

June 10, 2016

Dear Campus Community,

I am writing to provide you with an update concerning *Phase 2* of BAS' strategic reorganization plan and our progress in further transforming our operations and increasing our effectiveness in supporting UCR's teaching, research, public service, and patient care mission.

While I am pleased to report that BAS continues to pursue the goals of our [Phase I plan](#), the focus of today's message is *Phase 2* of the reorganization which addresses the creation of the Enterprise Risk Management (ERM) Division and go-forward plans for a Safety Culture Change Initiative, both of which have been approved by Chancellor Wilcox.

### ***Creation of an Enterprise Risk Management (ERM) Function***

A new ERM Division, reporting directly to me, has been established. The emerging structure is designed to manage campus risk activities in a manner that will yield efficiencies, synergies, and functional integration beyond what can be achieved with the units reporting, as they typically do, into different management structures. Importantly, the new ERM structure aligns closely with the objectives outlined in UCR 2020 and BAS' operational objectives to: use industry best practices; eliminate duplication of efforts; create opportunities for collaboration; implement enabling technologies; prioritize institutional responsibility for safety and risk management; and most importantly, continuous professional development of all BAS staff, in particular all UCR ERM staff.

In summary, the objective of the integrated structure is to optimize the management of functions in order to enhance our campus' ability to anticipate, identify, analyze, mitigate, prepare for, respond to, and lead recovery efforts. To that end, the ERM Division will have responsibility for key enterprise risk management functions and related initiatives that include: Environmental Health & Safety (EH&S), Continuity Planning, Emergency Management, UC Police Department (UCPD), and Risk Management.

The unit will be led by an Executive Director (ED) who will have significant leadership experience in the areas of emergency management, risk management, and environmental health and safety. An open recruitment is in process and we hope to fill this key position by mid-summer. Until then, I will continue providing leadership support and direction over the unit's activities.

An action that has already been taken with regard to operationalizing the reorganization of ERM is the transition of Elizabeth (Lisa) Martin to the role of Emergency Manager. Lisa has capably served the campus for seven years as Continuity Planner and will continue to contribute her expertise to the Continuity Planning function through ongoing collaboration with the individual who will be hired to fill the position, while also assuming management responsibility for the Emergency Management function.

I am also delighted to report that Janette de la Rosa Ducut, who previously served as the Training Development Manager in the department of EH&S, has been selected to lead the UC Center of Excellence for Risk and Safety Training and Education (COE). Though the COE will be located at UC Riverside, Janette's primary operational agenda will come from UCOP for issues that support the goals and objectives of the COE and UCOP; she will report administratively to the Executive Director of ERM.

Finally, I am very pleased to report that on May 17, we celebrated the grand opening of our new ERM/EH&S building. With the exception of the UC Police Department, which will remain in its current location, all ERM functions and personnel, including the COE mentioned above, are located in this building.

### ***Safety Culture Change Initiative***

As a campus, we have committed ourselves to elevate the safety culture across all administrative operations and academic disciplines, especially labs and operational functions. With respect to lab safety, a series of serious, high-profile incidents, most notably, the 2009 laboratory researcher fatality at UCLA, a 2010 explosion and serious injury to a student at Texas Tech, as well as multiple serious falls by technical theatre staff at UC campuses, and other generally less severe incidents that have occurred at UCR, have highlighted the need for change in our thinking and actions around safety.

To be clear, the critical element of the envisioned overhaul of the campus' ERM structure is the reinvigoration of EH&S. In recent years, UCR's EH&S program has not been resourced nor empowered to fully support current campus operations, let alone the continuous growth and expansion of academic research operations contemplated by UCR 2020 and called for in the [ERM Plan/Safety Culture Change Initiative](#).

To achieve this vision, the ERM executive director will be expected to ensure that the Safety Culture Change Initiative is fully operationalized. Importantly, key metrics and performance indicators have been established to ensure that BAS is fulfilling its commitment to this initiative and to demonstrate our accountability to the campus. To further enable transparency and accountability, the ED will be responsible for establishing a Laboratory Safety Advisory Committee (LSAC) chaired by an academic researcher whose work is lab-centered. The committee will report to the ED and include lab scientists, the Director of EH&S and other key lab safety personnel.

As always, I invite your candid reaction to this update and your ongoing feedback concerning the performance of all BAS units. Many thanks to those who responded to BAS' recent annual Client Satisfaction Survey.

In closing, I reaffirm my commitment to provide the campus community with regular updates concerning the transformational activities in which BAS is engaged. While we are proud of the work we have accomplished to date, there is much more that can and will be done in the weeks and months ahead.

Sincerely,



Ron T. Coley  
Vice Chancellor  
Business and Administrative Services

Attachments: a) Functions of Enterprise Risk Management Division  
b) BAS Organizational Structure

## Functions of Enterprise Risk Management Division

TBD - Executive Director

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| <ul style="list-style-type: none"> <li>• ERM Division Leadership &amp; Management</li> <li>• Risk Governance/ERM Policies</li> <li>• Risk Portfolio &amp; Reporting</li> <li>• Risk Communication</li> </ul> | <ul style="list-style-type: none"> <li>• Risk Culture &amp; Awareness</li> <li>• Short &amp; Long-Range Strategic Planning</li> <li>• Integrated ERM Programs &amp; Initiatives</li> <li>• Investigatory Oversight</li> </ul> | <ul style="list-style-type: none"> <li>• ERM Training &amp; Development</li> <li>• IT Project Management</li> <li>• Regulatory &amp; Legal Compliance</li> <li>• EOC Oversight</li> </ul> |
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<b>Continuity Planning</b>	<b>Emergency Management</b>	<b>Environmental Health &amp; Safety</b>	<b>Police Department</b>	<b>Risk Management</b>
TBD Planner	Lisa Martin Manager	Russell Vernon Director	Mike Lane Chief of Police	Erica Healand Director
<ul style="list-style-type: none"> <li>• Mission Continuity</li> <li>• Business Resumption</li> <li>• Business Impact Analysis</li> <li>• UC Ready Continuity Program Administration</li> <li>• Policy/Program Planning, Development &amp; Administration</li> <li>• Training &amp; Outreach</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic Emergency Initiatives &amp; Mitigation</li> <li>• Emergency Action Plan</li> <li>• Emergency Operations Center &amp; Incident Command</li> <li>• Emergency Response</li> <li>• Hazard Assessment &amp; Mitigation</li> <li>• Emergency Notification Systems</li> <li>• Multi-Agency Coordination</li> <li>• Crisis Management Team</li> <li>• Emergency Response Plans</li> <li>• Compliance</li> <li>• Disaster Readiness Systems &amp; Supplies</li> <li>• Business Continuity Collaboration</li> <li>• Training &amp; Outreach</li> </ul>	<ul style="list-style-type: none"> <li>• Safety &amp; Inspections                             <ul style="list-style-type: none"> <li>○ Industrial Hygiene</li> <li>○ Travel &amp; Field Safety</li> <li>○ Research Safety                                     <ul style="list-style-type: none"> <li>▪ Lab Safety</li> <li>▪ Biosafety</li> <li>▪ Radiation Safety</li> <li>▪ Laser Safety</li> </ul> </li> </ul> </li> <li>• Fire &amp; Life Safety</li> <li>• Public Safety &amp; Env. Health</li> <li>• Environmental Protection                             <ul style="list-style-type: none"> <li>○ Waste Management</li> <li>○ Environmental Compliance</li> <li>○ Hazardous Materials Management                                     <ul style="list-style-type: none"> <li>▪ Controlled Substances</li> <li>▪ Chemical Inventory</li> </ul> </li> </ul> </li> <li>• Training &amp; Communication</li> </ul>	<ul style="list-style-type: none"> <li>• Enforcement</li> <li>• Patrol</li> <li>• CSO</li> <li>• UNET</li> <li>• Crime Prevention</li> <li>• Reporting</li> <li>• Communications</li> <li>• Dispatch</li> <li>• Investigation</li> </ul>	<ul style="list-style-type: none"> <li>• Risk Framework</li> <li>• Risk Identification &amp; Emerging Risks</li> <li>• Risk Analysis, Evaluation &amp; Treatment</li> <li>• Data Analysis</li> <li>• Predictive Analytics</li> <li>• Insurance/Self-Insurance Program Administration:                             <ul style="list-style-type: none"> <li>○ Property</li> <li>○ General Liability</li> <li>○ Employment Practice Liability</li> <li>○ Professional Medical Liability</li> <li>○ Auto</li> <li>○ Cyber</li> </ul> </li> <li>• Claims &amp; Litigation Management</li> <li>• Contract Review</li> <li>• Certificates of Insurance</li> <li>• Compliance</li> <li>• Training &amp; Outreach</li> </ul>

LEGEND

Departments Not Impacted	Realignment	New Positions / Functions
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