



PRINCE GEORGE'S  
COMMUNITY COLLEGE

**Prince George's Community College**  
**Enterprise Risk Management**  
**Annual Report**  
**2025**

*For Internal Use Only*

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**Message from VP of Policy & General Counsel, Justin Douds**

I am excited to present fellow senior leaders with PGCC's first ever Enterprise Risk Management Annual Report. Establishing a culture of proactive risk assessment and mitigation across all employees and students, as well as equipping the College with the technology, training, and equipment necessary for reporting and effectively responding to incidents, are areas of great potential growth for the College as it begins to develop its 2027-2030 Strategic Plan. Led by the College's inaugural Manager, Risk and Insurance; strongly supported by the College's Senior Director for Policy, Compliance, and Title IX; and supervised and championed by the Vice-President for Policy and General Counsel; the Office of Policy and General Counsel has helped the College make significant strides toward a transition from reacting to health, safety, and compliance incidents with temporary fixes to a structured, data-driven, prevention focused model. This report notes the many substantial ERM projects completed, tools developed in 2025, and contains a number of recommendations for Senior Team's use of this information and management initiatives that can move the College closer to its goals. To highlight two projects in particular: the campuswide safety inspection walkthroughs have resulted in the identification and correction of many compliance and safety risks at buildings across the Largo campus and at UTC and LCC, and the OSHA 10/30 training sessions have been very well received and have greatly increased the number of PGCC employees with up-to-date OSHA training and OSHA General Industry certifications. Most importantly, I have anecdotally noticed that safety and risk mitigation is more at the forefront of decision-making processes across the College. It is my hope that review of this information and collaboration between all areas of the College on ERM projects will continue to elevate risk management in the minds and processes of all employees, helping us eliminate certain risks and be better equipped to respond in the event of an incident. Thank you all for reviewing.

## Executive Summary

The 2025 Enterprise Risk Management (ERM) Annual Report summarizes the state of ERM at the College and highlights major advancements made during the inaugural year of institutional risk oversight at Prince George's Community College (PGCC). With the establishment of the College's first Risk & Insurance Manager in January 2025, PGCC transitioned from reactive safety and compliance responses to a proactive, structured, and data-driven ERM model. This report outlines progress in inspections, risk assessments, policy development, compliance alignment, training, insurance readiness, and institution-wide engagement.

### Purpose & Mission Alignment

ERM is a consistent and proactive approach to identifying, assessing, managing, and monitoring risks that could affect PGCC's ability to achieve its mission, vision, and strategic objectives. ERM strengthens institutional decision-making by embedding risk awareness and accountability across campus. This strengthens institutional effectiveness by guiding the development, review, and implementation of policies; ensuring compliance with all regulatory obligations; and supports a culture of equity, safety, and respect. Through collaborative engagement and evidence-based practices, ERM advances transparent governance and fosters community trust.

### Scope of ERM

ERM applies to and affects all areas of the College, including academic, administrative, operational, and auxiliary units across PGCC, including extension centers. The program addresses regulatory exposure, strategic, operational, financial, compliance, environmental, technological, reputational, and safety-related risks.

### ERM Objectives

1. Establish a systematic, campus-wide risk identification and management process.
2. Foster a culture of risk awareness, transparency, and accountability.
3. Support mission-aligned decision-making through data-driven risk intelligence.
4. Ensure compliance with federal, state, and local regulations.
5. Strengthen institutional resilience through preparedness, prevention, and mitigation.

### Governance Structure

The ERM Program operates within the Office of Policy & General Counsel and is led by the Office of Risk Management & Insurance. Governance includes partnerships with the 6 other College areas and their internal units, specifically Teaching, Learning and Student Success (TLSS), Financial Services and Operations (FSO), Student Affairs, Equity, Culture, & Talent (ECT), Data Science, Innovation, and Effectiveness (DSIE), and External Affairs, Communications, and Advancement (EACA). The ERM Program often works directly with the Office of Athletics, College Police, the Office of Compliance, and Facilities Management and Environmental Services.

### 2025 ERM Achievements Overview

In Year One of the ERM Program, significant foundational work was completed by the Office of Risk Management and Office of Compliance to elevate institution-wide safety, compliance, and risk readiness. The sections below summarize key initiatives, accomplishments, and impacts.

Initiative	Accomplished	Impact on PGCC
<b>Anti-Sexual Harassment Employee Training</b>	Created an anti- sexual harassment mandatory training plan for all employees in collaboration with Equity, Culture, and Talent.	Strengthens institutional compliance and equity by working towards ensuring all employees receive consistent, mandatory training.
<b>Athletics Department Inspection</b>	Evaluated gyms, weight rooms, storage, field conditions, and concussion-related risks.	Improved athlete safety and reduced workers' compensation and student injury claim exposure.
<b>Behavior Intervention Team (BITeam) Compliance</b>	Attended BITeam meetings, observed their standard practices, evaluated risk in individual matters, and assisted with follow-up measures.	Supports campus safety and early-intervention efforts by gaining insight into the BITeam's practices to strengthen coordination and informed decision-making across the college.
<b>Campus Climate Survey (in progress)</b>	Co-lead the creation and implementation of the College's Campus Climate Survey as required by MHEC bi-annually.	Advances institutional accountability and student well-being by ensuring the College meets MHEC requirements through the effective creation and implementation of the biannual Campus Climate Survey.
<b>Campuswide Walkthroughs</b>	Implemented rotating safety inspections across all buildings and grounds.	Shifted culture toward proactive hazard identification. Identified ongoing risk exposures and helped prioritize safety concerns.
<b>Center for Health Studies (CHS) Nursing Program Inspection</b>	Inspected labs, sharps disposal, sanitation processes, chemical storage, and radiation protocols.	Supported academic accreditation, reduced health risks, and ensured compliance with clinical standards.

<b>Culinary Arts Inspection</b>	Audited kitchens, fire suppression systems, knife protocols, and chemical handling.	Strengthened food safety compliance and reduced fire and injury risks.
<b>Deferred Maintenance Review</b>	Assessed safety implications of aging infrastructure and maintenance delays.	Provided leadership with risk-based prioritization for repairs and capital budgeting.
<b>Employee Safety Onboarding Checklist (in progress)</b>	Created standardized checklist for new staff covering PPE, emergency actions, reporting, and hazards.	Ensured consistent baseline safety training for all new employees (launching in early 2026).
<b>ERM Website Development (in progress)</b>	Created ERM web portal with policies, procedures, forms, reporting tools, and mission statement.	Increased transparency, improved reporting access, and strengthened campuswide risk communication (website launching in early 2026).
<b>Extension Centers' Inspections</b>	UTC and LCC reviewed for ADA access, evacuation routes, and general life safety, property and liability.	Ensures consistency in risk controls across all PGCC locations.
<b>Fire Extinguisher Program</b>	Developed campus-wide extinguisher readiness verification and tagging process.	Improved fire-life safety compliance and strengthened insurer confidence and awareness to fire extinguisher gaps.
<b>First Incident Report</b>	Designed and launched a centralized First Incident Report process in coordination with key stakeholders, including Human Resources, Facilities, Campus Police, and the Office of Policy & General Counsel. The report establishes clear guidance for documenting injuries, near misses, property damage, and other safety-related incidents, and provides a consistent intake mechanism to support follow-up investigations, claims handling, and regulatory reporting.	Strengthened the College's risk intelligence and response capabilities by improving incident visibility, documentation accuracy, and response timeliness. The First Incident Report supports proactive hazard identification, enhances workers' compensation and liability claim management, improves regulatory compliance, and provides leadership with actionable data to identify trends, prioritize corrective actions, and reduce repeat incidents, advancing PGCC's

		overall safety culture and enterprise risk maturity.
<b>Grainger Quarterly Safety Series</b>	Established quarterly professional safety training partnership beginning January 2026.	Supported continuous departmental safety improvement and increased compliance readiness.
<b>Insurance Language &amp; Certificate of Insurance (COI) Redevelopment</b>	Rewrote vendor COI requirements, contract language, and insurance expectations.	Reduced PGCC's liability exposure and improved vendor compliance across departments.
<b>Marlboro Hall Review</b>	Conducted repeated safety and infrastructure inspections post-construction.	Identified ongoing risk exposures and helped prioritize deferred maintenance needs.
<b>Mental Health &amp; Wellness Center Inspection</b>	Reviewed equipment condition, work process flow, recordkeeping processes, emergency procedures, and sanitation compliance.	Enhanced injury prevention and improved liability protection for student users and compliance.
<b>Natatorium Inspection</b>	Assessed pool chemicals, ventilation, lifeguard procedures, and slip hazards.	Improved life-safety controls in one of the College's highest-risk environments.
<b>OSHA 10/30 Initiatives</b>	Certified 18+ employees in OSHA 10, scheduled new OSHA 10 and OSHA 30 sessions for early 2026.	Expanded institutional safety competency and ensured compliance in high-risk departments.
<b>Policy/Procedure Amendment Process Employee Awareness</b>	Assisted in updating the Policy and General Counsel portal page by creating and/or updated policy/procedure PowerPoints, guidelines, and the College Wide Forum proposal form. Directed employee inquiries related to policy/procedure amendments to the Policy and General Counsel portal page for information and processes.	Strengthened institutional transparency and compliance by centralizing and updating policy resources, improving employee access to accurate information, and streamlining the policy amendment process across the College.

<p><b>Policy/Procedure Development</b></p>	<p>Developed or contributed to the creation or amendment to 9 policies/procedures, including, but not limited to the Portable Fire Extinguisher Procedure, Housekeeping &amp; Storage Procedure, PPE Program, Vehicle &amp; Driver Safety, Protection of Minors, and Freedom of Expression. Assisted in the creation of internal guidelines for external food truck vendors.</p>	<p>Strengthened operational consistency, improved compliance, standardized safety practices, ensured regulatory compliance, and reduced collegewide liability exposure.</p>
<p><b>Safety &amp; Compliance Video Library</b></p>	<p>Built/revised centralized library of training videos for departments to use during staff meetings, trainings, safety orientation etc.</p>	<p>Enabled scalable training delivery and improved training compliance documentation.</p>
<p><b>Scene Shop Inspection</b></p>	<p>Conducted an OSHA-aligned inspection identifying missing machine guards, trip hazards, improper storage, and lacking PPE enforcement, improve student safety.</p>	<p>Reduced likelihood of injury, ensured accreditation readiness, and aligns program safety with OSHA 1910.</p>
<p><b>Student Americans with Disability Act Compliance</b></p>	<p>Attended meetings with Disability Support Services and other College department to discuss the ADA process and reasonable accommodations related to clinical sites, camps, and College programs involving minors.</p>	<p>Strengthens equitable access and legal compliance by fostering cross-department collaboration to ensure ADA processes and reasonable accommodations are effectively implemented for clinical sites, camps, and programs involving minors.</p>
<p><b>Title IX Awareness</b></p>	<p>Updated the College's Title IX website to remain in compliance with 2020 and 2024 regulations; uploaded Title IX specific training materials; created and uploaded pamphlets related to related to sexual harassment, consent, pregnancy, bystander Intervention for students and employees; and tabled at College events.</p>	<p>Improved regulatory compliance, increased awareness of rights and resources, and strengthened the College's overall culture of safety and prevention.</p>

<p><b>Title IX Procedure</b></p>	<p>Created and amended the College's Title IX procedure to comply with the Title IX Education Amendments of 1972's 2020 regulations and 2024 regulations and developed College specific forms and templates for all stages of the Title IX resolution process.</p>	<p>Ensured legal compliance, increased procedural consistency, and strengthened the College's ability to provide fair, transparent, and efficient Title IX responses for the entire campus community.</p>
<p><b>Title IX Resolution Pool</b></p>	<p>Recruited and onboarded 25 employee volunteers to serve on the College's inaugural Title IX Resolution Pool. Each Resolution Pool member completed between seven (7) to fourteen (14) hours of online training earning certifications respective to their assigned role. Identified and trained Title IX confidential employees.</p>	<p>Reduced budget expenditures and built the institution's internal capacity to respond to reports consistently, promptly, and compliantly, significantly strengthening campus safety, fairness, and trust in the Title IX process.</p>
<p><b>Title IX Trainings</b></p>	<p>Created Title IX content specific trainings and facilitated to students and employees, upon request, including to the Admissions Department, Student Engagement and Leadership, and during each semester's Welcome Back Week.</p>	<p>Increased awareness, strengthened prevention efforts, and enhanced the College's capacity to maintain a safe, informed, and compliant learning environment.</p>

### **Safety Culture Transformation Summary**

Prince George's Community College has historically operated with a reactive safety approach, responding to incidents and compliance issues after they occurred. With the hire of the College's first Manager, Risk & Insurance in January 2025, PGCC began a transformation toward a proactive, structured, and predictive Enterprise Risk Management model.

Through systematic inspections, standardized processes, modernized policies, enhanced training pathways, and institution-wide engagement, PGCC is shifting from lagging indicators (injuries, claims, losses) to leading indicators (training, inspections, culture, hazard identification, ERM reporting). These efforts build a strong foundation for a proactive safety culture that protects students, employees, and the institution as a whole.

This transition strengthens:

1. Hazard identification and prevention
2. Compliance readiness (OSHA, MOSH, EPA, ADA, accreditation)
3. Leadership visibility and data-driven planning
4. Capital project prioritization based on risk
5. Departmental accountability and safety ownership
6. Institutional resilience and operational continuity

Overall, the College is moving from reacting to incidents to predicting and preventing them. This supports PGCC's mission by ensuring a safe, healthy, and equitable learning environment that promotes student success and operational excellence.

**Summary of Remaining Gaps, Needs, and Leadership Actions Required for PGCC**

Despite major advancements in 2025, Prince George’s Community College still has several critical areas that require sustained focus, institutional support, and leadership alignment. Building a modern, proactive safety and compliance culture requires not only policies and tools, but active engagement, enforcement, and accountability at every level of the organization.

**1. PGCC's Areas of Improvement**

Area of Improvement	Concepts	Gaps
<b>Accountability for Supervisors and Managers</b>	Supervisors are the front line of safety. While substantial improvements have been made, there remains a need for improvements in: <ul style="list-style-type: none"> <li>• Consistency in the enforcement of procedures</li> <li>• Regular safety checks</li> <li>• Discontinuation of outdated practices</li> <li>• Documentation of training or corrective actions</li> </ul>	Accountability needs significant strengthening.
<b>Aging Infrastructure and Deferred Maintenance</b>	Inspections have revealed: <ul style="list-style-type: none"> <li>• Outdated equipment</li> <li>• Fire safety issues</li> <li>• Mechanical system vulnerabilities</li> <li>• Compliance gaps in older buildings</li> <li>• Accessibility concerns</li> </ul>	Risk-based maintenance prioritization requires additional resources and strategic planning.
<b>Consistent Implementation Across Departments</b>	Many departments are at different maturity levels in: <ul style="list-style-type: none"> <li>• Safety practices</li> <li>• Compliance tracking</li> <li>• Policy adoption</li> <li>• Recordkeeping</li> <li>• Completion of required trainings</li> <li>• Regular safety meetings</li> </ul>	Implementation is not uniform, which creates inconsistent safety outcomes.
<b>Limited Safety and Compliance Ownership Among Staff</b>	Employees may not always view safety and compliance as an integral part of daily operations, sometimes perceiving it as the responsibility of others.	Safety and compliance are not yet a shared responsibility across the College.

<p><b>Policy and Procedure Enforcement</b></p>	<p>Policies and procedures—are in place; however, there are opportunities to enhance their effectiveness, including:</p> <ul style="list-style-type: none"> <li>• Ensuring consistent enforcement across all areas</li> <li>• Increasing awareness of updates among departments</li> <li>• Supporting supervisors in applying policies uniformly</li> <li>• Strengthening attention to vendor certificates of insurance (COI) and contract requirements</li> </ul>	<p>Enforcement authority must be strengthened and supported by management.</p>
<p><b>BITeam Continuity and Consistency</b></p>	<p>There are mental health and disability services offered, although, there are opportunities to enhance their effectiveness by:</p> <ul style="list-style-type: none"> <li>• Holding regular meeting to respond to concerns regarding students</li> <li>• Utilizing and implementing best practices for assessments</li> <li>• Consistently documenting the College's response and interventions used</li> </ul>	<p>Lack of a coordinated, consistent, and data-informed system for responding to student mental health and disability needs</p>
<p><b>Training Participation and Documentation</b></p>	<p>While new tools have been developed, there remains opportunities to strengthen safety practices at PGCC, including:</p> <ul style="list-style-type: none"> <li>• Establishing a program of annual, mandatory employee trainings</li> <li>• Encouraging broader participation in training programs</li> <li>• Enhanced documentation in training completion</li> <li>• Improved annual tracking systems</li> <li>• Further integrating safety expectations into onboarding and annual evaluation processes</li> </ul>	<p>Training is available but consistently utilized or tracked.</p>

**2. Recommendations for Management to Support Implementation**

Recommendation	Measures
<b>Elevate Safety as a Leadership Priority</b>	<ul style="list-style-type: none"> <li>a. Include safety and compliance metrics in VP, dean, director, and supervisor evaluations.</li> <li>b. Regularly request updates from departments on safety progress.</li> <li>c. Establish minimum expectations for departmental safety participation.</li> </ul>
<b>Empower Supervisors</b>	<p>Supervisors are the “owners” of safety in their areas. It is the responsibility of the Supervisors to:</p> <ul style="list-style-type: none"> <li>a. Conduct regular safety briefings</li> <li>b. Validate that PPE, procedures, and training are being followed</li> <li>c. Serve as the link between Risk Management and frontline employees</li> </ul>
<b>Enforce Policy Adoption</b>	<p>Policies move from “recommended” to required and enforced. Management reinforces:</p> <ul style="list-style-type: none"> <li>a. Compliance with all new procedures</li> <li>b. COI/insurance requirements for vendors</li> <li>c. Minor and vulnerable individual protection and duty-to-report expectations</li> </ul>
<b>Require Training and Documentation</b>	<p>Leadership mandate:</p> <ul style="list-style-type: none"> <li>• Annual training on specific pre-determined topics</li> <li>• OSHA 10 for high-risk departments</li> <li>• Annual refresher training for all staff</li> <li>• Mandatory departmental safety and compliance meetings</li> <li>• Documentation logs for all training, inspections, and corrective actions</li> <li>• Accountability must be built into performance reviews.</li> <li>• Workflows for Freedom of Expression, ADA, Mental Health and Wellness, employee and student</li> </ul>

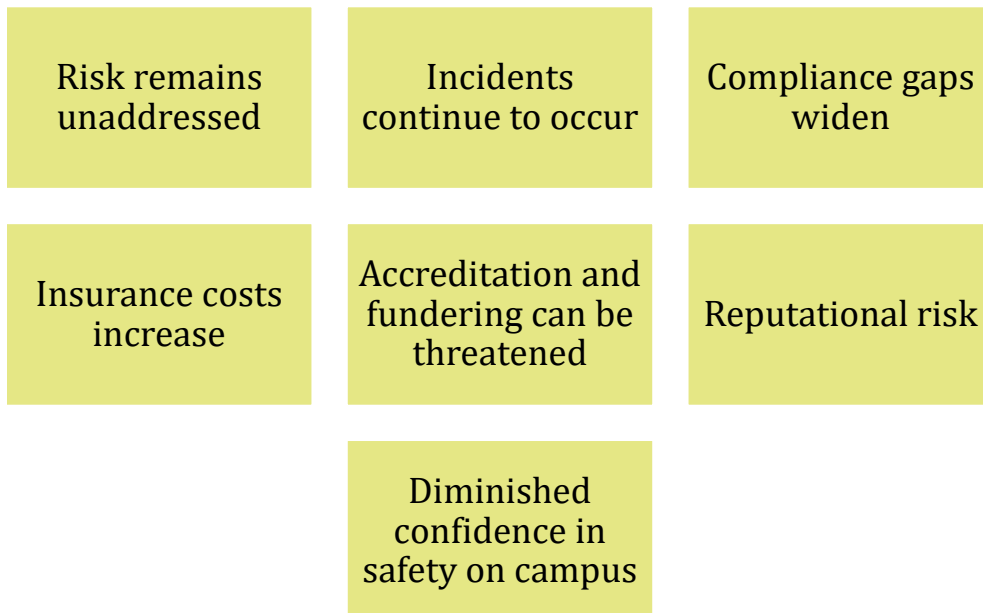
	complaints, injuries on campus, hazards, etc.
<b>Promote a Culture of Shared Responsibility</b>	<p>Culture shifts occur only when everyone understands their role in prevention. Management reinforce:</p> <ul style="list-style-type: none"> <li><b>a.</b> "Safety is everyone's job."</li> <li><b>b.</b> Expectations that each employee reports hazards</li> <li><b>c.</b> Recognition for departments demonstrating improvement</li> <li><b>d.</b> Consequences for failing to follow safety policies</li> </ul>
<b>Support Risk-Based Budget Decisions</b>	<p>If safety and compliance is not funded, it cannot be sustained. Therefore,</p> <ul style="list-style-type: none"> <li><b>a.</b> Use risk assessments to drive capital funding priorities</li> <li><b>b.</b> Allocate resources for deferred maintenance</li> <li><b>c.</b> Ensure that safety and compliance recommendations are not delayed due to budget gaps</li> </ul>

### 3. Why Accountability Matters

**Building a proactive safety culture relies on:**



**Without accountability:**



## **Analysis Summary**

The collective data from inspections, audits, policy development, training participation, insurance reviews, and campus-wide risk assessments clearly demonstrates that PGCC is transitioning from a historically reactive safety model to a structured, evidence-based, and prevention-focused Enterprise Risk Management framework. Inspection data reveals recurring trends in aging infrastructure, inconsistent departmental safety practices, and gaps in hazard reporting, highlighting the need for standardized procedures and supervisor accountability. Training metrics show measurable improvement in workforce competence, with OSHA 10/30 certifications, Title IX certifications, and departmental video-based education increasing safety literacy and reducing preventable risks in high-hazard areas and circumstances. Policy and procedure adoption data indicate stronger governance and enforcement capacity, reducing regulatory exposure across OSHA, ADA, fire code, Title IX and accreditation requirements. Vendor compliance improvements and updated COI language show strengthened financial protection and reduced liability. Overall, the report's data supports a clear conclusion: PGCC is building a maturing, leading-indicator safety culture, driven by proactive hazard identification, risk-based decision-making, and institution-wide engagement. However, the data also confirms that consistent implementation, leadership accountability, and resource investment, especially in deferred maintenance and supervisor-level enforcement, are essential to fully achieve a resilient, high-performance safety environment aligned with PGCC's mission.

## **Emerging Risk Analysis & Institutional Exposure**

PGCC faces a rapidly evolving landscape of emerging risks that require coordinated institutional attention and early intervention to prevent operational, financial, reputational, and legal impacts. Advancements in artificial intelligence pose new challenges related to academic integrity, data accuracy, cybersecurity vulnerabilities, and ethical use by students and employees. Insurgent or targeted-violence trends in higher education underscore the need for robust threat assessment protocols, behavioral intervention processes, and coordinated emergency readiness. Student safety concerns including threatening behavior, harassment, and campus violence, remain a top-tier risk, with the potential to disrupt operations and expose PGCC to significant liability if not consistently reported, documented, and addressed. The College's aging workforce increases ergonomic, injury, and workers' compensation exposure, while aging buildings and deferred maintenance create systemic hazards that can compromise life safety, accreditation, ADA compliance, and insurance ratings. Additionally, insufficient or inconsistent documentation across departments weakens defensibility in claims, audits, and regulatory reviews. We have seen the effects of reputational risk and how that affects the college. Areas such as individuals with disabilities and minors on campus require strengthened oversight, training, and reporting protocols to meet growing legal and societal expectations. To address these risks effectively, PGCC must integrate the Office of Risk Management more deeply into campus operations, establishing routine risk assessments, standardized reporting mechanisms, mandatory training, cross-departmental coordination, policy enforcement, and early-warning systems. Proactive

identification and mitigation of emerging risks will strengthen institutional resilience, protect the PGCC community, and support long-term operational stability.

### **Summary Statement**

PGCC has made significant progress, but sustained improvement requires strong leadership engagement, consistent enforcement, supervisor accountability, and the understanding that enterprise risk management alone with safety is everyone's responsibility. With management support, the College can fully transition from a reactive environment to a proactive, prevention-focused culture that protects students, staff, and the institution.