



BUFFALO STATE
The State University of New York

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TO: All Faculty and Staff

FROM: Bonita R. Durand, Ph.D.
Interim President

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SUBJECT: Enterprise Risk Management and Internal Control Program at Buffalo State

As an agency of New York State, SUNY Buffalo State University is required to fulfill the mandates of The New York State Governmental Accountability, Audit, and Internal Control Act of 1999. This legislation requires all state agencies to establish a system of internal controls designed to minimize the possibility of loss of assets, operational failure, or violation of law. The Division of Budget (DOB) also mandates the University to submit an annual internal control certification under the Budget Policy and Reporting Manual Item B-350, Governmental Internal Control and Internal Audit Requirements.

Internal Control (IC), or an internal control system, integrates activities, plans, attitudes, policies, and the efforts of those within the organization working together to provide reasonable assurance that the organization will achieve its mission, goals, and objectives. Buffalo State University's internal control program helps to ensure that the University can continue to safeguard its assets from accidental loss or loss from fraud, promote the reliability and integrity of its financial information, ensure compliance with all federal, state, and local laws and regulations affecting its operations, and continuously promote efficient and effective operations to accomplish its strategic goals and objectives. In keeping with guidance from SUNY, the University's IC program is a component of an Enterprise Risk Management (ERM) program.

The University's ERM program offers additional compliance mitigation avenues to promote and strengthen an ongoing, risk-aware culture to assist key leadership stakeholders in performing a risk-reward analysis of opportunities and drive the decision-making process. This process is intended to be an ongoing, continuous tool that the administration will use to manage existing and emerging risks and opportunities within the University's portfolio of activities.

The objectives of Buffalo State's ERM and IC Programs are:

- Successful achievement of the University's mission
- Accurate recording, preservation, and reporting of institutional data

- Efficient and effective use of program resources
- Appropriate safeguarding and authorized use of assets
- University's compliance with laws, regulations, policies, procedures, and guidelines

The University's ERM and IC Programs will work only with the cooperation and involvement of all employees. Competence and professional integrity are essential components of sound enterprise risk management and internal control programs. I consider effective ethics programs a high priority and ask that you cooperate fully. Working together, I know we can continue fostering an environment conducive to accomplishing the University's mission, goals, and objectives.

Buffalo State's ERM and IC Programs are guided by an Enterprise Risk Management Advisory Committee (ERMAC) whose members bring executive and organizational expertise to the program. If the Committee contacts you, please remember the significance of this program. We appreciate your support.

Questions about the IC and ERM Programs may be directed to Lisa H. Krieger, Interim Vice President for Management and Operations and Internal Control Officer at (716) 878-4311.

Thank you for your continued service and participation.