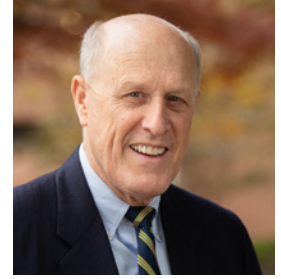


the PRESIDENT'S MESSAGE

MARCH 2022



ASSESSING AND ADDRESSING RISK, REWARD, AND OPPORTUNITY

In my inauguration address last November, I said that I want each person at the University of Maryland, Baltimore (UMB) to have a passion for service and be driven to fulfill it, to understand the urgency of stepping up to be a problem solver, and to be unafraid to take risks to help those in need. What exactly does it mean for UMB to take risks *as an institution*?

I'd argue that when we are able to take responsible risks and seize opportunities to act, we make the most progress toward our mission of improving the human condition and serving the public good. I'm sure you've heard the saying "No risk, no reward," but how do an institution and individual schools and units evaluate and decide what risks are worth taking?

That's where UMB's Enterprise Risk Management (ERM) program comes into play. ERM's mission is to embed, sustain, and support a culture of responsible risk taking and opportunity identification across UMB.

Not surprisingly, there are some areas where we need to be more risk-averse and others where we need to think about how more risk taking can lead us to increased innovation and discovery. We learn from failure, not just from success, but we can't learn from either if we are afraid of risk. ERM will help UMB protect and enhance our most vital operations and programs across the enterprise, as well as help us prepare to seize opportunities. ERM started at UMB in the early 2010s, and we are seen as an ERM leader within the University System of Maryland. I want us to continue on that trajectory, enhancing our enterprising spirit.

ERM will advise schools and units across UMB to identify risks and find ways to address them. I want you to understand that ERM is a value-added advisory process that complements existing governing structures. When we are successful with ERM, you'll see a more responsible approach to risk taking and opportunity seeking

in UMB culture at all levels. We'll have systems in place to scan for emerging risks and opportunities and let stakeholders know about them, and we'll have standards and guidelines for risk taking. We'll work more collaboratively toward our shared mission.

"Enterprise risk management will help UMB protect and enhance our most vital operations and programs across the enterprise, as well as help us prepare to seize opportunities."

In the coming months, you'll hear more about ERM, each of your schools and units will be invited to become involved in strategic plan risk assessments, and you will see the formation of committees that will represent all functions of the University. The ERM website will serve as a hub for this information.

President John F. Kennedy said, "There are risks and costs to a program of action. But they are far less than the long-range risks and costs of *comfortable inaction*." UMB is successful because our environment encourages innovation and creativity. We can improve on our success when that culture also includes responsible risk taking and opportunity seeking to achieve our collective mission.

Sincerely,

Bruce E. Jarrell, MD, FACS
PRESIDENT

Learn more about UMB's Enterprise Risk Management program at [this link](#). ↗