



Client Success Story

Strengthening Risk and Compliance for Long-Term Resilience



Client

A mid-sized public university in the Mid-Atlantic engaged Deloitte to enhance both its enterprise risk management and compliance capabilities. The institution was looking to strengthen these related functions in a way that would improve execution in the near term while creating a stronger foundation for ongoing program maturity.



Issue

The university sought to improve two connected areas: its ERM program, so it could better identify, prioritize, and respond to institutional risks, and its compliance program, so it could strengthen program structure, improve visibility into regulatory obligations, and align policies with requirements. Deloitte was engaged to enhance core processes, define supporting infrastructure, and position both programs for longer-term sustainability.



Approach

Assessing Current-State Capabilities

Deloitte began by reviewing the university's existing risk registers, response plans, and program activities to understand the current state of ERM and compliance. The team also assessed the maturity of the compliance program, including its structure, processes, and supporting documentation, and identified gaps in governance, ownership, and execution across both functions.

Enhancing ERM Prioritization and Response

To strengthen the ERM program, Deloitte facilitated sessions to rank the university's top enterprise risks and reviewed existing response plans to improve mitigation approaches. The team also clarified the role of risk owners and customized key ERM tools and artifacts, including the enterprise risk taxonomy, risk assessment survey, risk register template, and ERM process guide.

Designing the Compliance Operating Model

On the compliance side, Deloitte developed an operating model to clarify responsibilities, governance, and program execution. The team also created a regulatory library, mapped internal policies to applicable requirements, and reviewed the employee handbook to identify opportunities for stronger alignment with compliance expectations and obligations.

Supporting Adoption and Long-Term Execution

To help the university sustain the work, Deloitte supported presentations and

stakeholder engagement with governance bodies and risk owners, helped define needed capabilities for compliance personnel, and supported hiring efforts. The engagement also delivered practical work products that enabled repeatable execution across both ERM and compliance activities.

Impact

Through this work, the university improved its ability to proactively identify, prioritize, and respond to enterprise risks, while also gaining clearer visibility into regulatory obligations and policy alignment. The engagement clarified top institutional risks, corresponding risk owners, and expected response activities, and established a more defined compliance program structure and operating model to support accountability and execution. It also created foundational ERM tools and processes to enable more consistent risk assessment and positioned the university to sustain both ERM and compliance efforts through stronger governance, documentation, and staffing support.

For more information, please contact us.

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