



UNIVERSITY OF MARYLAND

OFFICE OF THE VICE PRESIDENT
FOR ADMINISTRATIVE AFFAIRS

1132 Main Administration Building
College Park, Maryland 20742-5035
301.405.1105 TEL 301.314.9659 FAX
www.adminaffairs.umd.edu

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Dear Colleagues:

I write to solicit your support and input for the first step in an important University initiative. As University leaders, we bear a special responsibility to think critically about the risks we face and how to best manage or avoid them while successfully executing our mission. We have been exploring how to best apply principles of Enterprise Risk Management (ERM) in the University community, and we need your help.

ERM is a coordinated approach to assess and manage the risks and opportunities that affect the achievement of our strategic objectives. The University must continue to rise in reputation and accomplishment; appropriately understanding and managing our risks is one key to our success. A first step in moving this discussion to the wider campus is to develop a risk profile for the University. This is a straightforward, collaborative exercise to identify and communicate about the impacts of specific risks and the likelihood of their occurrence.

At my direction, the Office of Risk Management will ask you to identify representatives from your major operational areas to participate in this effort. I ask that you be generous with your support and your staff members' valuable time. Their knowledge and experience will be invaluable to our collective exploration of risks to the University. We will need the assistance and cooperation of all of you to successfully establish this on-going process.

Thank you, in advance, for your support. Please feel free to contact our Risk Management team or my office if you have any questions.

Sincerely,

A handwritten signature in black ink, appearing to read "Robert M. Specter".

Robert M. Specter
Vice President for Administrative Affairs & Chief Financial Officer