framework and develop an enabling process that is sustainable and repeatable. Learn how to plan and execute effective risk workshops. Understand and know how to develop and apply key risk indicators. Focus on the formulation and implementation of robust risk response strategies. Obtain practical implementation guidance from Chief Risk Officer guest lecturers.

Advanced Enterprise Risk Practices

January 20 - 23, 2020 / January 25 - 28, 2021

Risk Culture, Reporting & Advanced Topics – Taking It To The Next Level

Know the critical importance of risk culture and how to assess it. Learn advanced techniques to keep up with rapid change and emerging risks, and effectively report your risk profile and the ongoing state of risk management in your organization.

Overview: The Advanced Risk Practices module emphasizes the importance of culture as a critical success factor for effective risk management. Participants will learn to address rapid change and emerging risks and how to effectively profile risks and report to key stakeholders, including senior management and the board. You will be encouraged to share experiences and best practices through case studies from leading organizations and presentations from guest speakers.

REGISTER NOW

To see detailed program content
or reserve your spot, visit us online:
<http://sec.online/12094>





Program Directors Carmen Rossiter and Michael Stramaglia

Masters Certificate in Risk Management & Business Performance Leadership



Find Out More Today!

Visit <http://seec.online/12094>

1. Watch a brief **video introduction** by Program Director Carmen Rossiter.
2. Join Carmen and Mike for a **free 1/2-hour online information session**. Once you register, you will be sent your login details..
3. For **program content-related questions**, ask Carmen or Mike directly: Tel: 416.736.5079 (Toll free 1.800.667.9380) or email: crossiter@schulich.yorku.ca mstramaglia@schulich.yorku.ca

Unique Program Features and Benefits Include:

- **Unique blend of theory and practical application** taught by a faculty of experienced risk management practitioners, academics, professional facilitators, and guest speakers
- Helps develop a sense of **confidence and familiarity** with risk management concepts and techniques
- Valuable **insights, tools, and techniques** to apply immediately in your organization
- **Extensive opportunity for networking and discussion** of practical examples, success stories and challenges among peer participants
- Unique in the Canadian risk management education landscape for **level of knowledge and comprehensiveness**
- **Learning flexibility:** three standalone modules that you can take at your own pace
- Bonus savings of \$1,090 when you sign up for the full Masters Certificate program at once

Registration Details

Masters Certificate Dates

Apr. 29, 2019 - Jan. 23, 2020

Apr. 20, 2020 - Jan. 28, 2021

(13 days over 9 months in 3 modules). See inside for module dates.

Program Location & Time

Nadal Management Centre, 222 Bay Street, Suite 500, Toronto Dominion Centre, Toronto, Ontario M5K 1K2

Sessions run: 9:00 a.m. - 4:30 p.m.

Full Masters Certificate Fee

\$11,895 CDN + applicable taxes

Enterprise Risk Management Framework

\$4,995 CDN + applicable taxes

Enterprise Risk Implementation; Advanced Enterprise Risk Practices

\$3,995 CDN + applicable taxes (each)

- Fee includes program tuition, teaching materials, lunches and refreshments.
- A deposit of \$1,000 CDN is required to secure your place in the program.
- Full program fee is payable prior to start of program.
- Schulich Executive Education Centre's liability is limited to reimbursement of paid tuition fee.
- Contact us about a convenient tuition payment plan or about multiple registration discounts from one organization.
- Modules, speakers, topics, dates, fees and locations are subject to change.

Optional Accommodations

Participants receive a special corporate rate at area partner hotels. For details, please visit the **Contact and Locations** section of our website.

Administrative Inquiries

Tel: 416.736.5079 | Toll Free: 1.800.667.9380
email: exceedinfo@schulich.yorku.ca

Participant Profile

This program is designed for executives and business leaders with responsibility for meeting performance targets, including:

- Executive Management & Board Members
- Vice Presidents & Directors
- Senior Managers & Divisional Managers in public or private companies, or public sector entities

...from diverse business areas such as: Risk Management, Corporate Planning & Business Development, Finance, Accounting or Audit, Public Sector Program Administration, Business Operations, Marketing, Sales & Product Development, Systems, Technology & Project Management.



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To reserve your spot,
visit us online today:
seec.online/12094

Masters Certificate in Risk Management & Business Performance Leadership

Visit us
online to
register!

<http://seec.online/12094>

Detailed Program Content

ENTERPRISE RISK MANAGEMENT FRAMEWORK • 5 DAYS

Aligning Risk, Strategy And Business Performance In A Changing Environment – Setting The Framework

Study the relationship between risk, strategy and business performance. Understand the essential theory and review generally-accepted risk management frameworks and standards to be better prepared to lay the framework for successful enterprise risk management.

Overview: The Framework module provides leaders with the essential elements to establish and maintain a successful risk program to support the achievement of strategy with clear definition of risk appetite. The program crystallizes the value proposition for risk management with hindsight from lessons from past events. It equips participants to tailor a risk management policy and framework, establish clear oversight and governance, and develop a roadmap for successful implementation.

Key Take-Aways

- Study the relationship between, risk, strategy and business performance
- Crystallize the value proposition for risk management with hindsight from lessons learned from past events and failings or successes of others
- Understand the essential theory and review generally-accepted risk management standards to be better prepared to develop a framework for successful enterprise risk management
- Learn to use the bowtie model and understand the key elements required to undertake comprehensive risk assessments, including the ability to differentiate risk events, hazards, root causes and consequences
- Understand the key stages involved in the development of robust risk appetite frameworks and how these can be used to help navigate key business decisions

ENTERPRISE RISK IMPLEMENTATION * 4 DAYS

Practical Implementation... From Concept To Reality – Techniques For Building Capabilities

Learn how to develop and operationalize a risk management framework and supporting process as you design a tailored implementation approach for your organization.

Overview: The Risk Implementation module provides business and risk leaders with the capabilities to design or refine their risk management framework and develop an enabling process that is sustainable and repeatable. Learn how to plan and execute effective risk workshops. Understand and know how to develop and apply key risk indicators. Focus on the formulation and implementation of robust risk response strategies. Obtain practical implementation guidance from Chief Risk Officer guest lecturers.

Key Take-Aways

- Consider how to effectively operationalize a risk management framework and develop a sustainable and repeatable program
- Learn how to plan and execute effective risk workshops
- Understand and know how to develop and apply key risk indicators
- Focus on the formulation and implementation of robust risk response strategies
- Obtain practical implementation guidance from Chief Risk Officer guest lecturers

ADVANCED ENTERPRISE RISK PRACTICES • 4 DAYS

Risk Culture, Reporting & Advanced Topics – Taking It To The Next Level

Know the critical importance of risk culture and how to assess it. Learn advanced techniques to keep up with rapid change and emerging risks, and effectively report your risk profile and the ongoing state of risk management in your organization.

Overview: The Advanced Risk Practices module emphasizes the importance of culture as a critical success factor for effective risk management. Participants will learn to address rapid change and emerging risks and how to effectively profile risks and report to key stakeholders, including senior management and the board. You will be encouraged to share experiences and best practices through case studies from leading organizations and presentations from guest speakers.

Key Take-Aways

- Learn how to identify the key hallmarks of a strong risk culture and the “red flags” associated with potential deficiencies in your organization’s risk culture
- Learn to customize your approach to ERM to suit your business context, organization, culture and environment
- Understand the psychology of risk and the impact of cognitive biases with consideration of approaches to mitigate
- Refine your risk profiling and enhance reporting to key stakeholders on risk and the ongoing state of risk management in your organization or area of responsibility
- Hear of trends and development in enterprise risk management and consider the future of ERM and what it means for you and your organization

Throughout all modules:

Share experiences and best practices through discussions with peers, case studies and presentations from our faculty and guest speakers.



Program Faculty (complete bios online)

Carmen Rossiter Program Director

Carmen is a Chartered Professional Accountant (CPA, CA) and a certified director (ICD.D) from the University of Toronto Rotman Director Education Program.

Carmen has served as Program Director for the Centre for Governance, Risk Management & Control Excellence at the Schulich Executive Education Centre at York University since 2010. She also previously lectured the risk management session for the Institute of Corporate Directors ICD.D program at the Rotman School of Management at the University of Toronto (2016-2018).

Carmen is a corporate director with board experience with the following organizations:

- Deposit Insurance Corporation of Ontario (member of the Board of Directors, Chair of the Audit & Finance Committee, and member of the Risk Oversight Committee)
- Government of Canada Departmental Audit Committees:
 - Member, Statistics Canada; and formerly
 - Vice-Chair, Immigration, Refugees and Citizenship Canada (2012-2016) and Department of National Defence (2010-2014)
- North York General Hospital (Vice-Chair of the Board of Governors, Chair of the Audit & Finance Committee), 2010-2018.

Carmen is also a member of the Senior Advisory Panel to the Auditor General of Ontario.

Prior to her service on boards, Carmen was a Partner with PwC (Global Risk Management Solutions) and founding Managing Director for Protiviti Canada. Her experience also includes controllership and planning positions with Crown Life Insurance, Royal Trust (now RBC Financial) and CIBC.

Michael Stramaglia, FSA, FCIA, CERA, ICD.D

Program Director

Mr. Stramaglia, Program Director for the Centre for Governance, Risk Management & Control Excellence at the Schulich Executive Education Centre at York University, is the President and Founder of Matrisc Advisory Group Inc., a consulting firm that specializes in the provision of enterprise risk management (ERM) advisory services.

He was appointed as the Global Risk Institute's first Executive in Residence in January 2014, where he supports the development of leading edge ERM research and education for financial services sector organizations.

He currently serves as an independent corporate director on a number of boards, including:

- The Economical Insurance Group (Risk Review Committee Chair)
- Equitable Bank Group (Risk & Capital Committee Chair)
- Foresters Financial (Risk & Investment Committee Chair)
- Munich Re Canada/Temple Insurance (Audit Committee Chair)

He also provides interim executive services, and his mandates in this area have included serving as Co-President & CEO of a global life insurance and wealth management organization and an extended consulting assignment serving as the acting Chief Risk Officer for one of Canada's largest credit unions.

He has more than 30 years of professional and leadership experience, with prior roles that include Executive Vice President & Chief Risk Officer for Sun Life Financial, Executive Vice President & Chief Investment Officer for Clarica and President & CEO for Zurich Life Canada.

Mr. Stramaglia is a Fellow of the Society of Actuaries, Fellow of the Canadian Institute of Actuaries and a Chartered Enterprise Risk Analyst. He holds the ICD.D designation from the Institute of Corporate Directors and an Honours Bachelor of Mathematics Degree (Actuarial Science and Statistics) from the University of Waterloo.

Rob Quail, BASc

Rob Quail is a noted consultant, author, facilitator and lecturer on the subject of Enterprise Risk Management.

Rob established the Enterprise Risk Management processes, tools and methodologies at Hydro One Networks Inc. that are widely regarded as best-practice. He has successfully applied ERM methodologies to a broad range of business problems and challenges, including acquisitions, outsourcing, downsizing, large-scale IT projects, labour disruption, regulatory compliance management, major construction project management, and capital investment. The ERM practices and techniques developed by Rob in collaboration with the management team at Hydro One became the subject of a major "leading practice" case study by Harvard Business School. Rob was a contributing author to the Wiley textbooks, "Enterprise Risk Management: Today's Leading Research and Best Practices for Tomorrow's Executives," and "Implementing Enterprise Risk Management."

Rob also has held key leadership roles in the areas of technology transformation and outsourcing. Later, Rob was appointed Vice President of Customer Service at Hydro One in the wake of a difficult billing system implementation, and during this time he led dramatic improvements in all areas of customer service, including call centre operations, billing, electricity conservation, and collections.

Today Rob provides independent consulting services in business process and technology outsourcing, enterprise risk management, customer care, and strategic development to clients in a variety of industry sectors.

Rob holds a Bachelor of Applied Science degree in Industrial Engineering from the University of Toronto. He has participated in delivering the Masters Certificate Program on Business Performance and Risk Management since 2011.