



Client Success Story

Improving Institutional Decision-Making Through ERM



Client

A large public R1 research university in the Midwest sought to strengthen how it identified and managed institutional risk. As a complex research institution with broad academic, operational, financial, and reputational considerations, the university needed a coordinated and sustainable approach to risk management across the enterprise.



Issue

The university wanted to establish an enterprise risk management (ERM) program that would enable a proactive approach to identifying, assessing, and managing risk.

To do so, it needed foundational program infrastructure, governance, processes, and stakeholder capabilities that could support both the initial launch of the program and its long-term sustainability, while remaining aligned to the university's mission.



Approach

Defining the ERM Vision

Deloitte worked with university stakeholders to align on the ERM program's mission, objectives, success factors, and potential barriers to adoption. The team also assessed current-state maturity and developed an implementation roadmap that outlined milestones, sequencing, and resource needs to support a practical and sustainable rollout.

Establishing Governance and Program Structure

To create clarity around how the program would operate, Deloitte defined the ERM program structure, stakeholder roles, and decision rights. The team also developed and socialized charters for the ERM Program, Executive Risk Committee, and Risk Work Group to formalize governance and accountability.

Building Risk Assessment Tools and Methodology

Deloitte designed the core methodology and tools needed to operationalize ERM across the institution. This included developing an ERM taxonomy and risk universe, creating a multi-impact assessment methodology spanning strategic, operational, financial, and

reputational risks, and producing practical tools such as interview guides, a risk register, prioritization workshop materials, and risk response templates.

Enabling Adoption and Sustainability

To support long-term adoption, Deloitte developed ERM 101 training and stakeholder education materials, established standard operating procedures, and supported the definition and hiring efforts for the ERM Director role. These efforts helped the university establish and maintain the knowledge base and organizational capacity to sustain the program over time.



Impact

As a result of this work, the university established the foundational infrastructure needed to launch and sustain an enterprise-wide ERM program. Leadership alignment increased around the program's mission, governance, and stakeholder responsibilities, and the institution implemented a proactive and repeatable approach to identifying, prioritizing, and managing risk. The engagement also improved stakeholder awareness and adoption through training, socialization, and clearer operating procedures, positioning the university to embed risk insights into planning and decision-making over time.

For more information,
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