



Schulich
School of Business
York University
Executive Education Centre



The Masters Certificate in **Risk Management & Business Performance**

A university accredited three-module program designed to give leaders a risk management blueprint to protect and enhance their organization's value while achieving business performance targets.

Toronto Program Dates

Participate in the full program or a single Masters Certificate module

Certificate Modules	2011 Program	2012 Program
1. Foundations	May 30 - Jun. 3, 2011	May 28 - Jun. 1, 2012
2. Implementation	Sep. 26 - 29, 2011	Sep. 24 - 27, 2012
3. Advanced Risk Practices	Jan. 16 - 19, 2012	Jan. 14 - 17, 2013

The Masters Certificate is composed of **three stand-alone certificates** that you can take at your own pace*

The Masters Certificate in Risk Management & Business Performance

Meeting business performance goals today is directly tied to effectively managing the risks your business and organization face.

Whether you are a director, VP, or manager, **understanding the constantly changing dynamics of risk affecting your business and responding with effective risk management is essential to achieving your organizational goals.** That is what our dynamic three module *Masters Certificate in Risk Management and Business Performance* program is all about.

Designed for executives and business leaders with performance responsibility – whether new to risk management or experienced – the flexible learning format allows you to choose the training that is right for you.

A Convenient & Flexible Learning Format: Comprised of Three Stand-Alone Certificates

We have divided the Masters Certificate into three stand-alone certificate modules. The **Foundational Certificate** relates business performance to risk management, providing the essential foundation to establish and maintain a successful risk program. Our **Implementation Certificate** teaches leaders how to operationalize their risk plans for success. Our **Advanced Risk Practices Certificate** helps leaders deal with ongoing uncertainty, complexities and emerging risks with effective reporting to senior management and the board.

Choose the entire three module Masters Certificate, or participate in individual modules. We have created flexibility to suit your needs.

COSO Enterprise Risk Management – Integrated Framework



FOUNDATIONS CERTIFICATE: May 30 - June 3, 2011 (5 days)

MASTERS
CERTIFICATE
PHASE 1

Risk and Business Performance in a Changing Environment – Setting the Foundation

Certificate Overview: The Foundations Certificate sets the tone for the entire Masters Certificate program. **It provides leaders with the essential foundation to establish and maintain a successful risk program to support business performance.** The program crystallizes the value proposition for risk management with hindsight from the lessons learned from the financial crisis. It equips participants to tailor a risk management framework, establish clear oversight and governance and develop a roadmap for successful implementation.

IMPLEMENTATION CERTIFICATE: Sept. 26 - 29, 2011 (4 days)

MASTERS
CERTIFICATE
PHASE 2

Practical Implementation... From Concept to Reality – Building Capabilities

Certificate Overview: The Risk Implementation Certificate builds on the first module to provide business and risk leaders with the capabilities to design or refine the key elements of their risk infrastructure. **This module addresses the six essential elements of a risk infrastructure including:** (i) strategy and policy; (ii) people and capabilities; (iii) processes and workflows; (iv) frameworks, methodologies and measurement tools; (v) data gathering and business reporting; and (vi) technology enablement. **Each element will be reviewed with practical implementation guidance provided.**

ADVANCED RISK PRACTICES CERTIFICATE: Jan. 16 - 19, 2012 (4 days)

MASTERS
CERTIFICATE
PHASE 3

Risk Reporting & Profiling Capabilities – Taking it to The Next Level

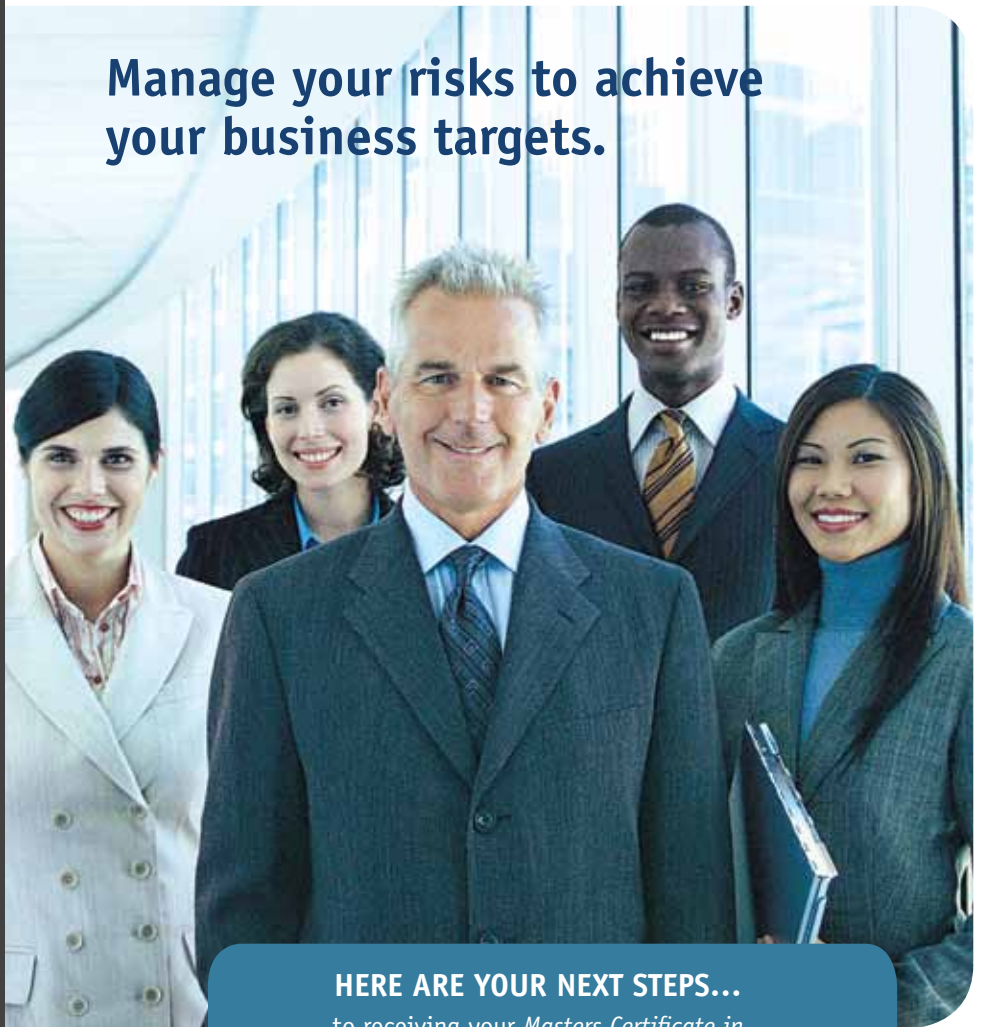
Certificate Overview: The Advanced Risk Management Certificate assumes participants have completed the earlier modules, or have formal risk management training. Participants will learn to address rapid change and emerging risk, and **how to effectively profile risk and report to key stakeholders including senior management, boards and the public.** Leaders will share experiences and best practices through case studies from leading organizations.

*A framed certificate of completion will be issued for each individual module you complete. **Your Masters Certificate will be issued upon successful completion of all three certificate modules within a 36 month period.**

ENROLLMENT FLEXIBILITY: You may enroll in one or more of the three modules in any sequence, but we recommend attending in their natural order. **A tuition savings is provided for enrolling in all three modules at the same time.**

PROGRAM FEATURES

- **Three comprehensive learning modules:**
 1. Foundations Certificate
 2. Implementation Certificate
 3. Advanced Risk Practices Certificate
- **Applied learning to company-specific challenges** between each module
- **Preparation of a customized risk readiness report** for your sponsoring organization
- **Learning flexibility:** three stand-alone certificates that you can take at your own pace
- **Bonus iPad** to use and keep when you sign up for the full Masters Certificate program at once.



Manage your risks to achieve your business targets.

SEEC's *Masters Certificate in Risk Management & Business Performance* program provides you with competencies to manage risk while delivering on your organization's performance goals.

KEY PROGRAM OUTCOMES:

- Become a key expert in your organization at **risk planning, implementation & reporting**
- Learn how to **prepare risk profiles and reports** for senior management and the board
- **Evaluate and make recommendations** on your organization's current state of risk management
- Acquire enterprise risk management capabilities that will help **improve your business performance**

HERE ARE YOUR NEXT STEPS...

to receiving your *Masters Certificate in Risk Management & Business Performance*

1 To Register

Visit www.seec.schulich.yorku.ca/mcrmbp (or see Convenient Registration Options on rear panel).

2 To Ask a Question About the Program

SEEC offers free 1-hour online information sessions for this program. For dates and to RSVP visit www.seec.schulich.yorku.ca/infosessions

You may also contact Program Director Carmen Rossiter, at **416.736.5079**, toll free **1.800.667.9380**, or e-mail exceedinfo@schulich.yorku.ca

3 For Further Program-Related Information

Visit our website at: www.seec.schulich.yorku.ca/mcrmbp

IN-COMPANY TRAINING: Please note that any of the modules of *The Masters Certificate in Risk Management & Business Performance* can be delivered in-company for groups of 10 or more. For more information, contact SEEC at 416.360.8850 or visit www.seec.schulich.yorku.ca.

MESSAGE FROM THE PROGRAM DIRECTOR



For organizations to succeed, they must strike a balance between risk and reward to create and protect enterprise value. **Effective risk management is an essential competency to support business performance** in a changing environment. It can and does make a

difference over the long term, yet few business leaders have benefited from training in this area.

You now have a choice of three certificate programs to participate in – leading to a Masters Certification. Whether you attend a single certificate or the full program, the ability to build your risk management proficiency has never been easier.

The goal of **The Centre of Excellence in Risk Management & Governance** is to help Canadian business and government excel in the global market, and better manage the risks that you will face along your way.

We encourage experienced leaders to start with your Foundations Certificate this May.

Carmen Rossiter, Program Director
SEEC Centre of Excellence in Governance,
Risk Management and Control

WHO SHOULD ATTEND?

This program is designed for **executives and business leaders with responsibility for meeting performance targets**, including:

- Corporate Officers & Board Members
- Vice Presidents & Directors
- Senior Managers & Divisional Managers in public or private companies, or public sector entities

...from diverse business areas including:

- Finance, Accounting or Audit
- Risk Management
- Corporate Planning & Business Development
- Public Sector Program Administration
- Business Operations
- Marketing, Sales & Product Development
- Systems, Technology & Project Management

Register online today at www.seec.schulich.yorku.ca/mcrmbp

MODULE 1: FOUNDATIONS CERTIFICATE (5 days)

Risk and Business Performance in a Changing Environment – Setting the Foundation

Study the relationship between risk and business performance and examine specific risk-drivers impacting your organization to lay the foundation for successful enterprise risk management.

Achieving Business Performance Goals By Managing Risk: A Manager's Blueprint

- Categories of risks faced by organizations and the public sector
- Linking risk and business performance – the risk and reward equation
- Risk appetite: aligning risk to organizational strategy

Enterprise Risk Management (ERM): Protecting & Enhancing Enterprise Value

- The value proposition for ERM
- Developing an enterprise risk framework to be applied to the entire organization, as well as to specific functions
- Building competitive advantage by optimizing your risk management capabilities

Lessons Learned from the Financial Crisis

- Two years later – how was performance impacted?
- What risk occurrences could have been better managed?
- Focusing on the present and anticipating the future

Risk Frameworks & Models For Managers

- Why do you need to build a tailored framework to support your risk program?
- Generally accepted frameworks: COSO, ISO 31000 and others
- Guidelines to successful implementation

Setting Your Foundation: ERM Roles & Responsibilities

- Clarity of authority, responsibility and accountability for risk
- The role of the board of directors – risk oversight
- The role of executive management – managing enterprise risks, tone at the top support
- The role of risk officers, managers and all personnel

Translating Your Vision into a Workable Risk Strategy

- Adopting a guiding framework and common language
- Establishing clear oversight and governance
- Creating a roadmap for successful implementation

Establishing Risk Management Program Imperatives

- Positioning a program for success
- Messaging – awareness and communication strategies
- Leadership and reporting structures

Reality Check & Next Steps to a Risk Road Map

- What happens when plans change?
- Being agile – critical success factors
- Common challenges, roadblocks and pitfalls

KEY TAKE-AWAYS FOR PARTICIPANTS:

Each participant will gain a complete foundation in risk management, and begin framing a risk framework and roadmap to recommend to their organization.

ENROLLMENT BONUS: Sign up for all three modules at once (a savings of \$1090 over the individual module fees), and you'll also receive a complimentary iPad to use during the course – and keep afterwards! You will manage your learning materials paperlessly, enjoy enhanced note-taking convenience and benefit from real-time learning exchanges between participants and facilitators.

Practical Implementation... from Concept to Reality – Building Capabilities

Operationalize the key elements of a sustainable, repeatable risk management infrastructure as you develop a tailored implementation approach for your organization.

A Guide to Successful Risk Management Implementation

- Building a risk management infrastructure tailored to the needs of your organization
- The six elements of infrastructure – management overview
- Assessing your current state and envisioning the desired state
- How to translate your plans into the implementation phase

Developing Strategy and Policy

- Your risk management vision – aligning to business strategy
- Creating an ERM policy and statement of risk appetite
- Corporate policy frameworks to govern major risks and activities

Managing Your People and Capabilities

- Awareness, training and communication
- Developing capable and competent personnel to champion enterprise risk management
- Establishing tone at the top-level
- Accountability for risk management – roles and responsibilities
- Linkage to important HR mechanisms

Creating Effective Processes and Workflows

- Developing an implementation plan and workflow
- Customizing a defined process to operationalize ERM
- Identifying, assessing and responding to critical risks
- Measuring and monitoring risk and performance
- Continuously improve risk capabilities
- Creating a process to address change and change initiatives

Frameworks and Measurement Tools

- Valuable frameworks to guide implementation
- Risk assessment methodologies and approaches
- Effective risk measurement tools and indicators

Data Gathering and Business Reporting

- Transforming data into information
- What information to report?
- Department vs. enterprise-wide reporting
- Reporting to senior management to support decision-making
- Reporting to the board to support effective risk oversight
- Reporting to the regulators and the public

Technology Enablement

- Range of technology to support risk management
- Continuous monitoring

KEY TAKE-AWAYS FOR PARTICIPANTS:

Participants will master the six elements of infrastructure in implementing a successful risk program, and recommend a customized approach for their sponsoring organization to use.

Risk Reporting & Profiling Capabilities – Taking it to the Next Level

Learn advanced techniques to keep up with rapid change and emerging risks, and effectively report your risk profile and the ongoing state of risk management in your organization.

Enhancing Your Risk Management Capabilities to an Advanced Level

- Your risk management experience to date
- Current implementation challenges
- Review of better practices and critical success factors
- Group discussion – sharing experiences

Monitoring Emerging Risks in Your Industry

- Consideration of current and emerging risks
- Evaluating external and internal organization risks
- Establishing a defined process to keep abreast of emerging risks
- Organizational co-ordination and buy-in

Addressing Today's Hottest Risk Topics

- Strategic risk; mergers, acquisitions & transformational transactions; organizational risk; financial risks; IT systems risk; model risk; credit and market risk; operational risk; fraud, waste and abuse; crisis management; reputational risk
- Selected case studies

Effective Integration of Your Risk Program

- Integration with strategy, performance management, and everyday decision-making
- Balancing risk and reward

Risk Reporting: Advising Senior Management and Key Stakeholders

- What is risk reporting and how to do it properly
- Reporting your risk profile and the state of risk management in your organization
- Using risk scorecards and indicators

Reporting to the Board of Directors & The Public

- Defining expectations – review of risk oversight publications and guidance
- Risk oversight as a key board responsibility
- Board reporting to support risk oversight responsibilities
- Effective risk reporting to external stakeholders
- The market value of good risk management

Leadership: Being a Successful Manager of Risk

- The value of agility in a fast changing environment
- Critical success factors

Advancing Risk Capabilities in Your Organization

- Establishing risk management as a sustainable competitive advantage

KEY TAKE-AWAYS FOR PARTICIPANTS:

Participants will address advanced risk topics and learn to prepare risk profiles & risk reports for key stakeholders.

REGISTRATION DETAILS

The Masters Certificate in Risk Management & Business Performance

A university accredited three-module program designed to give leaders a risk management blueprint to protect and enhance their organization's value while achieving business performance targets.

FEATURING A WORLD-CLASS FACULTY

Carmen Rossiter
Program Director, and
Managing Director,
Protiviti Canada

Mark Rodrigues
Risk Management Officer,
Cara Operations Limited

Ken Flynn
Director, Health Audit
Services, Government of
Ontario

Dr. Al Rosen
Forensic and Investigative
Accountant, Accountability
Research Corporation
and Professor Emeritus of
Accounting, Schulich Business
School, York University

John Fraser
Senior Vice President Internal
Audit and Chief Risk Officer,
Hydro One Networks Inc.

Mohammed Siddiqui
Chief ERM and Audit Officer,
Hydro Ottawa

Allen Logue
Vice President, Risk
Management Officer and Chief
Auditor, AGF Management
Limited

...in addition to other
industry leading risk and
business practitioners.

Guenthe Moeller
Operational Risk Management
Officer, Bank of Montreal

Program Flexibility for Busy Leaders:

Complete individual certificates or the entire three module Masters Certificate at your own pace.

Module 1: Foundations Certificate

Gain a solid foundation of risk and business performance.

Module 2: Implementation Certificate

Customize a risk program for your business.

Module 3: Advanced Risk Practices Certificate

Prepare effective risk profiles & risk reports.

Masters Certificate in Risk Management &
Business Performance

CONVENIENT REGISTRATION OPTIONS

ONLINE: www.seec.schulich.yorku.ca/mcrmbp

FAX: You may also **download and print a Registration Form** from www.seec.schulich.yorku.ca/mcrmbp, complete and fax to The Schulich Executive Education Centre at 416.736.5689

MAIL: Mail your downloaded Registration Form to The Schulich Executive Education Centre, The Executive Learning Centre, Schulich School of Business, York University, 4700 Keele Street, Toronto, Ontario, M3J 1P3

PHONE ENQUIRIES: Telephone 416.736.5079 (1.800.667.9380 toll free)

2011 AND 2012 PROGRAM DATES

Module 1: Foundations Certificate Module

2011 date: May 30 - June 3, 2011 / 2012 date: May 28 - June 1, 2012

Module 2: Implementation Certificate Module

2011 date: Sept. 26 - 29, 2011 / 2012 date: Sept. 24 - 27, 2012

Module 3: Advanced Risk Practices Certificate Module

2011 date: Jan. 16 - 19, 2012 / 2012 date: Jan. 14 - 17, 2013

- Unless otherwise announced, all sessions commence at 9:00 a.m. and end at 4:30 p.m.

PROGRAM LOCATION

Executive Learning Centre, Schulich School of Business,
York University, 4700 Keele Street, Toronto, ON M3J 1P3
Tel: 416.736.5079 Fax: 416.736.5689

CERTIFICATE OF PROGRAM COMPLETION FOR EACH MODULE

You will receive a handsomely framed Certificate of Completion from SEEC for each module completed. A Masters Certificate will be awarded after the completion of all three modules within 36 months. Participants must attend all days of the program in order to receive the certificate.

PROGRAM FEE

Individual modules:

\$4,595 CDN + applicable taxes for Module 1 (5-day)

\$3,695 CDN + applicable taxes for Modules 2 and 3 (4-day)

Full 3 module program: \$10,895 CDN + applicable taxes (save \$1,090)

- Program fee includes program tuition, teaching materials, lunches and refreshments.
- Full program fee is payable prior to start of program. **Convenient tuition payment plans are available. Call 416.736.5079 for details.**
- Schulich Executive Education Centre's liability is limited to reimbursement of paid tuition fee.
- To obtain a discount for multiple registrations from one organization, please contact the Manager, Open Enrollment at 416.736.5079.

DEPOSITS, CANCELLATIONS, REPLACEMENTS AND TRANSFERS

IMPORTANT: A deposit of \$1,000 CDN is required to enroll in the program. Please include your credit card information on faxed or online registrations, or mail a cheque along with your completed program registration.

- If you are unable to attend the program you may transfer to the next session, subject to the 21-day written notification requirement or your organization may name a replacement candidate.
- Only one module transfer to another session will be permitted (subject to space availability) without penalty. Each subsequent transfer request has a \$200 administration fee.
- A full refund will be issued for written cancellations received a minimum of 21 days before the program start date. Written cancellations received after this date will incur an administration charge of \$1,000.
- Non-attendance or withdrawal after program start date will incur a full program fee.

Modules, speakers, topics, dates, fees, locations and applicable taxes are subject to change.