

UCLA Extension



Business, Management & Legal Programs

Enterprise Risk Management Certificate

Earn a Certificate Essential to Business Management in a Growing Field

Become a Valued ERM Professional

The rise in the volume and complexity of risks facing organizations—whether from insider threats, cyber-attacks, shooters, or brand damage—requires more effective risk avoidance, risk mitigation, risk transfer, and asset (human and physical) protection. Enterprise Risk Management (ERM) is a structured, proven process for proactively identifying and evaluating how events and forces of change impact an organization and its strategy, and for developing measures for dealing with the risks that constantly threaten the achievement of an organization's objectives. Enterprise risk managers provide the leadership, innovation, and management necessary to identify, evaluate, manage, and monitor an organization's portfolio of risks.

An Expanding Field

Professionals who employ methods and practices to anticipate, identify, and optimize business risks and create plans to minimize them are part of a growing, specialized field. Careers include: Enterprise Risk Managers ▪ Strategic Advisors ▪ Business Continuity Planners ▪ Managers in Business Resiliency & Risk Reduction ▪ Operational Risk Managers ▪ Finance Executives ▪ Human Resource Professionals ▪ Executives on Non-Profits

The Certificate Curriculum

This 7-course professional certificate provides a comprehensive curriculum covering both the theory and practical application of enterprise risk management. All courses must be completed within a 5-year period for a total of 28 units.

5 Required Courses

X 408.809	Foundations of Enterprise Risk Management
X 408.810	Designing and Implementing an Enterprise Risk Management Program
X 408.811	Enterprise Risk Management: <i>Toolkit</i>
X 408.813	Enterprise Risk Management: <i>Advanced Techniques</i>
X 408.803	Human, Legal-Compliance, and Ethical Issues of Emergency & Risk Management

Elective Courses (Choose 2)

X 408.812	Cyber Security and Privacy for ERM Professionals
X 408.814	Internship in Enterprise Risk Management
X 408.815	Crisis Management and Communications in Enterprise Risk Management
X 408.816	Local Government Risk Management: <i>Cities, Counties, School Districts, and Special Districts</i>
X 408.817	Risk Transfer: Insurance Requirements, Contractual Risk Transfer, and Indemnification
X 443.2	Risk Analysis and Project Management
X 408.801	Emergency Preparedness and Homeland Security: An Overview

Course Descriptions

All descriptions are subject to change. For details visit uclaextension.edu/risk.

Foundations of Enterprise Risk Management

X 408.809

This course introduces the basic principles and concepts of Enterprise Risk Management (ERM). Gain an understanding of how ERM integrates into an organization's governance structure and processes. Explore the drivers for and value of an ERM program. Topics include risk oversight and leadership, ERM and strategic management, and the evolving landscape of ERM. Learn how ERM aligns with internal control, audit, and compliance functions. Course materials and discussion include an examination of how an enterprise risk management framework and processes is applied in different organizations, and concludes with examples and discussions of organizations that have mature enterprise risk management programs.



Designing and Implementing an Enterprise Risk Management Program

X 408.810

This course introduces the concepts and skills to effectively design and implement an enterprise risk management program that is tailored to an organization's culture, governance structure, and current management processes. Through class discussion and case studies, students explore common barriers to effective ERM implementation and learn techniques to overcome them. Internal and external influences on an organization's risk management approach are also examined. Students are introduced to enterprise risk assessment methods and facilitation techniques. The course includes student work with selected case exercises that reinforce key learning objectives.

Enterprise Risk Management: Toolkit

X 408.811

In this course students are introduced to the basic concepts and tools of risk and decision analysis, risk management, and insurance. Students apply the basic concepts and tools of risk and decision analysis, risk management, and insurance to select cases. Specifically, this course helps students understand the concept of risk, distinguish between qualitative and quantitative risk analysis, understand and perform sensitivity analysis, comprehend maximum likelihood methods, interpret Weibull distributions, understand Monte Carlo simulations, perform event tree analysis, appreciate influence diagrams, recognize reliability analysis, appreciate expert opinion, understand risk transfer, and comprehend the basic principles of insurance and reinsurance. Utilizing the various processes, tools, and analyses presented in the course, students experience the challenges of a risk manager by applying course materials to their own case studies.

Enterprise Risk Management: Advanced Techniques

X 408.813

This course picks up where Enterprise Risk Management: Toolkit ends. The course includes decision analysis methods (which includes an introduction to risk and decision analysis software tools), further exploration of quantitative risk analysis techniques (e.g., Bayesian statistics, stochastic data methods) and of qualitative risk analysis techniques (e.g., scenario planning, influence diagrams, Delphi technique), techniques of assessing catastrophic risk (including systemic risk), an introduction to risk management dashboards (i.e., measuring and monitoring key performance indicators and key risk indicators), communications and the presentation of ERM issues to senior management, an introduction to risk-based capital allocation, and an introduction to risk-based performance management.

Human, Legal-Compliance, and Ethical Issues of Emergency & Risk Management

X 408.803

This course provides training and education to effectively deal with the fulcrum point that determines the success or failure of every preparedness plan: the human execution of best practices in a highly stressed environment defined by minute-to-minute decision-making and actions. Learn how to increase plan effectiveness by working in advance to prepare others for the human, legal, and ethical issues that arise in any disaster.

Cyber Security and Privacy for ERM Professionals

X 408.812

This course focuses on the special cyber security management considerations required to protect people, information, infrastructure, and other assets as our lives and our critical infrastructure are becoming increasingly digitally dependent. Learn about cyber security management frameworks, such as the new NIST framework and ISO 27001, 02. Learn the elements of secure systems design and management, integrating people, processes, and technology into a layered defense-in-depth to ensure appropriate privacy levels are maintained for individual users, businesses, government, and other organizations within specific enterprise networks. Learn how to integrate cyber risk into more traditional aspects of risk management. Gain the skills and the tools to plan and budget for security and communicate the case for security investments. Course materials and discussions include the evolution of private and public security models, "perfect storm" scenarios when physical risk and cyber risk manifest simultaneously, the natural tension between cyber privacy rights and national cyber security, new and emerging tools and technology, management roles and responsibilities.

Internship in Enterprise Risk Management

X 408.814

The internship provides practical experience and application of the knowledge and skills learned in the previous ERM courses. Students arrange their internships, subject to UCLA Extension approval, and intern for a minimum of 120 hours with sponsoring companies, businesses, and organizations, which have no obligation to provide compensation. Advisory Board members may have internships available for UCLA Extension students. *Prerequisite: Students must be officially enrolled in the ERM Certificate and have successfully completed all the required core courses.*

Crisis Management and Communications in Enterprise Risk Management

X 408.815

Organizations must deal rapidly, correctly, comprehensively, and objectively with a disaster or crisis. Yet many organizations are so preoccupied with day-to-day operations that they fail to allocate the appropriate time and resources to crisis planning. This course provides the tools to identify potential threats and opportunities in communications alternatives that directly impact agency or business effectiveness, or survival during the crisis management and recovery stages. The dimension of reputational risk is also examined, and case studies illustrate how a properly executed crisis or event response can also safeguard your organization's reputation, and by extension, market position and institutional value. Examinations of actual crisis case studies demonstrate how to minimize risk; create a crisis plan; and manage, survive, and recover from a crisis.

“ Because uncertainty is now a constant business threat, contingency and resiliency planners are crucial to business success. ”

Matt Bogaard, CEO, Bogaard Group International, LLC

Local Government Risk Management: Cities, Counties, School Districts, and Special Districts

X 408.816

This course explores aspects of local government risk management. Local governments are unique insofar as they offer their constituents public goods (services that are non-excludable and non-rivalrous) and they have limited, governmental immunity. The implications of these aspects make construction of governmental contracts and implementation of governmental programs highly specialized. From the perspective of California local governments (in particular, incorporating the constraints of California's Government Code, Public Contract Code, Education Code, and other, applicable laws), this course examines concepts such as indemnification, insurance language in contracts, waivers and releases, screening and credentialing, privacy, public-private partnerships, allowable uses of public property, interpersonal relationships, insurance and self-insurance, and other areas that involve unique risk management perspective for local governments.

Risk Transfer: Insurance Requirements, Contractual Risk Transfer, and Indemnification

X 408.817

Students explore in detail how to transfer risk through selecting and executing a risk transfer mechanism. Case studies and examples will show how an effective risk transfer strategy can strengthen an organization's contracts, leases, purchase orders, and other instruments and protect the organization for assuming unwanted or disproportionate risk in its business dealings. The course provides an overview of the commercial insurance marketplace, helping students to match transferable risks to insurance products, and also provides hands-on experience in crafting insurance requirements and indemnification clauses for contracts and other agreements.

Risk Analysis and Project Management

X 443.2

Learn and apply advanced tools and techniques for evaluating risk associated with various stages of the project life cycle. Students learn analytical methods for evaluating the selection of projects, the development of project cost estimates, analysis of the financial costs and benefits of projects, and the financial control of the project. Topics include project estimating, project financial analysis, project stimulation, project risk analysis and management, project budgeting, and cost/schedule integration. The course provides a methodology for a systematic approach to risk management and discusses project risk management in the context of the project management task as a whole. *This is a required course in the Project Management Certificate, and an elective course in the Information Technology Management Certificate.*

Emergency Preparedness and Homeland Security: An Overview

X 408.801

Gain an understanding of the key elements of emergency preparedness, including Department of Homeland Security issues and resources; elements of effectively managing any major crisis; and how to assist in the development of emergency preparedness strategy in a private company or a government agency. Learn about protection planning for an organization's employees, customers, and physical assets; insuring compliance with applicable federal, state, and local regulations; and how to look internally at processes and procedures in order to plan and build "networks" of external relationships, resources, assistance, and cooperation. The course includes student work with selected training sources and exercises that reinforce key learning objectives. *This is a required course in the Emergency Management & Homeland Security Certificate.*

“ As the risk to organizations from cybercrime and cyberterrorism continues to rise rapidly, organizations are recognizing the strategic importance of Enterprise Risk Management. What's exciting about UCLA's program is its strong mix of real-world cases combined with a deep understanding of underlying theories of effective risk management, and all taught by practitioner-instructors. ”

Stan Stahl, PhD, President, Secure the Village, President, Citadel Information Group

Gain Industry Expertise at UCLA Extension

The Enterprise Risk Management Certificate is designed for today's fast-paced and increasingly complex operating and regulatory environment. It provides today's techniques and best practices for you to enter a growing field or gain new skills to boost your career progression.

You get:

- Practical knowledge: To use on the job immediately
- Expert instruction: From industry leaders with years of experience
- Modern, up-to-date curriculum: The newest practices and tools
- Flexible, affordable & accessible: Convenient courses for working adults with many online or evenings & weekends at our downtown Los Angeles and Westwood locations. Courses are "pay as you go," with no large, upfront deposits. No degrees or prior training are required under our open-admission policy.

Advisory Board

Members of our Enterprise Risk Management Certificate Advisory Board are distinguished leaders in the field. They advise and guide the academic content of the certificate and courses.

Norman Abrams, Distinguished Professor of Law Emeritus, UCLA Law School

Matt Bogaard, CEO, Bogaard Group International, LLC

Leo Costantino, MBA, CPCU, ARM-E, Principal, Futurerisk Consulting

James Featherstone, General Manager, City of Los Angeles Emergency Management Division

Carrie Frandsen, ERM Program Manager, Office of Risk Services, University of California Office of the President

Eric A. Hoffman, Chief Casualty Officer - North America, Zurich Services Corp

John Holmes, MBA, Vice President Operations, Advanced Environmental Group

Steven Jensen, PhD, Director, Emergency Services Administration, ET242, School of Criminology, Criminal Justice and Emergency Management, California State University, Long Beach

Mark Kroeker, Senior Vice President, Justice and Rule of Law

Elsa Lee, CEO and Founder, Advantage SCI, LLC

Michael Little, Assistant Chief, Los Angeles Fire Department

Paul Myers, PhD, CEM, Director of Content Management, REMS TA Center

Scott Nelson, President, SRMG

Gabriela Noriega, PhD, Emergency Management Coordinator, City of Los Angeles, Emergency Management Department

Scott Norwood, Emergency and Homeland Security Preparedness Manager, LA County Metropolitan Transportation Authority

Lauren Stienstra, Deputy Coordinator (Training & Exercise), Arlington County

Gigi Ragusa, Director, Center for Outcomes Research and Evaluation, University of Southern California; Manager of Education, CREATE Homeland Security Center

Michael Randolph, Sector Security Director, Northrop Grumman Aerospace Systems

Steve Recca, NPS Center for Homeland Defense and Security

Roger Rieger, President/CEO, InfraGard Los Angeles

Cheryl Santor, CGEIT, CISM, CISA, CISSP, Information Security Manager, Metropolitan Water District of Southern California

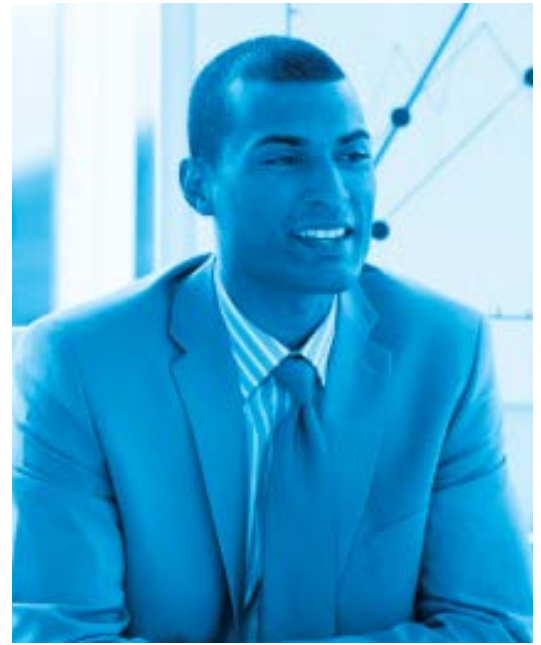
Devra Schwartz, Director of Emergency Management and Administration, Loyola Marymount University

Carl Southwell, DPPD, President/Consultant, InsureTech, Inc.

Stan Stahl, PhD, President, Citadel Information Group, President, ISSA-LA

Tim Sullivan, Rear Admiral, USCG (ret)

Phillip Van Saun, Director, Risk, Security and Resilience, University of California, San Diego



Corporate and Custom Training

UCLA Extension offers custom-designed programs to meet your company's training needs. We have partnered with companies and organizations around the world for over 25 years, including NASA, the City of Los Angeles, Boeing, Northrop Grumman, LAUSD, ITT, Metropolitan Transit Authority, Jet Propulsion Laboratory, and LADWP. We draw on our resources as part of the world-renowned UCLA, as well as over 90 years' experience building courses and curricula, to collaboratively create customized educational programs at your location.

Contact Our Corporate Programs Unit: customprograms@uclaextension.edu or (310) 206-4149.
More information: uclaextension.edu/customprograms.

The Enterprise Risk Management Certificate curriculum is intended for:

- Risk management professionals
- Senior-level executives and their staff having risk management responsibilities
- Government agency employees (federal, state, local) having risk management responsibilities
- Business continuity professionals
- Insurance industry professionals
- Safety, security, or emergency managers in either the public or private sectors

Contact Us

For more information about this certificate, including course selection advisement, record maintenance, transcript evaluations, and problem resolutions, call (310) 206-1654, or email bamcertificate@uclaextension.edu.

Visit our website at uclaextension.edu/risk.

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