The Development of a Pro-Active Risk Management Plan: Lessons Learned

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Bonfire Commission Report is Released

**Key Points**

- Cultural Bias on the part of the University administration and staff resulted in several missed opportunities in reactive risk management.
- Lack of a pro-active risk management culture for student organizations resulted in several missed opportunities to learn from past problems.
June 5, 2000

- V.P. of Student Affairs appointed a Student Affairs Risk Management Team comprised of key staff from across the Division

- **Charge of the Risk Management Team:**
  - A. Review and prepare summary reports of institutional past practices
  - B. Review and report on resources and models of risk management within the fields of higher education, business, industry and government.
  - C. Develop and recommend a pro-active risk management model to serve as a framework, to guide decision-making and action-taking within the Division
D. Develop recommendations regarding the implementation of the risk management plan including but not limited to the following:

– Impact on student leadership development and safety
– Impact on the role(s), training and protection of student organization advisors and university administrators
– Timelines for implementation
– Potential resources needed for implementation
– Other recommendations for proactive risk management
Development of Definitions

- Student Development Philosophy
- Advising Philosophy
- Student Affairs Philosophy
- Operational Definition of Risk Management
Assessment of Current Environment: Response to Charge A

- Designed and conducted surveys that:
  - Focused on the knowledge and comfort level of student organization advisors regarding risk management issues
  - Focused on the activities and the specific risks associated with the activities of student organizations
  - Reviewed existing information regarding academic field trips
  - Examined travel guidelines related to student organizations, special events and athletic teams

- Performed an in-depth review of the 1999 Bonfire Commission Report
Basic Research on Risk Management: 
Response to Charge B

- Hit the books
- Solicit incite (URMIA)
- Brought in the “expert”
  (Craig Clapper, Performance Improvement International)
- Summarize all of the information for development of a model
Development of the Model: Response to Charge C

Performance Management Model

Influencing Performance Model

Review Expectations
- Vision
- Mission
- Operation Plan
- Policy

Observe PMT (Performance, Monitor, Trending)
Identify Gap
Problem Solve

Action within Department
Implement
Communicate/Inform

Department → Identify Events

Identify Potential, Probability, and Consequences

Risk Management Model

Manage Risk
- Eliminate
- Limit
- Accept

Change Management

Accept Risk/Activity

Define Objective “What We Want”

Leading Change Model

Assess Capability “Future State”

Identify Challenges

Monitor Evaluation Plan
- Individual Plan
- Periodic Outside Evaluation
- Significant Event or Catastrophe

Develop Plan - Written, Names, Dates, SMART (Specific, Measurable, Action Oriented, Realistic, Time Specific)
Implementation Recommendations: Response to Charge D

- Categorization of Student Organizations
  - Establishing expectations for students and advisors within categories
- Established time-line for implementation of a proactive risk management strategies (Fall 2000-Fall 2003)
November 13, 2000
Implementation Begins

Initiative Highlights:

- Hired of Program Coordinator for Risk Mgmt
- Categorized 710 existing student organizations
- Redesigned recognition process based on risk management initiatives
- Developed of educational seminars for advisors and student leaders grounded in the facilitator philosophy
- Continued substantial marketing and outreach related to the importance of risk management
- Allocation of over $10,000/year for risk initiative funding
Additional Initiatives

- Development of Division Risk Management Coordination Committee
- Creation of two Risk Management Advisor positions
- Established partnership with Office of the Executive Provost
- Exploration of campus-wide adaptation of Student Affairs Proactive Risk Management Plan
TAMU Risk Management: On the Horizon

• Investigation of insurance options for recognized student organizations
• Identification of educational resources for campus risk management experts
• Assessment of fully implemented risk management strategies
And Finally

- Maintenance of mental health and good humor of all risk management staff