



URMIA's Historic Compendium:

The Second 25 Years

Foreword: The URMIA Story Continues

In September 2019, URMIA celebrated a remarkable milestone: our 50th Annual Conference. In this historic moment, we pause to reflect on the impact that URMIA has had on higher education risk management. The concepts of community, innovation and education have inspired URMIA's members to make many meaningful contributions to risk management at their institutions of higher education. By better protecting institutions' physical assets, students, faculty, employees and reputations, our members help their institutions achieve their missions.

This document is the second of a two-part historic compendium exploring URMIA's story as an association and the story of risk management in higher education. We reflect on past innovations and look to the future of risk management and how URMIA and our members can serve as leaders in determining that future.

"My goal is to continue to increase URMIA's level of professionalism and expand our service function to increase its value as a tool to assist higher education risk managers in the performance of their duties. This can be accomplished by supplying useful information through URMIA's publications and by facilitating a professional network to assist members in finding solutions to the many challenging problems each of us regularly face."

Gary H. Stokes, CPCU, ARM, AMIM
*Director of Risk Management,
University of Delaware
URMIA President (1997-1998)*



www.urmia.org/50th

Table of Contents

Setting the Stage: The Second 25 Years	2
Advancing the Cause of Higher Education Risk Management: The 1990s	3
<i>Milestone 1: Adapting to Changing Risks</i>	3
<i>Milestone 2: Strengthening Our Members' Voices</i>	4
<i>Milestone 3: Expanding URMIA's Membership – Affiliate Members</i>	4
<i>Milestone 4: Establishing a National Office</i>	5
The 9-11 Era: Beginning of the 21st Century	7
New Risks, New Innovations in a New and Different World	7
<i>Revisiting Milestone 4: URMIA's National Office Finds a Home</i>	8
<i>Milestone 5: Creating Innovative Products and Awards</i>	9
The Growth Years: 2005 and Beyond	10
A Growing Membership – The Heart of URMIA	10
<i>Revisiting Milestone 3: Expanding URMIA's Membership – International and Student Members</i>	10
<i>Milestone 6: Centering on Professional Development</i>	11
<i>Milestone 7: Supporting Diversity in the Profession</i>	14
The Future: Looking Forward from the 50th Anniversary	16
URMIA Members' View of the Future	16

With Thanks...

URMIA would not be what it is today without the vision, leadership, and dedication of so many individuals. Underlying every moment of URMIA's history is the dedication of URMIA's leaders and members. It is with tremendous gratitude and appreciation for their efforts that we share the story of our second 25 years.

Setting the Stage: The Second 25 Years

In 1995, URMIA's second 25 years as an association began with 442 individual members representing 232 institutions of higher education. There is strength in numbers, and URMIA has worked strategically since then to build membership. By early 2019, URMIA included over 2,400 individual members at more than 600 institutions of higher education and 100 affiliate companies and partner organizations.

To achieve the mission of advancing the discipline of risk management in higher education, URMIA provides members with a variety of benefits to build professionalism and, most importantly, make members' jobs easier. URMIA's Annual Conference is one of the mainstays of our educational programming and offers incomparable educational and networking opportunities. The 1995 Annual Conference in Seattle, Washington, welcomed 173 attendees under URMIA President Gregory P. Clayton, University of Nebraska. The first conference to exceed 500 attendees was the 2006 Annual Conference in San Antonio, Texas, "Conference Caliente: Hot Topics in Risk Management." Since then, conference attendance has continued to grow, and themes have run the gamut from the 2007 Annual Conference, "Peak Performance: Scaling the Future of Risk" in Denver, Colorado, to our 50th Annual Conference, "Risk-Ready in a Minute," in Boston, Massachusetts.

As our membership has grown, so have URMIA's professional development opportunities, designed to meet members' needs. By 2019, members had access to a wide variety of in-person and online professional development and networking opportunities. Administratively, URMIA began as a completely volunteer-run organization. In 2005, URMIA established the National Office in Bloomington, Indiana, and hired Executive Director Jenny Whittington. The board continues to add professional staff who work to support the association.

This compendium tells the story of URMIA's second 25 years through the voices of our members and the key milestones our association has celebrated during that time.

URMIA's Second 25 Years: Key Milestones

- *Milestone 1: Adapting to Changing Risks*
- *Milestone 2: Strengthening Our Members' Voices*
 - Members Vote for URMIA Leadership
 - Member-to-Member Communication Grows
- *Milestone 3: Expanding URMIA's Membership*
 - Affiliate Members, International Institutions, and Students Join the Ranks
- *Milestone 4: Establishing a National Office*
- *Milestone 5: Creating Innovative Products and Awards*
- *Milestone 6: Centering on Professional Development*
 - The URMIAnetwork
 - Professional Development for Those New to the Profession
 - Risk Management Wednesdays
 - Core Competencies to Guide Professional Development
- *Milestone 7: Supporting Diversity in the Profession*
 - The Changing Face of Risk Management in Higher Education
 - Efforts of the Diversity & Inclusion Task Force

Advancing the Cause of Higher Education Risk Management: The 1990s

Milestone 1: Adapting to Changing Risks

As URMIA entered our second 25 years as the preeminent association for higher education risk management, our membership faced myriad new challenges. The advent of the “information superhighway,” as the internet was referred to at the time, posed new risks and opportunities for risk managers and higher education as a whole. Everyone was “on the on-ramp to the information superhighway” with access to information from all over the globe without ever leaving their desk.

The 1995 URMIA Annual Conference, “Technology Now!,” was held in Seattle, Washington. Featured sessions reflected these new risks:

- “Internet Tools for Risk and Benefit Managers”
- “Risk Management Information System Selection and Uses”
- “Technology in Operations”
- “Managing the Risks of Technology”
- “Delivering Benefits on the Information Highway”



Captive insurance companies were also emerging as a topic of interest to higher education risk managers. An article in the January-February 1995 *URMIA Report* by Leta Finch discussed how several of URMIA's member institutions established single parent captive insurance companies and explained how they were being utilized to supplement the risk transfer process at these institutions.

Notably during this era, the concept of “Wholistic Risk Management” was evolving into the current terminology of “Enterprise Risk Management.” Risk managers were beginning to explore the intricacies of implementing the concept into the silos of higher education.

Institutions of higher education were becoming incubators for the growth of new businesses. An article in the May-June 1998 *URMIA Report*, “Academia Incubating Businesses: Risk Managing with Rewards,” by Larissa K. Vigue, Vermont Insurance Institute, discussed how business incubation works at universities and associated risk management problems and issues.

The 1999 URMIA Annual Conference “Soaring Toward the New Millennium,” was the first to provide attendees with conference materials on a CD. As the 20th century came to an end, the world prepared for the Y2K Millennium Bug, an anticipated computer glitch due to the way computers handled two-digit and four-digit date sequences. Organizations spent millions checking, fixing and upgrading computer systems. In the end, very few computer failures were reported as the date rolled over to 2000.



*Cartoon from the
July-August 1996 URMIA Report*

Risks continue to evolve at a rapid pace in higher education, and risk managers work to keep their fingers on the pulse of their institutions to anticipate and manage emerging risks and opportunities. Indeed, adapting to changing risks is one of the greatest requirements of URMIA's members, including cyber risk, international risks, terrorism, violence on campus, protection of minors, enterprise risk management and so many others that leaders in higher education have not yet imagined.

Milestone 2: Strengthening Our Members' Voices

Members vote for URMIA leadership

During the mid-1990s under URMIA President Gregory Clayton, the association made a significant change in selection of board members, moving from board appointment to elections. Not only did this open up leadership positions on the board to the full membership, it also encouraged much wider participation among all URMIA members, as they were now invested in the election process. Annual elections for URMIA's leadership are still in effect today.

Member-to-member communication grows

The initial drive to create a national higher education risk management association stemmed from risk managers recognizing a need to communicate with each other and share solutions. URMIA was born from that need, and, to this day, one of URMIA's greatest strengths is serving as a member-to-member knowledge sharing platform. In 1997, Larry Stephens, Indiana University, built off of URMIA's first email listserv, creating an improved system that allowed members to communicate directly and immediately to share their problems, successes and solutions. Having 24/7 access to colleagues without having to leave their desks became a great benefit of URMIA membership.

The email listserv evolved with technological advancements and, by 2019, existed as part of an active online discussion forum and resource center, the URMIA*network*. Members could easily search past conversations to help them navigate the risks and opportunities facing them.

Milestone 3: Expanding URMIA's Membership

Affiliate members become active participants in URMIA

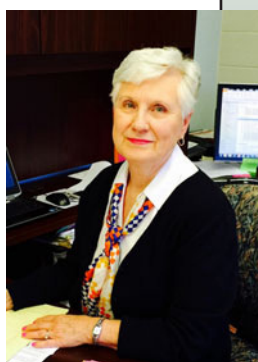
Another game changer in the 1990s was the expansion of URMIA's membership categories. Today, members include not only institutional risk management professionals, but also students, international representatives, professors, retirees and affiliate members. In 1995 at the URMIA Annual Conference in Seattle, Washington, the membership voted to add affiliate

"I was the URMIA president in 1995-1996, which was the year that URMIA voted to bring affiliates into the organization. The affiliates coming into the organization has been very wonderful. They have provided so many benefits, and they have given us immediate availability and accessibility to the services we need as risk managers. I think that was quite an accomplishment that the

organization embraced the idea of having affiliates be a part of us."

Linda Rice

*Director of Risk Management,
Clemson University
URMIA President (1995-1996)*



members to the membership – companies that are attuned to the needs and purposes of higher education risk management professionals, including insurance companies, brokerages, law firms and consultants.

The URMIA Board of Directors also voted to allow affiliate members and other service providers to display information at URMIA Annual Conferences. The URMIA Constitution and Bylaws were amended to open URMIA membership to affiliates. In 2003, URMIA leadership considered adding an affiliate position to the board. Later that year, the first affiliate member was elected to the URMIA Board of Directors, a decision that has reaped many benefits for the association.

A unique aspect of URMIA is the collegial relationship between our institutional and affiliate members. Through sponsorships, opportunities to present and share knowledge, and networking opportunities, true partnerships are created. Our affiliates learn side-by-side with their institutional counterparts at our conferences and get to know firsthand the issues and evolving risks facing their clients. Institutional members gain direct access to products, services and knowledge to help meet their institutions' needs.

Milestone 4: Establishing a National Office

Finally, the 1990s ushered in big changes in terms of URMIA's management as an association. Member volunteers had managed the association up to this point, but as URMIA's administrative needs continued to grow, the board of directors began considering hiring paid staff. Although URMIA's leaders may not have envisioned it at the time, these were the first steps toward the creation of a fully functional National Office staffed with a team of professionals specialized in meeting the management needs of an active, growing association.

URMIA leaders began discussing the idea of establishing a National Office in the late-1980s. The combined leadership and vision of URMIA Presidents John Walker (1987-1988), Mary Breighner (1988-1989), Thomas Henneberry (1989-1990), Leta Finch (1990-1991) and Murray Edge (1993-1994) led to the hiring of URMIA's first staff member through an agreement with the National Association of College and University Business Officers (NACUBO). Thomas Henneberry, Massachusetts Institute of Technology, signed off on this initial hire at the end of his URMIA presidential term. On October 22, 1990, URMIA opened the first National Office in Washington, DC, with Avonhelena Pagon serving as a half-time staff person. The office became fully functional at the start of the presidential term of Leta Finch, Champlain College. The goal was to provide stronger administrative services and support to the officers, board members, committee chairs and membership. Avonhelena served for nearly two years.

From 1993 to 1998, URMIA's National Office was located in Washington, DC, through a continued part-

nership with NACUBO, which assigned a staff person to URMIA on an as-needed basis. On July 1, 1998, URMIA partnered with United Educators, which hired an URMIA administrator. In 2001, a consulting firm assessed the association's needs. Based on its recommendations, URMIA hired an association management firm in January 2002.


The URMIA National Office's story picks up steam in the mid-2000s and will be detailed further in the following sections.

URMIA NATIONAL OFFICE OPENS

URMIA's national office opened October 22 in Washington, D.C. It is staffed by Avonhelena Pagon.

Avonhelena comes to URMIA from the Air-Conditioning Contractors of America Association, and understands well how an association needs to operate to best serve its members. In addition to serving as URMIA's coordinator, Avonhelena attends Montgomery College in the evenings.

She will begin her duties by assisting the Treasurer in dues invoicing, the Editor in newsletter distribution, and the Membership Chair in membership maintenance. Also, she will assist in planning and coordinating the annual meeting and future regional seminars as they are scheduled.



“During the presidency of John Walker (1987-1988), several of us on the board got together to discuss the future of URMIA. The suggestion was made that, in order to appear more professional amongst other organizations representing a distinct profession at colleges and universities, we ought to have a national office.

“A sub-committee was formed to investigate how to move forward. The members of that sub-committee were myself, Mary Breighner, Leta Finch and Murray Edge. After getting approval from the membership to proceed with the set-up of such an office, this same group, during Mary’s presidency (1988-1989), contacted several existing national organizations, including the National Association of College and University Business Officers (NACUBO). We decided the best deal was to work with NACUBO to have a half-time person at their shop [serve] as our National Office.”

Thomas Henneberry

*Director of Insurance and Legal Affairs,
Massachusetts Institute of Technology
URMIA President (1989-1990)*



President's Message

By Thomas Henneberry
Massachusetts Institute of Technology

Shortly before sitting down to write this column, I spoke with Bob Beth at Stanford University. I had simply wanted to extend to him and others in the Bay area the concern of our Association for the tragic circumstances they are faced with as a result of the October 17 earthquake. I know all of our membership will certainly do anything we can to assist them in dealing with the aftermath of that event as well as for those who are contending with the damage wrought by Hurricane Hugo.

Bob was candid and characteristically resolute in describing the effects of the tremor on the Stanford campus. I will leave it to him and to the others in that situation to share with us the details of their experience at some future gathering of URMIA. For now, our prayers and good wishes go out to them.

But the thought struck me after that conversation that we as risk managers are never at a loss for new challenges. After all the success and accomplishments of the past several URMIA administrations, there is still much work to be done: We are on the threshold of establishing the URMIA national office. We are looking at mechanisms for establishing a permanent and meaningful student scholarship. We are determined to expand our membership base.

At the same time, we are exploring ways to provide broader opportunity for professional development, including our recently formalized Risk Manager Resource List. And we must now respond to competition: Don Thiel has recently provided us with C.U.P.A.'s assertion of itself as a "leader in benefits information." Our new conference committee will want to chew on that this year.

All of this brings to mind Pogo's oft-quoted comment that "[We] are surrounded by insurmountable opportunities." I look forward to the coming year. I hope to interact with a wide cross-section of our membership as we meet these opportunities.

The 9-11 Era: Beginning of the 21st Century

New Risks, New Innovations in a New and Different World

As the 21st century unfolded, the world faced a different kind of risk: terrorism. The attacks on the World Trade Center on September 11, 2001, changed the landscape for everyone and had lasting impacts on the practice of risk management. At the time, the insurance industry did not provide coverage for terrorism and needed the backstop of the federal government through the Terrorism Risk Insurance Act (TRIA) to provide coverage for terrorism-related losses. TRIA was signed into law by President George W. Bush on November 26, 2002, and was extended through December 31, 2014. The Terrorism Risk Insurance Program Reauthorization Act (TRIPRA) of 2015 was signed into law by President Barack Obama on January 12, 2015, and is scheduled to expire on December 31, 2020.

In the midst of this, URMIA was growing and maturing, both in size and impact on the higher education community. URMIA's leadership also recognized there was strength in numbers and worked strategically to increase URMIA's membership. From 2000 to 2005, URMIA's institutional membership grew from 230 to 379 institutions, a 65 percent increase, and affiliate membership increased from 25 to 66 businesses, a 164 percent increase. In 2002, URMIA also hosted our first three regional conferences, which have become a mainstay of URMIA's professional development offerings. These one- and two-day conferences provide targeted educational sessions, as well as professional networking opportunities closer to home to minimize cost to attendees and time away from the office.

“Our first board and committee in-person strategic planning was overseen by Glenn Klinksiek, University of Chicago. We all learned to spell camaraderie as that was considered one of URMIA's core values for the open sharing network that was and is at the heart of our volunteer organization. This was before all the electronics with autospell, and we whipped out a dictionary to confirm. That word was such an apt description that today it is still in our core values.

“Leo Wade, University of Southern California and URMIA President (2000-2001), played a big role in the organization maturing during these years. In addition to pushing to create a national office, he also pushed URMIA to make smart goals. For example, we were not getting submissions for our newsletter, the *URMIA Report*, or the *URMIA Journal*. We were also not producing white papers, even though we had a research committee. We set goals and incentivized authors with stipends. We identified topics for white papers and assigned task forces to produce them. Very importantly, we set goals for revenue from conferences to be returned to the organization so that we had funds to manage ourselves and grow.”

Christine Eick

Executive Director of Risk Management and Safety Emeritus, Auburn University, and Education Manager, URMIA



Revisiting Milestone 4: URMIA's National Office Finds a Home

In 2005, URMIA made a significant leap forward with the establishment of the URMIA National Office at Indiana University in Bloomington, Indiana. Previously, URMIA had established the National Office at NACUBO's headquarters and then with United Educators, employing a part-time staff member. URMIA then contracted with an association management firm, but the association's leadership was ready for a better solution.

At the 2004 Annual Conference in Anchorage, Alaska, the board met to imagine a new future for the association's management. URMIA President Bill Payton, University of Missouri, floated the idea of establishing our own National Office staff. Mary Breighner, FM Global, and Larry Stephens, Indiana University, began brainstorming how to make it happen, and the rest is history.

Larry Stephens was the driving force behind establishing and transforming URMIA's National Office. In 2005, he provided a home for it on the Indiana University campus. Larry had been maintaining shadow copies of all useful data, including member data, and he was able to keep the National Office running until the organization hired the first executive director.

In early 2005, URMIA hired Jenny Whittington as assistant executive director; she was promoted to executive director in 2007, a position she still holds today. During the first five years of its existence, the National Office staff grew every year. The National Office is now located in downtown Bloomington and has five full-time and two part-time staff members.

Milestone 5: Creating Innovative Products and Awards

As URMIA has matured and grown, the organization has been better able to respond to members' needs in concrete and innovative ways. By leveraging relationships with affiliate members, URMIA's leadership facilitated the creation of insurance products to meet a need for insurance products that were not yet in existence. Likewise, URMIA has established awards to highlight innovation and excellence among members. The Distinguished Risk Manager Award and Innovative Risk Solutions Award were two capstone awards developed by the association to recognize members.

Tenants' and Users' Liability Insurance Policy (TULIP)

The Tenants' and Users' Liability Insurance Policy (TULIP) program was developed for event organizers who hold functions on the campuses of URMIA institutional



"At the 2004 Annual Conference, one of the agenda items was the contract renewal with our association management company. The board reached consensus on our contract, and I remember standing in front of the board and saying, 'You know what scares me about this contract? I am afraid they will accept it. What would we have to do to go on our own?' That was it! Larry Stephens or Mary Breighner went to the writing board and started making notes. Larry thought we could be located on the Indiana University campus as an auxiliary unit. By the time we left

Anchorage, we knew we were going to go on our own. The board was terrific. Not one member was sitting idly by."

Bill Payton

Risk Manager,

University of Missouri

URMIA President (2003-2005)

“My first day with the association was February 15, 2005. URMIA had about 1,000 members, representing 400 institutions. Larry Stephens, who was a past president and a board member, trained me on all things URMIA. In my first week, I traveled to the spring board meeting in Florida. I will admit that first board meeting was overwhelming, meeting all 16 board members and many committee chairs during a fast-paced trip. But they welcomed me warmly, and I felt appreciated from the very beginning.”

Jenny Whittington

Executive Director, URMIA



members. Expanded in the mid-2000s, TULIP protected the facility user and the institution against claims by third parties who may be injured or lose property as a result of participating in an event.



URMIA Sports Camp Insurance Program

In early 2017, URMIA's Sports Camp Insurance Program (SCIP) provided URMIA members access to low-cost, best-in-class, sports-specific insurance to cover camp programs for minors conducted in college or university facilities. Coverage protected the sports camp, its coaches and counselors, and the institution where the camp was held against claims by participants.



Distinguished Risk Manager Award

Established in 1989, each year URMIA recognizes an institutional member with the Distinguished Risk Manager (DRM) Award, one of URMIA's highest honors. It recognizes members for extraordinary contributions to the association and to higher education risk management. Recipients are nominated and selected by their peers, who can best appreciate the value of their accomplishments. Since 1989, 57 members have received the DRM award.

Innovative Risk Management Solutions Award

URMIA's Innovative Risk Management Solutions Award was launched in 2007 to recognize innovative risk management solutions implemented by members to address specific exposures or risk management topics in their college or university. Award recipients shared their successful projects as potential resources for others, including:

- | | |
|---|--|
| • Auburn University (Automated EHS Management System) | • Maricopa County Community College District (Maricopa Integrated Risk Assessment) |
| • Chapman University (eWaiver Program) | • Siena College (Online Event Training and Planning System) |
| • Five Colleges, Inc. (Driver Credentialing Program) | • Stevens Institute of Technology (Regulatory Compliance Management System) |
| • Indiana Wesleyan University (Enterprise Travel Management System) | • Texas Christian University (Firefighting Information Data Organized) |
| • Iowa State University (Safefood 101) | • University of Missouri (Large Claims Processing Procedure) |

The Growth Years: 2005 and Beyond

A Growing Membership – The Heart of URMIA

By the end of 2005, URMIA was well-positioned for the tremendous growth to come. The organization updated and approved our strategic plan, and the National Office was launched on the campus of Indiana University. All of these accomplishments set the stage for the next phase of URMIA's development.

Revisiting Milestone 3: Expanding URMIA's Membership

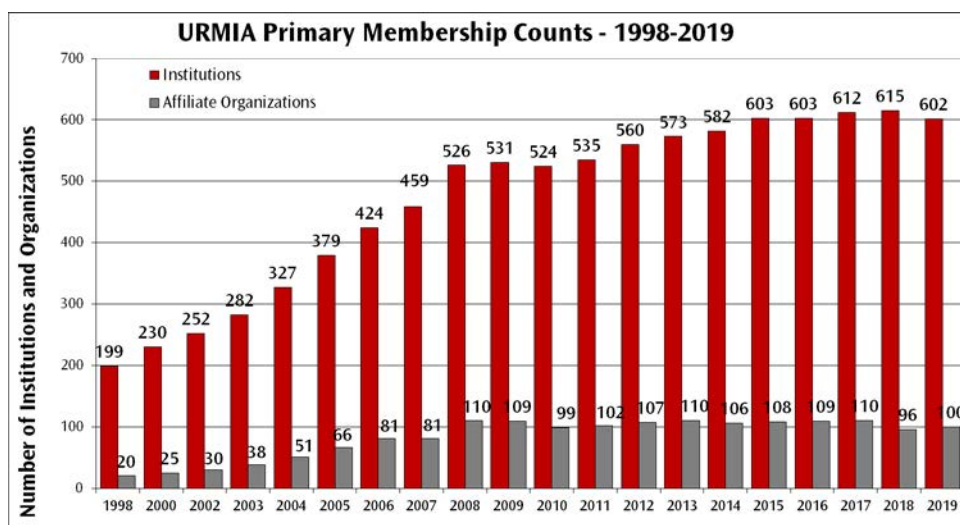
International and student memberships add to URMIA's diversity

From 2005 to 2019, URMIA's membership underwent phenomenal growth. Institutional membership jumped from 379 to 602 institutions, and affiliate membership rose from 66 to 100 affiliates. These increases were no accident. In 2009, URMIA updated the dues structure to include more deputy member spots under each organizational membership. Now more individual members have access to the benefits of membership.

URMIA's Board of Directors also recognized that other stakeholders may benefit from membership. The idea of adding four new individual membership tiers – Retiree, Student, Individual Educator and International – came to fruition. Retiree membership was created in 1998, and International membership was added in 2009 to give international institutions an affordable way to participate. Student membership was officially launched in 2012. To encourage involvement, individual membership types are free for retiree and student members and low-cost for educators and international members. In 2019, URMIA membership included 105 retirees, 10 students and 12 international members.



URMIA's latest membership restructuring, enacted in 2019, creates greater equity between dues tiers and establishes a second affiliate category for smaller organizations with less than \$250,000 in annual higher education revenue. Dues are priced more uniformly, making membership available to the smallest schools and community colleges at lower rates and making membership more affordable for smaller business partners.



Milestone 6: Centering on Professional Development

The challenges and opportunities facing higher education risk managers and insurance professionals are many, and most in higher education are asked to do more with less every day. Members look to URMIA to help identify trends and connect with the tools and resources they need to help their institutions address those challenges.

URMIA's professional development offerings grew exponentially and strategically during this time, based on members' needs. By 2019, in addition to URMIA's Annual and Regional Conferences, members could become leaders in the organization; host Risk Management Wednesdays on their campuses; attend webinars; access a higher ed risk management career center; join a risk management certification study group; and network with colleagues to add to their skill sets.

The URMIAnetwork

Beginning in 2008 and launched in 2011, the *URMIAnetwork* arose from the popularity of the email listserv and the tremendous unrealized value in providing an online, one-stop shop for members to access resources and their colleagues at any time. The primary goals of URMIA's Knowledge Management Task Force were to:

- ✦ Revamp the website. Survey the membership to assess their resource needs and desired improvements; audit existing library and resource materials; determine a new web structure; and recommend whether revisions could be completed in-house or outsourced.
- ✦ Develop and execute a process for enhancing website content to include toolkits and resources.
- ✦ Develop a plan for website maintenance.
- ✦ Explore communication alternatives to supplement or replace email listserv.

The *URMIAnetwork* provided so much more than an updated discussion board. A reimagining of communication methods followed, leading to the creation of a real-time discussion tool that was searchable and easily customized. After the launch of the *URMIAnetwork*, URMIA's website underwent a complete overhaul to create a clean, easy to use tool for our members. The website, URMIA Library and *URMIAnetwork* were collapsed into one seamless online member experience, including membership information, professional development opportunities, resources, discussion boards, insurance options and access to URMIA's leadership.

Professional development for those new to the profession

URMIA Resource Guide

To assist members new to the profession, URMIA launched two resources: the URMIA Resource Guide and Risk Inventory. URMIA's Resource Guide was designed as a starting point for those new to the higher education environment or new to risk management. The Resource Guide highlighted some of the most foundational and important aspects of higher education risk management, including:

✦ Risk Management Basics	✦ Financing Risk and Insurance
✦ Suggested Reading List for Risk Managers	✦ Risk and Contracts
✦ Risk Assessment	✦ Regulatory Compliance
✦ Areas of Risk in Higher Education	✦ Managing Incidents and Claims
✦ Risk Mitigation	

Risk Inventory

The URMIA Risk Inventory described risks that are common to colleges and universities. Available to members in the URMIA Library, this regularly updated Excel file was a working tool for members to use during initial risk assessments or to identify any risks they may not have considered on their campuses.

The inventory listed areas of risk categorized into 23 groups. Additionally, the inventory highlighted risk areas, or the circumstances that give rise to risk. Risk areas included strategic, operational, reporting, compliance and reputational risks. “Risk factors” related to each risk area that may make the circumstance more or less risky depending on the institution were also identified.

Student Scholarship Program

In 2015, URMIA recognized the need to promote succession planning for future generations of professionals. To help accomplish this goal, URMIA launched the student scholarship program, which was funded in part by member donations to the annual conference raffle. Educational scholarships of \$2,500 were awarded to up to three college and university students each year. These were intended for full-time students seeking a risk management degree at a four-year institution of higher education in the United States, or for students enrolled in a two-year community college who planned to continue their education as juniors at a four-year institution in the fall semester. By 2019, nine students had received URMIA’s educational scholarships.

Risk Management Wednesdays

Effective risk management helps protect people, operations and resources, allowing campuses to meet their missions. On college campuses, risk management is everyone’s job. In November 2012, URMIA launched the first ever Risk Management Week, the precursor to Risk Management Wednesdays, to provide members with the tools to host their own campus risk management weeks. “Risky Business: A Week Focusing on Risk Management’s Contributions to Higher Education” showcased the work of college and university risk managers and helped spread the word about good risk management practices on campus.

Members organized campus events to share the benefits of effective risk management, forge relationships with campus leaders and partners, build a culture of risk management, and introduce the campus community to their vital work. In 2017, URMIA’s Risk Management Week became “Risk Management Wednesdays,” hosted throughout the month of November. Past webinars were made available through URMIA’s website, allowing members and non-members alike to benefit from the knowledge shared over the years of this program.



“I will always be thankful to URMIA and how it helped my career and deepened my appreciation for the profession of higher education risk management. Other university risk managers became my valued colleagues, persons I would seek advice from; persons who helped me gain confidence in my knowledge and decision making, learning. That courage to do the right thing on campus was not always popular, or inexpensive.”

Leta Finch

*National Practice Leader, Higher Education, Aon Risk Solutions
URMIA President (1990-1991)*



Core competencies to guide professional development

URMIA's 2014-2016 strategic plan included a goal of creating a professional development plan to provide skill building opportunities to all members. URMIA recognized the need to establish core competencies upon which educational planning could be built. Competencies are the measurable or observable knowledge, skills, abilities and behaviors that are essential for successful job performance at all levels.

In 2017, URMIA released our Core Competencies document. This first set of comprehensive professional competencies for higher education risk managers was created with thoughtful consideration and dedication by some of URMIA's most experienced members. URMIA's Core Competencies were a framework of the individual characteristics and proficiencies needed as one progresses in the profession of higher education risk management. By defining our profession's core competencies, URMIA worked to further codify the extensive skill set required within the higher education risk management and insurance profession, ultimately impacting outcomes and performance at institutions of higher education.

URMIA's Core Competencies provided the following:

- ✦ Personal development for career advancement
- ✦ Support for managers who can use the information to develop appropriate job descriptions for staff
- ✦ Support for managers as they develop or identify resources for staff development
- ✦ Assist URMIA's conference programming committees in creating programs that reflect identified essential competencies, behaviors and proficiencies
- ✦ Provide foundations for future risk management certification programs for members

Introduction to URMIA's Core Competencies			
Competency #1: Risk Management Technical Skills <ul style="list-style-type: none"> • Risk identification • Risk analysis • Risk control • Risk financing and transfer • Claims management • Project management • Technology integration • Holistic risk perspective 		Competency #2: Strategic Management <ul style="list-style-type: none"> • Organizational and business acumen • Strategic planning • Strategic alliances • Change management 	
Competency #3: Inclusive Leadership <ul style="list-style-type: none"> • Managerial skills • Staff development skills • Communication skills • Self-awareness and self-management • Relationship management 		Competency #4: Organizational Engagement <ul style="list-style-type: none"> • Understanding institutional operations <ul style="list-style-type: none"> • Budget and finance • Research • Governance • Facilities • Capital projects • Accreditation • Environmental health and safety • Campus safety and security • Compliance • Human resources • Information technology • Academic affairs • Student affairs • Legal and audit • Procurement • Athletics 	

From URMIA's Core Competencies document, copyright URMIA 2017.



"People frequently ask what keeps me awake at night, assuming that the answer will involve a 107,000-seat football stadium, or the nuclear reactor which shares a driveway with the child care center, or 1,200 recognized student organizations at the flagship campus alone. Actually, it's (mostly) none of these. Instead, I say something like, "There are things that I know I know, and there are things I know that I don't know. But there are also things I don't know that I don't know, and that's what worries me."

Gary Langsdale

University Risk Officer, The Pennsylvania State University

URMIA President (2012-2013)

Milestone 7: Supporting Diversity in the Profession

The changing face of risk management in higher education

A picture is worth 1,000 words. The earliest photos of URMIA's Annual Conferences paint a clear picture of the demographics of risk management professionals in the late 1960s – specifically, the majority of those in attendance were white men, and the earliest URMIA members represented large, United States-based institutions.

In 2019, a quick glance at URMIA conference photos shows that our membership has grown in both numbers and diversity. URMIA's membership encompasses public and private institutions of all sizes across the United States and world, and URMIA's membership includes people of all races, ethnicities, genders, sexual orientations and backgrounds. We believe that welcoming all to the table can only serve to benefit the important work risk managers accomplish at their institutions. URMIA is proud of the great strides we have made toward being a more diverse, inclusive association that represents all in higher education risk management.

URMIA's 2018 Salary Survey, conducted by L. Lee Colquitt, Auburn University; Christine L. Eick, Auburn University and URMIA; and David W. Sommer, St. Mary's University, provides a snapshot of the profession from the perspectives of URMIA's members. The salary survey, updated at regular intervals, examines higher education risk management professionals and their compensation, as well as characteristics of higher education risk management departments. While gender played a marginally significant role in total compensation in the 2015 survey with female respondents receiving \$7,679 less than their male counterparts, the gender gap appears to be diminishing over time. In 2018, the average compensation for males in the sample was \$116,167 and for females it was \$102,984; no evidence was found indicating a difference in compensation based on gender.

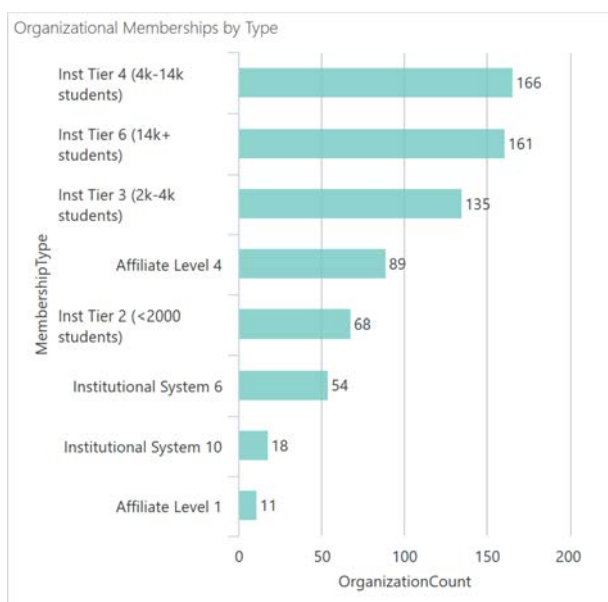
In the 2018 survey, males and females each represented 50 percent of the sample. While 66 percent of respondents were age 50 or older, the proportion of respondents under age 45 had increased to 22 percent (compared to 17 percent in 2015), indicating the start of a potential demographic shift. That same shift was reflected in respondents' years of risk management experience. While the proportion of respondents with more than 25 years' experience was consistent between the 2015 and 2018 salary surveys (approximately 25 percent), the proportion with fewer than five years' experience jumped from 15 to 20 percent.



*URMIA Then and Now: Top - Attendees of the first URMIA Annual Conference, 1969;
Bottom - URMIA's Board of Directors, 2019*

URMIA's leadership also reflects a more diverse group of professionals. URMIA's first 19 presidents were white men. In 1988, URMIA members elected our first woman president, Mary Breighner, Columbia University. Since then, our membership has elected 11 women to serve as presidents. Anita C. Ingram, University of Cincinnati, was the first African-American person to be elected as president in 2013. As of the publication of this compendium, URMIA's Board of Directors and Executive Committee was nearly 50 percent women.

In addition to greater diversity among our individual members, the types of institutions represented are far more diverse than in URMIA's earliest days. Affiliate member organizations are now fully participating members, with 100 companies represented in the membership. Institutional organizations also represent greater diversity, including small to large sized, public and private, and four-year and two-year institutions.



Data as of March 2019



In 1988, Mary Breighner, then at Columbia University (retired), was the first woman to be elected president (above: 1988 Annual Conference, with Immediate Past President John Walker).



In 2013, Anita Ingram, then at Southern Methodist University and now at University of Cincinnati, was the first African-American person to be elected president (above: 2013 Annual Conference).

Efforts of the Diversity & Inclusion Task Force

Launched in 2011 under the presidency of Donna McMahon, University of Maryland, College Park, the Diversity and Inclusion (D & I) Task Force promoted the concept that supporting diversity within URMIA and fostering a culture of inclusion are business imperatives. The committee created community within URMIA's membership around D & I topics, identified ways to better engage underrepresented groups (as well as the greater URMIA membership) in these topics, and developed resources to increase cultural competency.

Initiatives included efforts to include community and technical colleges, create round tables based on institution size, build international tracks at conferences, create the URMIA/NAFSA partnered workshop and align the association with ACUA and NACUA. Moving forward, the board of directors will continue highlighting URMIA's commitment to diversity and inclusivity.

The Future: Looking Forward from the 50th

URMIA Members' View of the Future

As we reflect on URMIA's first 50 years and the association's growth and accomplishments, we also look to the future and the continued success of our members. "Community, Innovation and Education" is not only the theme of our 50th anniversary celebration; it also represents the guiding principles of URMIA's service to the profession of higher education risk management and the benefits provided to the institutions we serve. The risk management and insurance professionals who make up our membership are well positioned to continue the advancement and application of effective risk management principles and practices in their institutions.

What skills will risk managers of tomorrow need? What wild, new risks, challenges and opportunities will higher education risk managers face in the next 25 to 50 years? As URMIA moves into the future with new generations of risk professionals and new challenges to higher education risk management, some of our members have shared their insights and predictions.

"Adaptability and creativity, while needed now, will become more prevalent in the future. Higher education has some very difficult risks, and more and more we are finding third party vendors reacting negatively to such risks with a knee jerk reaction



to exclude protection. Risk managers are going to have find a different path to ensure that their institutions are protected. Salesmanship will also come into play as they are going to have to sell the idea to various internal (and potentially external) stakeholders."

Sandy Mitchell

Director of Insurance, Massachusetts Institute of Technology

"What skills will make a risk manager very valuable in the next 25 to 50 years? I think if you're not an innovative, strategic thinker, you'll not be as successful as you could be. You're going to have to think outside the



box with everything beyond what the traditional risk manager might think. Strategy, vision, initiative: those are going to be your keys."

Steve Bryant

Managing Director of Risk Management and Emergency, Texas Tech University System, and URMIA President (2011-2012)

“What risks might we anticipate in the next 25 to 50 years? The first one is climate change, and the effects of that are going to get even worse: hurricanes, flooding, coastal erosion, the effects on people who are displaced, damages to property. In addition, the effects of deferred maintenance, which is currently a risk for us on all of our campuses: we’re going to have to continue to renovate, improve fire and life safety in buildings, and correct the obsolescence of laboratories and other key research facilities. The continuing risk of cyber risks and breaches, which affect privacy of individuals and business continuity of government and corporations, can have a very big impact on the global economy.



“Lastly, I’m hopeful that there will be fewer incidents of sexual harassment and sexual misconduct in our country. That could be the result of the current #metoo movement, and I hope it will no longer be a risk that’s high on our radar.”

Mary Dewey

Director of Risk Management and Safety, The University of Vermont, and URMIA President (2005-2006)

“The industry is ripe for disruption, so in the next 25 to 50 years the risk management and insurance industry will not look the same. We all understand this commodified product that we have – insurance – but that’s really just the basics. Those insurers and risk professionals who can work to develop products going forward to meet the needs of the higher education industry are going to be the ones at the forefront.

“I’m really excited about innovations in risk management and insurance. There’s huge potential for big data and analytics around risk intelligence to enable smarter decision-making. I hope that some new entrants to the field are interested in information systems and will be able to find a way to leverage this data.

“Other things on the horizon include climate change and global warming. Food and water shortages are things we don’t necessarily think about in higher education, but everything affects this industry. We’re about research, teaching, and service on a global scale, and we have students and faculty from around the world. It would be shortsighted to not consider



the macroeconomic issues of global depression and oppression and think it doesn’t really influence us in our own space. In a global society, everything has some level of impact and importance to higher education.”

Anita Ingram

Chief Risk Officer, University of Cincinnati, and URMIA President (2013-2014)

URMIA Presidents

YEAR	PRESIDENT	CONFERENCE LOCATION
1969		Pennsylvania State University
1969-1970	James R. Gallivan, University of Illinois	West Lafayette, IN
1970-1971	Robert M. Beth, Stanford University	Ann Arbor, MI
1971-1972	Warren R. Madden, Iowa State University	Philadelphia, PA
1972-1973	Stanley R. Tarr, Rutgers University	Milwaukee, WI
1973-1974	Donald L. Thiel, University of Michigan	Coral Gables, FL
1974-1975	Irvin Nicholas, University of California	San Francisco, CA
1975-1976	George A. Reese, Temple University	Baton Rouge, LA
1976-1977	James McElveen, Louisiana State University	Lexington, KY
1977-1978	James A. White, University of Illinois	Atlanta, GA
1978-1979	David N. Hawk, Kent State University	Los Angeles, CA
1979-1980	Dale O. Anderson, University of Iowa	Chicago, IL
1980-1981	Charles D. Emerson, University of Kentucky	New York City, NY
1981-1982	Martin Siegel, New York University	Seattle, WA
1982-1983	Truman G. Pope, Ball State University	Birmingham, AL
1983-1984	Alex J. Ratka, University of Southern California	Washington, DC
1984-1985	William O. Park, Northwestern University	Nashville, TN
1985-1986	Eugene D. Marquart, California State Universities	Philadelphia, PA
1986-1987	Thomas C. Halvorsen, University of Wisconsin	St. Louis, MO
1987-1988	John H. Walker, University of Alabama—Birmingham	Sacramento, CA
1988-1989	Mary Breighner, Columbia University	Anchorage, AK
1989-1990	Thomas R. Henneberry, Massachusetts Institute of Technology	Miami, FL
1990-1991	Leta C. Finch, Champlain College	Boston, MA
1991-1992	Benning F. Jenness, Washington State University	Charleston, SC
1992-1993	Kathy M. Van Nest, Duke University	Indianapolis, IN
1993-1994	Murray C. Edge, University of Tennessee	San Diego, CA

URMIA Presidents

YEAR	PRESIDENT	CONFERENCE LOCATION
1994-1995	Gregory P. Clayton, University of Nebraska	Seattle, WA
1995-1996	Linda J. Rice, Clemson University	Fort Worth, TX
1996-1997	George H. Meeker, Cornell University Medical College	Chicago, IL
1997-1998	Gary H. Stokes, University of Delaware	Denver, CO
1998-1999	Glenn Klinksiek, University of Chicago	Albuquerque, NM
1999-2000	Larry V. Stephens, Indiana University	St. Louis, MO
2000-2001	Leo Wade, Jr., University of Southern California	Ottawa, ON
2001-2002	Larry V. Stephens, Indiana University	Cleveland, OH
2002-2003	Steven C. Holland, University of Arizona	New Orleans, LA
2003-2004	William A. Payton, University of Missouri	Anchorage, AK
2004-2005	William A. Payton, University of Missouri	Charleston, SC
2005-2006	Mary Dewey, University of Vermont	San Antonio, TX
2006-2007	Allen J. Bova, Cornell University	Denver, CO
2007-2008	Ellen M. Shew Holland, University of Denver	Washington, DC
2008-2009	Vincent E. Morris, Wheaton College (Illinois)	Nashville, TN
2009-2010	Margaret Tungseth, Concordia College (Minnesota)	Pittsburgh, PA
2010-2011	J. Michael Bale, Oklahoma State University	Portland, OR
2011-2012	Steve Bryant, Texas Tech University System	Providence, RI
2012-2013	Gary W. Langsdale, The Pennsylvania State University	Phoenix, AZ
2013-2014	Anita C. Ingram, Southern Methodist University	Louisville, KY
2014-2015	Marjorie F.B. Lemmon, Yale University	Minneapolis, MN
2015-2016	Donna McMahon, University of Maryland, College Park	San Diego, CA
2016-2017	Kathy E. Hargis, Lipscomb University	Orlando, FL
2017-2018	Samuel Florio, Santa Clara University	Salt Lake City, UT
2018-2019	Luke Figora, Northwestern University	Boston, MA

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Additional copies are available along with any associated resources by contacting the URMIA National Office at the address above or at urmia@urmia.org. Membership information is also available.

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URMIA would like to recognize the members of the URMIA 50th Celebration Task Force for their contributions:

50th CELEBRATION TASK FORCE:

Gisela Adams, ACE USA (retired)
Mary Breighner, FM Global (retired)
Paul Clancy, Boston University (retired)
Gregory P. Clayton, University of Nebraska, Lincoln (retired)
Antona Curry, University of the Bahamas
Luke Figora, Northwestern University
Samuel Florio, Santa Clara University
Kathy E. Hargis, Lipscomb University
Thomas R. Henneberry, Massachusetts Institute of Technology (retired)
Anita Ingram, University of Cincinnati
Glenn Klinksiek, University of Chicago and URMIA (retired)
Christie Koester, URMIA
Stacie Kroll, Five Colleges, Inc.
Gary Langsdale, The Pennsylvania State University
Marjorie F.B. Lemmon, Yale University
Sandy Mitchell, Massachusetts Institute of Technology
Ronna Papesh, URMIA
Jenny Whittington, URMIA

URMIA's 50th Annual Conference

Boston, Massachusetts | September 16-19, 2019

In September 2019, URMIA celebrates a remarkable milestone:
our 50th Annual Conference.

Join us at *“Risk-Ready in a Minute”* and help us celebrate our past, our members and the impact URMIA has made on the profession and profile of higher education risk management.



Photo courtesy of Kyle Klein Photography.



Community



Innovation



Education

CELEBRATING 50 YEARS OF ADVANCING RISK MANAGEMENT

Be a part of the celebration!

Visit www.urmia.org/50th

- **CELEBRATION CENTRAL:** Get the latest happenings and first-person stories as we put a human face on the value of higher education risk management.
- **ANNUAL CONFERENCE INTERACTIVE MAP:** Click each city to explore past conferences.
- **HISTORIC PHOTOS ALBUM:** A picture is worth a thousand words! This sampling of photos paints a picture of URMIA from our inception to today.
- **SHOW YOUR URMIA PRIDE:** Download the URMIA 50th Anniversary logo and add it to your email footer and other communications.
- **URMIA ON THE BRAIN:** Share your thoughts with a series of polls and surveys.



UNIVERSITY RISK MANAGEMENT &
INSURANCE ASSOCIATION

URMIA National Office | 812.727.7130 | urmia@urmia.org | www.urmia.org