



ERM & Institutional Resilience during COVID-19

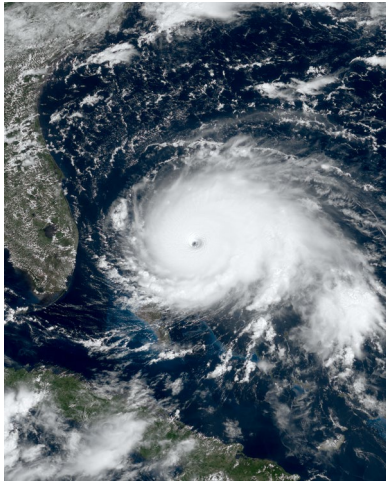
How K-State demonstrated resilience by applying key
ERM principles during the COVID-19 crisis

Elliot Young

AVP, University Risk & Compliance Officer

ecyoung@ksu.edu

Dec 2019



Hurricane Dorian 2019

https://en.wikipedia.org/wiki/Hurricane_Dorian



Cyber risk

<https://www.cybersecurity-insiders.com>



Hale Library design

K-State Today Article, 2019



Minors on campus

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Jan 2020

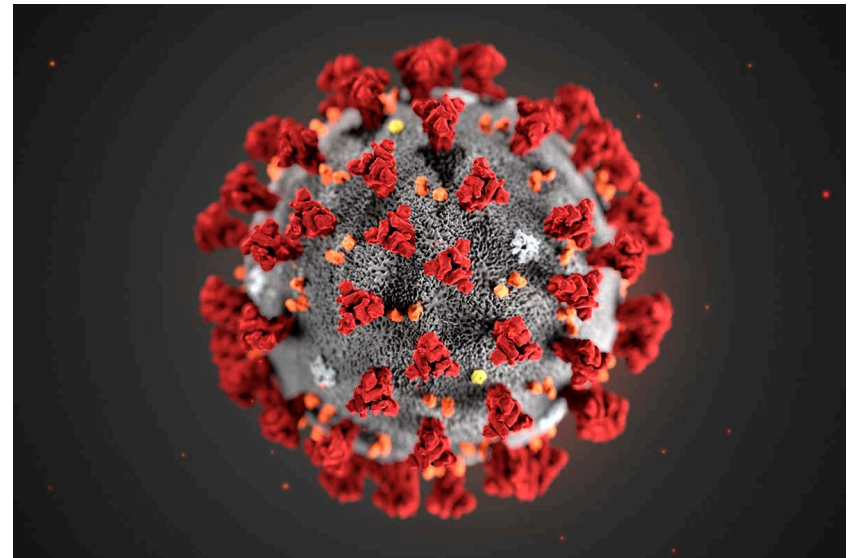
Jan 21, 2020

- *First Travel-related Case of 2019 Novel Coronavirus Detected in United States,*

– CDC Newsroom release

Jan 23, 2020

- KSU Infectious Disease Advisory Council Meetings



Feb 2020

Feb 25, 2020

- “What is the university doing to prepare?”
 - Question during IDAC meeting

Feb 28, 2020

- “KSU is taking precautions to prepare for potential pandemic.”
 - K-State Today Article



Key ERM Principles

Effect uncertainty has on completing objectives

Cross-functional collaborative working groups

Manage risk at all levels of institution

Understand risk holistically

Establish risk tolerance levels

Develop common vocabulary

Reduce uncertainty

Semester announcements

Guiding principles

Timely warnings

Reawakening plan

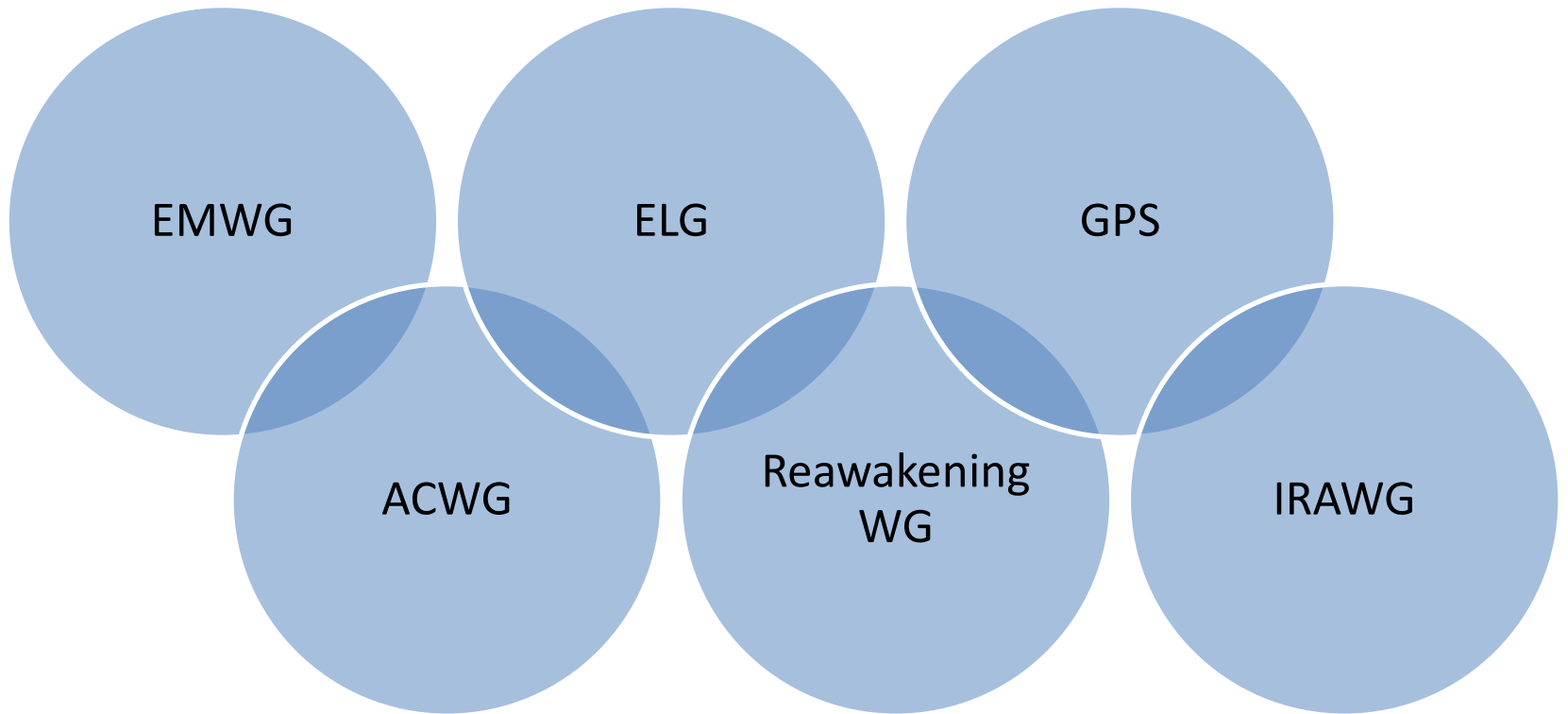
Triggers matrix

Ongoing communications

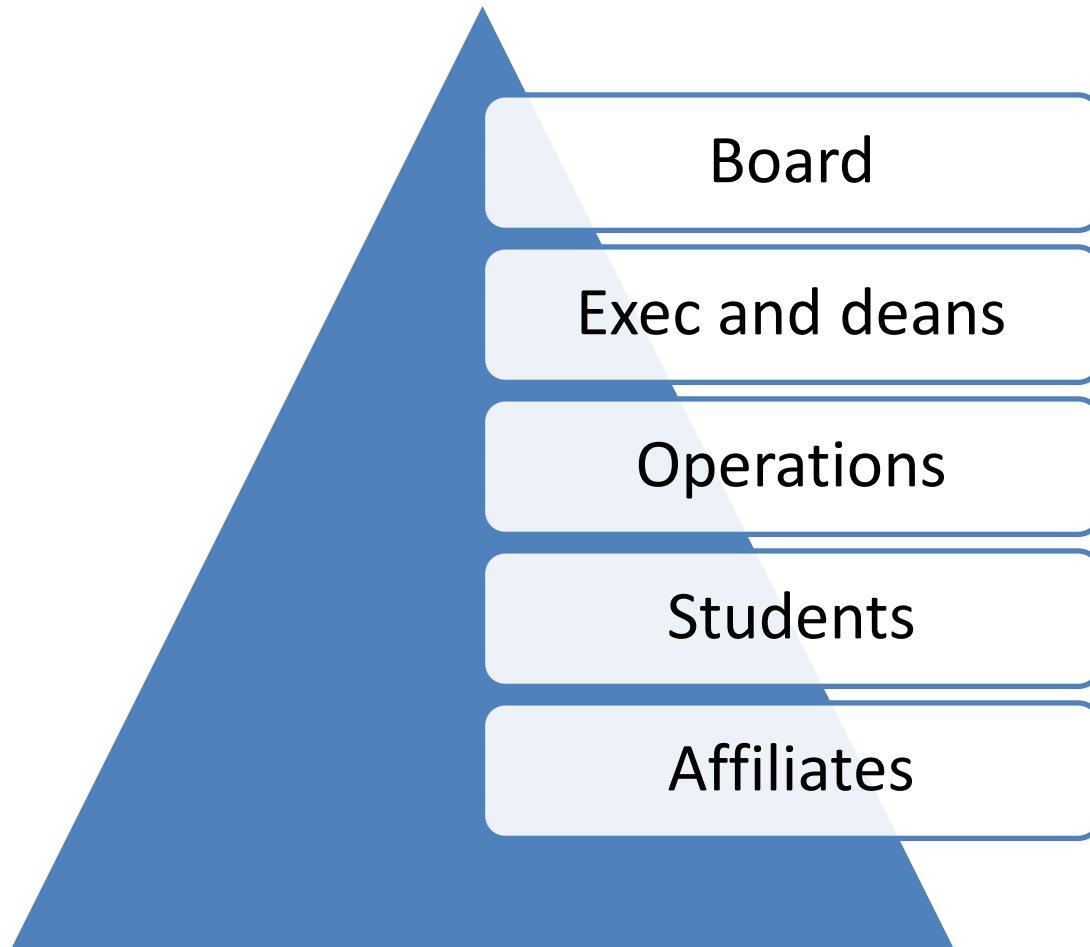
Identify functional experts

- Leadership
- Academic Affairs
- Communications
- Medical experts
- Information Technology
- Facilities and custodial
- Human Capital Services
- Risk Management & Insurance
- EHS
- Police
- Emergency Management
- Research & Compliance
- Student Life
- Financial Services
- International programs
- Housing & Dining
- General Counsel
- Government relations
- Athletics
- External partners

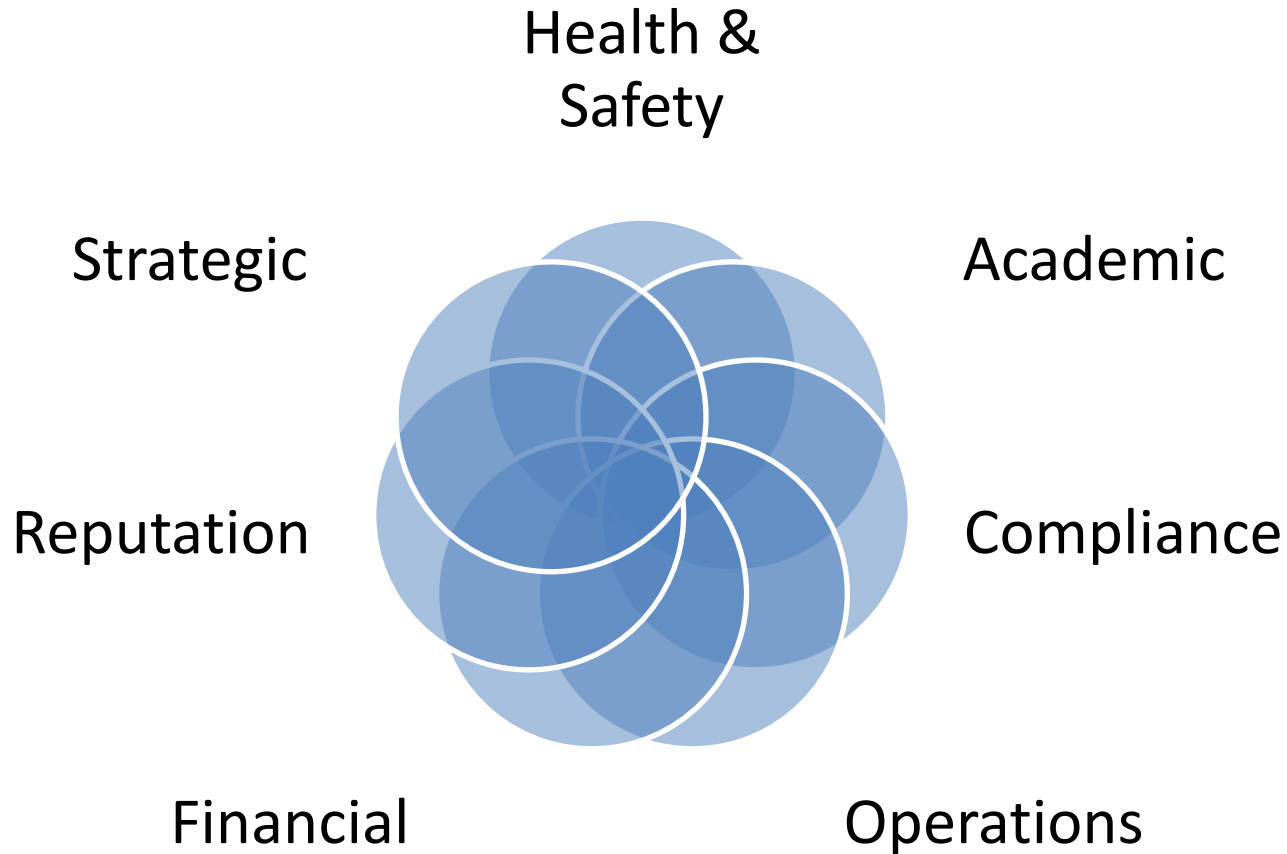
Convene working groups



Manage at all levels of the institution



Understand risk holistically



Establish risk tolerance levels

Face covering
requirement

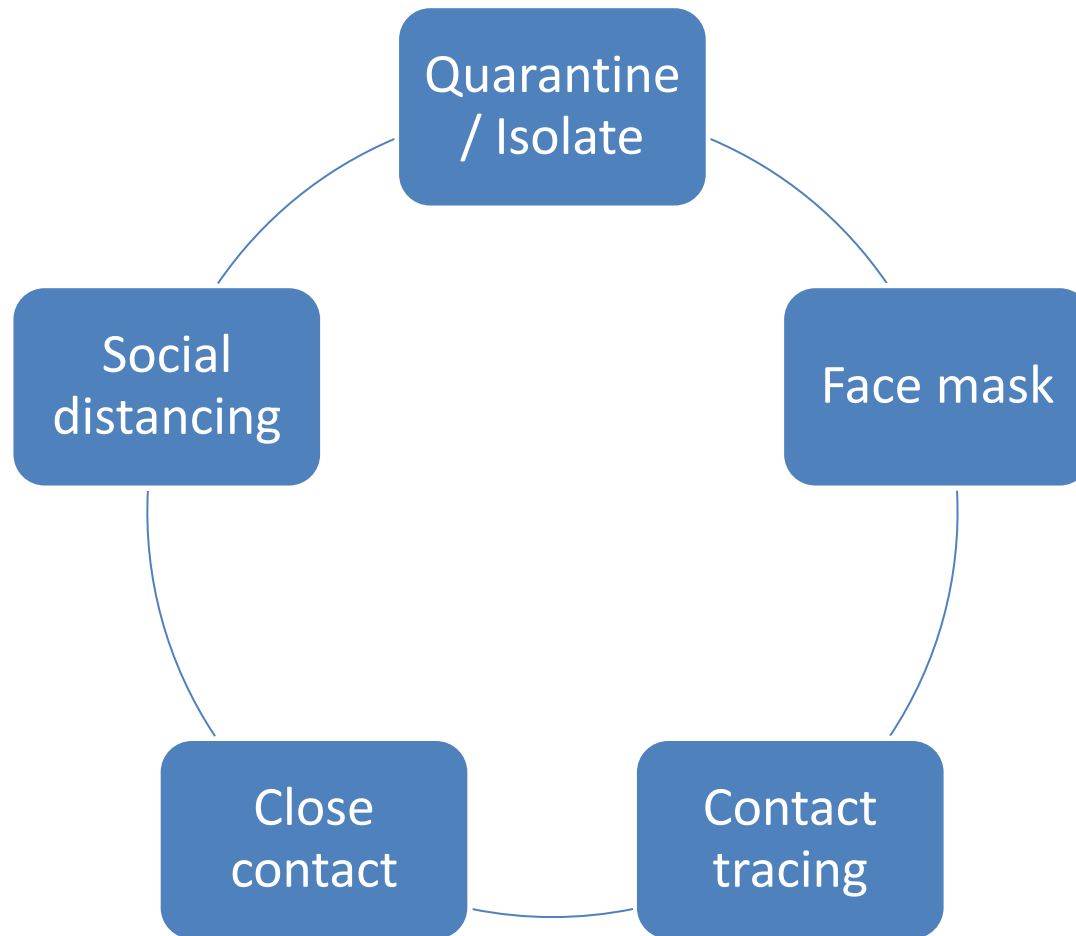
25% capacity at
football games

No testing
requirement

Restricted travel

No vaccine
requirement

Develop common vocabulary



Lessons



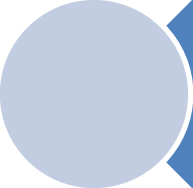
Ensure working groups remain cross-functional and collaborative, but effective.



Update emergency response and continuity plans regularly



Understand insurance coverage and services



Communicate clearly, consistently and creatively

Moving Forward

“K-State to continue COVID-19 policies, guidance.” Feb 26, 2021

Vaccine distribution on campus

Summer programs 2021

International travel

Phase out, resume normal operations in Fall 2021

Formal ERM framework fosters culture of resilience in other risk areas

Questions and Contact

Elliot Young

ecyoung@ksu.edu