# OFFICE OF ENTERPRISE RISK & ASSURANCE STRATEGIC PLAN 2019 – 2024 (HIGHLIGHTS)

## VISION
Advancing a culture of risk-informed decision-making that empowers the UBC community to contribute to the University’s success

## PURPOSE
Partnering with the community to provide trusted and impactful risk and assurance insights to enhance and protect UBC as a thriving institution

## VALUES
- Excellence
- Respect
- Accountability
- Integrity
- Academic Freedom

## THEMES
- Inclusion
- Collaboration
- Innovation

## CORE FOCUS AREAS
### THRIVING PEOPLE
Develop a high-performing team that is fully equipped and supported to deliver valued risk advisory and assurance services

1. Build a comprehensive talent capability framework to attract, retain and develop high-quality professional staff
2. Promote and create outstanding workplace that is diverse, equitable and inclusive to optimize teamwork and collaboration

### STRATEGIC PARTNERSHIPS
Build and sustain effective internal and external partnerships to maximize impact and advance the University’s risk culture

3. Develop a collaborative model with internal and external risk advisory and assurance providers to create a holistic view of risk
4. Implement a communications and engagement strategy fully connecting with the UBC community to promote effective risk management

### PREMIERE SERVICE DELIVERY
Create best-in-class, integrated Enterprise Risk Management (ERM) and Internal Assurance (IA) services to advance UBC’s ability to deliver strategies through risk-informed decision-making

5. Establish an integrated ERM–IA governance policy and structure to ensure the portfolio has the authority and support to deliver its vision and strategic objectives
6. Implement a progressive, strategic and integrated ERM–IA framework to drive quality, efficiency and continuous improvement
7. Further develop an integrated ERM–IA risk advisory and assurance service line to provide timely insights and foresights to organizational leaders
8. Establish a progressive fraud risk management program that provides technology-enabled capabilities to drive alignment with UBC’s core values
9. Create a department-wide digital strategy to optimize community engagement and increase the value of risk advisory and assurance work