Welcome to the Review

From the Risk Review Team

We all face life’s risks everyday as individuals, but few of us consider the many risks that face institutions like CUNY everyday:

- emergency management;
- business continuity;
- reputational risk;
- environmental compliance;
- construction; travel;
- data security;
- insurance; inventory;
- behavioral intervention;
- counseling; facility rentals...

The list could go on, but the point is that risk is far reaching. Every aspect of what we do as a University has some inherent risk associated with it and as stewards of the University we must identify, prioritize, and manage those risks that pose a serious potential for harm.

The CUNY Risk Review will play its part in keeping the University community informed of new and relevant aspects of higher education risk management that relate to CUNY. Whether it publicizes a new standard operating procedure or informs administrators of emerging issues, it is our hope that the review will serve as a conduit for information in our risk management activities.

As always, we invite all of you to contribute your ideas and expertise to this new publication, and hope that you find it to be a useful tool in your risk management efforts.

风险管理委员会

风险管理是很难定义和更难做到。有许多风险需要考虑，许多人参与其中，因此创建一个全面的风险管理计划将是一项艰巨的任务，它对于CUNY风险管理委员会来说是不合适的。

组成代表每个CUNY学院和每个大学部门的委员会，帮助整合风险管理工作，并在CUNY系统中。委员会的讨论导致了需要的子委员会的形成，以针对关键问题，如紧急管理、保险和学生服务。在委员会会议期间，专家们被邀请就相关话题发表意见，如高等教育和国际教育领域的帮助热线。

委员会考虑了大学面临的大型问题，以及学院具体问题。为了确保校园需求得到解决，我们设立的个人学院风险管理委员会被选为委员会的补充。

已经，委员会及其委员会采取了行动。委员会成员热情地处理可能没有优先处理过的议题。委员会及其委员会提供给CUNY实施一个综合的风险管理计划，我们都在努力确保计划的实施。要保持最新的信息，请访问http://web.cuny.edu/administration/ehsrm/。
Emergency Communication: CUNY Alert

This article first appeared in CUNY Matters, Spring 2008

In an emergency, prompt and effective communications can be a lifesaver.

That’s why the University created CUNY Alert, perhaps the country’s most comprehensive collegiate emergency notification system—and why more than 35,000 members of the University community signed up within three weeks of its March debut.

CUNY Alert is a customized, campus-centered messaging system built upon a single University-wide platform. Each college decides when to message its campus community with real-time information about campus-specific events, such as weather-related closings, and public safety notifications and emergencies. Some events may occasionally warrant a University-wide notification.

Signing up is easy; visit www.cunyalert for a step-by-step registration process. Registration is open to everyone—degree students, continuing education students, faculty, staff, parents, family and friends. Even residents who live near the campuses and are interested in staying informed can sign up. Faculty, staff and students who have multi-campus interests can request alerts from multiple campuses.

The University’s Information Technology Steering Committee, which has representatives from all the campuses and is chaired by Executive Vice Chancellor and Chief Operating Officer Allan Dobrin, began discussing the need for an emergency notification system more than a year ago.

They reviewed a number of emergency software technologies and chose one offered by the New York State Emergency Management Office, or SEMO, which operates an all-hazards alert and notification system known as NY-Alert.

“After an exhaustive review, we selected a robust software that offers great functionality with the added security of working hand-in-glove with the State Office of Emergency Management,” said Dobrin, who noted that the system was acquired at no cost to the University. “It’s a win-win,” he said.

Once the SEMO system was selected, the University Office of Computer and Information Systems began a rigorous process of developing, testing and training to create CUNY Alert, said Brian Cohen, the University’s Chief Information Officer. A similar SEMO system has also been created for the State University of New York.

CUNY Alert can transmit messages via cell phone, e-mail and traditional landline telephone. Cell phones can receive text message and voice messages. Depending on which options they chose, participants can receive multiple contacts for the same message.

Nearly 40,000 people signed up for CUNY Alert within the first three weeks of its mid-March launch. John Jay College, which designed an intensive marketing campaign tied to the rollout, signed up nearly 30 percent of its student headcount in the first weeks of the campaign, the best results of any college.

To see an example of CUNY Alert in action, continue to page 5.

A Revitalization of Civic Responsibilities: The Citizen Corps

By Nora Porter
Human Services Officer
and Citizen Corps Grant Program Manager
NYS Emergency Management Office

A culture of disaster preparedness is a long-term goal we need to strive for in our society and something we can accomplish with short-term actions. As natural and man-made emergencies or disasters occur on a regular basis, those who are aware of their surroundings, prepared to survive on their own for up to 72 hours, and involved in their communities are more likely to do well in a disaster situation. Disaster preparedness incorporates self-sustainability concepts with community involvement to reach that long-term goal.

Since 2002, it has been a top national priority to strengthen local planning and citizen preparedness capabilities. The Citizen Corps program is a result of this priority, and is comprised of five related partner programs whose activities are incorporated at the local level through Citizen Corps Councils. Councils are a composite group of community leaders whose purpose is to manage volunteer resources and ensure local plans implement Citizen Corps activities in the community.

Citizens trained to self-sustain is part of the overall goal of citizen preparedness; another is through the organization of the citizenry into cohesive, volunteer groups working in collaboration and support of local emergency management and the first responder communities. The partner programs of Citizen Corps which support their communities are: Community Emergency Response Team (CERT), Fire Corps, Medical Reserve Corps (MRC), USAonWatch/Neighborhood Watch, and Volunteers in Police Service (VIPS). Each of these programs’ volunteer resources support first response agencies administratively and operationally. They are themselves prepared to handle emergency situations, to give assistance before first responders arrive on the scene, and to augment the capacity of constrained first responders.

...Continued on pg. 5
Ensure You Insure Against Risk

By James Harper
Director
NYC Central Insurance Program

The inter-relationship between “risk management” and “insurance” is both a complex and complementary one, in which the purchase of insurance becomes the final step in the process of managing the risk, or downside, of any activity, project, or contractual agreement one might enter into. The insurance relates solely to the transfer to another entity, (normally, an insurance company) of any financial consequences arising from such activity, that the insured does not, or cannot, wish to assume on its own.

New York City, like most governmental entities, requires that most suppliers of goods or services (licenses, permits, etc.) hold the City harmless from any risk arising out of the relationship, through an indemnification clause. The insurance is in fact proof that the contract can live up to that agreement, and it is why government entities will lay down basic requirements for the insurance coverage, the financial viability of the company underwriting the risk, the limits to be imposed, the allowable amounts for self-insurance or retention, and in ideal circumstances, an overall loss prevention program to complement the purchase of the insurance, and to control the ultimate cost included as part of the contract.

Many large entities, (such as New York City) can and do “self-insure” any and all risks inherent in their operations, usually because, the cost of transferring that risk would be prohibitive, and, there may well not be markets willing to assume it. Some of this was seen in the aftermath of 9/11, where many insurance companies cancelled coverage, or were unwilling to write anything new in the wake of such a disaster; time has since cured that perception.

Other large corporations and not-for-profits have successfully capitalized and created their own “captive” insurance programs, protecting the parent corporation, and in fact, saving large amounts on costly premiums, an approach which works only when combined with an effective loss prevention and loss control program, a four star approach in the overall risk management effort!

The decision when and how to purchase insurance for an undertaking ideally requires a thorough risk analysis: review of past history, consideration of any new or mitigating factors, and the cost and availability within the commercial marketplace. From that can flow a variety of choices: a fully fronted program, a guaranteed cost program (winner take all!) and a host of other choices in between, e.g. retaining the first $25,000 in losses to lower premiums, etc.

Risk Management is not an exact science, but rather, something that evolves as a common sense approach to managing the insurable risks of a project, and recognizes that there may be alternative techniques to handling those risks; insurance purchase is frequently the most expensive, although expedient tool in one’s arsenal.

Making a Comeback

By Paul Dimond
Manager, Office of Continuity Planning
University of California, Berkeley

Question: What do fires, pandemics, civil unrest, and hard drive crashes have in common?
Answer: Continuity planning will help us survive them all.

Continuity planning prepares the institution to continue performing its mission – delivering its services – under conditions of duress.

Traditional disaster planning, commonly called emergency planning, focuses on preserving life, health, and property. It readies the university to confront crisis by ensuring that decision-making and communication structures are in place. It also lays the groundwork for immediate response measures like firefighting, search and rescue, medical assistance, containment of spills, security, and building inspection.

Continuity planning takes a different approach. It asks the question “How will we continue to perform our educational mission in the absence of some of our usual resources (people, space, equipment, IT networks)?” In other words, if the building is in rubble, or half our faculty are home with the flu, how will we teach our courses?

Hurricane Katrina provided a dramatic example. After the floodwaters had receded, every college and university in New Orleans faced a long-term crisis: buildings were unusable, students were scattered, many faculty and staff had nowhere to live, and finances were in shambles because the main revenue stream (tuition) had ceased.

Beginning about thirty years ago, the corporate sector developed the methodology of continuity planning to deal with major disruptions like this. Today, most large corporations have continuity plans in place – usually calling them business continuity plans. Many credit such planning with later saving the business when disaster hit.

Higher education has been slow to adopt continuity planning – in large part because of the staggering variety of services that we provide, and also because our organizations are complex and our management decentralized. The risk management community, however, has come to perceive continuity planning as a highly-needed form of risk management, and (particularly for public institutions) a requirement of good stewardship.

A pioneer of continuity planning in higher education is the University of California. Beginning six years ago at its Berkeley campus, UC has adapted best practices from the corporate sector to the context and culture of higher education. It has also created web-based software called the Berkeley Continuity Planning Tool and made this tool available at no charge to other institutions of higher education. Currently more than 20 universities have adopted Berkeley’s tool.

Building on Berkeley’s success, UC’s Office of Risk Services is currently expanding the continuity planning program to the rest of the UC System: the ten campuses and five medical centers that comprise the largest research university in the world. After launch in November 2008, this disaster-readiness effort, including a newly-enhanced version of the software tool, will be named the UC Ready program.

The Berkeley Continuity Planning Tool can be viewed at http://obr.berkeley.edu/BCPT.html.
September is... National Preparedness Month

Find helpful information on making a ready kit at Ready.gov. Join your local CitizenCorps by visiting CitizenCorps.gov. Check your campus newsletters and websites for helpful hints. Give blood. Attend First Aid, CPR, AED or CERT trainings. Learn more about your campus emergency preparedness plan.

Participate today.
Make a difference in your own way.

Are you signed up?
The City University of New York wants to keep all of its students, faculty and staff aware when disaster strikes.

CUNY A!ert allows you to stay in the know when critical issues affect your campus, whether it be a public safety issue at hand or severe weather causing your campus to close.

Register today at www.cuny.edu

Get a Kit, Make a Plan, Be Informed, Get Involved.
CERT, continued from pg. 2

Through CERT, citizens receive training in basic disaster response skills such as fire safety, light search and rescue, and disaster medical operations. Often CERT volunteers are also involved in planned community events. FireCorps volunteers support and augment the capacity of volunteer and career fire and emergency service departments with such diverse activities as maintaining emergency vehicles, conducting life safety education programs, and providing administrative help. MRC volunteers supplement existing emergency and public health resources during local emergencies, with MRC staff commonly supporting mass inoculation training and local health department exercises. USAonWatch/Neighborhood Watch provides information, training, technical support and resources to local law enforcement agencies and citizens. And VIPS members enhance the capacity of state and local law enforcement agencies as their volunteers perform clerical tasks, serve as extra sets of “eyes and ears,” and assist with search and rescue activities.

Guidance and limited federal funding is awarded to the states for the Citizen Corps Grant Program (CCGP) on an annual basis to promote the Citizen Corps ideals and programs. The CCGP award is a modest portion of the Homeland Security Grant Program and is administered through the New York State Emergency Management Office (SEMO). With the help of the CCGP and the commitment to community at county and municipal levels of government in New York State, Citizen Corps partner programs contribute to preparedness by participating in planning, preparedness education and training, exercises, and response.

Currently, approximately 31 percent of local jurisdictions in New York State have three or more Citizen Corps Partner Programs. The authority to use and coordinate Citizen Corps Council resources, i.e. local citizen volunteers, resides at the local level, and many jurisdictions in the State do plan for and use these resources. Approximately 30 percent of New York’s local governments have planned for managing their affiliated volunteers to provide support during a response.

For communities, the results of their Citizen Corps initiatives are a greater sense of security and personal control, an increase in community pride, promotion of mitigation and preparedness practices, and an overall better prepared populace. In many emergencies, it is the bystander or victim themselves who provide emergency assistance. Therefore, it is the responsibility of us all to be prepared for the inevitable.

To find information on Citizen Corps programs go to: http://www.citizencorps.gov/. Or to find out how to start a Citizen Corps Council go to: http://www.citizencorps.gov/pdf/council.pdf. In mid-September, New York State will be debuting a website on increasing the preparedness of the public at: http://www.nyprepare.gov.

CUNY Alert in Action at QCC

This article first appeared on the CUNY Newswire on September 1, 2008

A powerful, fast-moving, mid-summer electrical storm drenched transformers in an underground vault by the main gate at Queensborough Community College last month, destroying them in a 4 foot-high flood of water.

All power was lost to the Administration, Library, Science and Humanities Buildings prompting officials to close the college for a day. But thanks to CUNY Alert, most students and staff were saved the trouble of a needless trip to campus because they got the news that evening. When repairs were made and power restored, they were notified via CUNY Alert the night before the college re-opened.

CUNY Alert was launched last spring, a reaction in part to school shootings across the country when universities realized they needed a way to quickly notify students and teachers about danger on campus. In a very short time CUNY Alert is also becoming an important tool for communicating weather-related closings, public safety issues and other emergencies.

But in order to take advantage of the system, students and staff have to sign up for it. So far, more than 70,000 are participating, and more students and faculty are signing up this fall.

“If you have not already done so, register for CUNY Alert,” advised Vice President Diane Call in a message to QCC faculty and staff. “Its value and effectiveness in communicating information to the College community during an emergency was demonstrated during this time.”

To sign up, visit www.cuny.edu/alert. Registrants are asked to provide at least one email address. For text message alerts, a cell phone number and a provider to receive text message alerts may be listed. To receive voice alerts, a phone number — either a cell phone or land line — may be listed.
Prepared for the Unexpected

By Erin Streeter
Director, Ready Campaign

Over the past decade, our country has seen hundreds of natural disasters – ranging from blizzards and wildfires to hurricanes, tornadoes and flooding that disrupt or even destroy families’ homes and entire communities across America. These events can happen without warning, changing our lives in an instant. September is National Preparedness Month (NPM) and a good reminder that we all have a responsibility in protecting ourselves, families and our communities. Emergencies will happen, but taking action now can help us minimize the impact they will have on our lives.

This year, the Ready Campaign and its DHS partner Citizen Corps are reminding Americans to take steps to prepare during NPM including: get an emergency supply kit; make a family emergency plan; be informed about the emergencies and their appropriate responses; and get involved in community efforts such as Citizen Corps Councils. Throughout September, activities and events will take place across this country to highlight the importance of emergency preparedness and promote individual involvement, such as first aid trainings, town hall meetings and much more.

Free preparedness resources are just a click away at ready.gov or para español listo.gov or by calling 1-800-BE-READY.

Sign up now at
WWW.CUNY.EDU/ALERT

Sign up Now for CUNY Alert at Your Campus