



- Continuous intake by module means you can start with the upcoming one!

NEW!
**Accelerated
Masters
Certificate
Format**

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

Protect value while achieving goals

Earn your Masters Certificate
in just 9 days!

- Module: Enterprise Risk Management Framework
- Module: Enterprise Risk Implementation
- Module: Advanced Enterprise Risk Practices
- Individual Capstone Project

Added Bonus!

Each of the three modules includes an industry insider guest speaker!

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.

Delivered via the new, secure ZOOM video-conferencing platform. Participants will benefit from engaging activities and interactive exchanges with the instructors and your fellow participants



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 program 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: **achieving strategic objectives and meeting performance targets 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 to earn your Masters Certificate. For complete details, visit: seec.online/stand-alone-modules.

■ Overview of Course Modules

Please see website for upcoming session dates.

Added Bonus! Each of the three modules includes an industry insider guest speaker!

Enterprise Risk Management Frameworks and Foundation

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

Study the relationship between risk, strategy and organizational performance. Understand the essential theory and review generally-accepted risk management frameworks and standards to be better prepared to tailor a framework for successful enterprise risk management in your organization.

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

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. Focus on the formulation and implementation of robust risk response strategies. Understand and know how to develop and apply key risk indicators and how to effectively profile risks and report to key stakeholders, including senior management and the board of directors.

Advanced Enterprise Risk Practices

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

Know the critical importance of risk culture and how to assess it. Explore the psychology of risk and behavioural techniques. Explore the latest trends and developments in enterprise risk management.

Overview: The Advanced Risk Practices module emphasizes the importance of culture as a critical success factor for effective risk management. Explore the psychology of risk and the impact of cognitive bias on risk assessment and decision-making. Hear of trends and developments in enterprise risk management and consider the future of ERM, including what it means to you and your organization.

REGISTER NOW

To see detailed program content
or reserve your spot, visit us online:
<https://seec.online/13221>



Masters Certificate in Risk Management & Business Performance Leadership

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register!

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Detailed Program Content

ENTERPRISE RISK MANAGEMENT FRAMEWORK

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

Study the relationship between risk, strategy and organizational performance. Understand the essential theory and review generally-accepted risk management frameworks and standards to be better prepared to tailor a framework for successful enterprise risk management in your organization.

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 organizational 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

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. Focus on the formulation and implementation of robust risk response strategies. Understand and know how to develop and apply key risk indicators and how

to effectively profile risks and report to key stakeholders, including senior management and the board of directors.

Key Take-Aways

- Consider how to effectively operationalize a risk management framework and develop a sustainable and repeatable program
- Know the importance of risk leadership with clear roles & responsibilities
- Learn how to plan and execute effective risk workshops
- Focus on the formulation and implementation of robust risk response strategies
- Understand and know how to develop and apply key risk indicators and provide effective risk reporting to key stakeholders, including senior management and the board of directors

ADVANCED ENTERPRISE RISK PRACTICES

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

Know the critical importance of risk culture and how to assess it. Explore the psychology of risk and behavioural techniques. Explore the latest trends and developments in enterprise risk management.

Overview: The Advanced Risk Practices module emphasizes the importance of culture as a critical success factor for effective risk management. Explore the psychology of risk and the impact of cognitive bias on risk assessment and decision-making. Hear of trends and developments in enterprise risk management and consider the future of ERM, including what it means to you and your organization.

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 it
- Hear of the latest trends and development in enterprise risk management
- Consider the future of ERM and what it means to 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, CPA, CA, ICD.D Program Director

Carmen Rossiter 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 the inception of the program in 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.

Carmen is a corporate director with board experience with Deposit Insurance Corporation of Ontario, North York General Hospital and Government of Canada Departmental Audit Committees (Statistics Canada, National Defence and Citizenship & Immigration). 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

Mike Stramaglia is a Fellow of the Society of Actuaries, Fellow of the Canadian Institute of Actuaries and 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.

Michael serves as Program Director of the

Schulich School's SEEC Centre of Excellence in Governance, Risk Management and Control. He was appointed as the Global Risk Institute's first Executive in Residence in January 2014, where he assists GRI management in the development of leading edge ERM research and education programs. Mike also is the President and Founder of Matrisc Advisory Group Inc., a consulting firm that specializes in the provision of enterprise risk management advisory services to the financial services sector.

He currently serves on the boards of the Equitable Bank (Risk & Capital Committee chair), the Economical Insurance Group (Risk Committee chair), Foresters Financial (Risk & Investment Committee chair) and Munich Re Canada (Audit Committee chair). He is also a Member of the Ontario Internal Audit Committee.

Prior to his service on boards, Mike held senior leadership positions with Sun Life Financial, including the position of Executive Vice-President and Chief Risk Officer. He joined Sun Life Financial in 2002 following its acquisition of Clarica, where he held the position of Executive Vice-President and Chief Investment Officer and was also head of the International Reinsurance Business. Previously, Mike held senior executive positions with the Canadian operations of the worldwide Zurich Financial Services Group, including Chief Actuary, CFO, Chief Operating Officer and President & CEO of the Zurich Life Insurance Company of Canada.

Rob Quail, B.A.Sc.

Rob Quail holds a Bachelor of Applied Science degree in Industrial Engineering from the University of Toronto. Rob is a widely respected author, facilitator and lecturer on Enterprise Risk Management. He has participated as a lecturer in the program since 2011.

Rob established the pioneering Enterprise Risk Management processes, tools and methodologies at Hydro One Networks Inc. that are today widely regarded as best-practice. The practices developed by Rob in collaboration with the management team at Hydro One became the subject of many studies and papers, including a major "leading practice" case study by Harvard Business School. While at Hydro One, Rob also 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 applied Enterprise Risk Management principles to lead dramatic improvements in all areas of customer service, including call centre operations, billing, electricity conservation, and collections. Today, Rob provides independent consulting services in enterprise risk management, business process and technology outsourcing, and customer care to clients in a variety of industry sectors.

Rob is a contributing author to both of the Wiley textbooks used in the program: Enterprise Risk Management: Today's Leading Research and Best Practices for Tomorrow's Executives," and "Implementing Enterprise Risk Management."

Others

The program also includes other instructors and guest speakers to provide participants with a range of views and a more fulsome experience.



Program Directors Carmen Rossiter and Michael Stramaglia

Masters Certificate in Risk Management & Business Performance Leadership



Find Out More Today!

Visit <https://seec.online/13221>

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
- Unique in the Canadian risk management education landscape for **its focus on ERM and its linkage to strategy and performance**
- 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
- **Learning flexibility:** three standalone modules that you can take at your own pace
- Bonus savings of \$1,055 when you sign up for the full Masters Certificate program at once

Registration Details

Masters Certificate Dates:

Please see website for upcoming session dates.

Taught in convenient multiple virtual classroom sessions.

Full Masters Certificate Fee:

\$9,950 + applicable taxes

Individual Module Fee:

\$3,950 + applicable taxes

NOTE: Participants will receive a certificate of attendance at the completion of each module. To earn the Masters Certificate, participants need to complete a capstone exercise within 1 month of completing all three modules of the program.

- Fee includes program tuition and teaching materials.
- A deposit of \$1,000 is required to secure your place in the program.
- Full program fee is payable prior to start of program.
- Our liability is limited to reimbursement of paid tuition fee.
- Contact us about multiple registration discounts from one organization.
- Modules, speakers, topics, dates and fees are subject to change.

Complete Registration Details

See: seec.online/FAQ

Technical Requirements

See: seec.online/techreq

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 objectives and 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 Operations, Finance, Public Sector Program Administration, Systems, Technology.



Schulich
School of Business
Executive Education Centre



To reserve your spot,
visit us online today:

<https://seec.online/13221>