



Risk Management Report

2020

Julie Thomas
Director, Risk Management



UNIVERSITY OF NEW BRUNSWICK

RISK MANAGEMENT REPORT

2020

TABLE OF CONTENTS

Executive Summary.....	1
Introduction.....	3
Section 1: Top Risks Update.....	4
Section 2: Risk Management - A Year in Review	8
Section 3: 2021 Risk Management - Goals and Objectives.....	10
Section 4: Insurance Program Status Report	11
Section 4: Environmental Health and Safety Status Report.....	12
Appendices.....	13-15
Appendix A - Risk Appetite Statement	
Appendix B - UNB Risk Appetite Thresholds	
Appendix C - 2020 UNB Top Risk Identification and Assessment	

Executive Summary

This report provides an overview of Risk Management at the University of New Brunswick (University / UNB) including highlights from the past year, updates on key risk management activities, and proposed goals and objectives for 2021.

As stated in the Risk Appetite Statement (Appendix A), the University community understands there are risks in everything we do and risk taking must occur if the University is to innovate, improve and achieve its mission. UNB is committed to intelligent risk taking, within a risk management framework; ensuring that risks are assessed, understood, and managed effectively to achieve our goals. While pursuing innovation and improvement, UNB will not compromise its reputation for teaching, learning, and research.

Key Risk Management Activities – 2020

This report details some of the key risk management activities undertaken in the past year including:

- The University's response to COVID-19
- The establishment of the Crisis Management Group (UNBF)
- The launch of a new emergency notification system, UNBSafe
- The completion of the draft Violence and Harassment Policy

COVID-19

On March 11, 2020 the World Health Organization declared a global pandemic which has altered the way in which we live and work. In response, the University suspended all in-person classes, students were encouraged to return home as residences were closed, and most staff transitioned to working from home.

The University's response to COVID-19 was guided in the early stages by the Health Emergencies Plan that was developed following the H1N1 pandemic of the mid-2000's. Throughout these unprecedented times, the University's guiding principles for all decisions has been safety, accessibility, and flexibility. A Bi-Campus Steering Committee led by the Associate Vice President Academic (Learning Environment) has guided the University throughout this pandemic. In addition, other committees, including campus-specific transition committees, an Academic Sub-Committee and a COVID-19 Committee which included all members of the President's Executive Team, were established to ensure the ongoing delivery of quality educational programs using alternative delivery methods (ADM). The University successfully transitioned to ADM within one week of suspending in-person classes.

Working closely with the New Brunswick Department of Public Health (NBPH), throughout the spring and summer select in-person activities resumed with a primary focus on faculty and graduate student research. In accordance with return-to-work requirements, the offices of

Environmental Health and Safety (UNBF) and Safety and Security (UNBSJ) reviewed approximately 40 operational plans in support of research activities. The majority of course instruction continued through ADM.

September brought with it a new academic year, and the return of students to our campuses both virtually and in person. While course delivery continued primarily through ADM, limited in-person classes were held. Residences re-opened in Saint John, and in Fredericton, the Elizabeth Parr Johnston Residence was re-opened to a limited number of students. As required by the Department of Public Health, UNB staff reviewed and approved all required isolation plans for the fall semester. More than 300 students were required to complete a mandatory 14-day isolation period in September of 2020. Faculty and staff were paired off with students required to complete mandatory isolation periods ensuring daily communication and support as needed. In October, the University held virtual Convocation Ceremonies for all graduates of the Class of 2020.

The offices of Environmental Health and Safety (UNBF) and Safety and Security (UNBSJ) have reviewed approximately four hundred operational plans. These plans govern how the University works and operates in accordance with Public Health guidelines. Throughout the first nine months of this global pandemic, essential on campus operations related to safety and security and infrastructure operations continued uninterrupted. These services include those provided by Security and Traffic (UNBF) and Safety and Security (UNBSJ); the Central Heating Plant; essential building maintenance, oversight of capital projects and mail delivery performed by Campus Operations (UNBF) and Facilities Management (UNBSJ). Other staff have returned to campus as required, in accordance with the guidelines established by NBPH, to support on-campus activities such as in-person classes, labs, clinicals, and graduate student programs.

The University recognizes that our success in adapting to the ever-changing requirements and challenges of COVID-19 is due to the dedicated work and cooperation of faculty, staff, and students.

Conclusion

The challenges created by COVID-19 are on-going and UNB employees will continue to develop and adapt while ensuring associated risks are managed to an acceptable level.

Introduction

To ensure the goals and objectives of the University are achieved, risks must be identified and managed. While universities are typically seen as being risk averse, to avoid all risks is to miss opportunities for gains. Universities are, by their very nature, living laboratories, encouraging our faculty, staff, and students to be innovative in all aspects of university operations from research to program delivery, and administration.

The purpose of the risk management function is to assist in identification, quantification, and assessment of risks, recommend options for managing them to protect the University's interests, and increase the likelihood of achieving its stated goals and objectives. This role includes the continuance of the long-standing practice of managing the traditional hazard risks, as well as monitoring the progress of risk mitigation and management.

Understanding of Risk Impact

The reputation of the University is a key component in the successful achievement of our mission. While reputation is often considered a risk, it is more appropriately viewed as an outcome. Figure 1 provides an illustration of the interrelationship of the four main internal risk categories, those over which we have some level of control: strategic, financial, operational, and hazard.

In addition, it is recognized, that there are external risks over which the University has little influence or control but can take action to help mitigate. The intent of representing risks in this manner is to highlight that in an academic institution, reputation is the foundation in the successful achievement of the University's mission and understanding the potential impact on reputation should be considered when assessing risk(s).

The 2020 Risk Management Report focuses on specific risk management activities at the University and is intended to provide a basis for the Board of Governors, through its Audit Committee, to assess the effectiveness of the University's risk management program. This report is divided into sections to assist the reader in understanding Risk Management at UNB. The sections highlight key areas of risk management, including the top risks identified in 2020; a look back at the previous year; goals & objectives for 2021; a status report on the University's insurance program; and a status report on Environmental Health & Safety. In addition, Appendix A, B and C have been included to provide more information on the University's approach to assessing and managing risk.

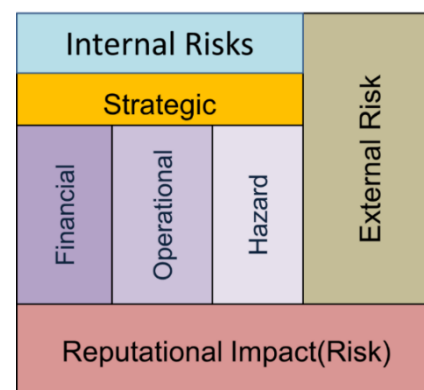


Figure 1 - Interrelationship of Risk & Reputational Impact

Section 1 Top Risks Update

One of the primary aspects of risk management at UNB is to identify, annually, the University's Top Risks. A typical university has hundreds of risks. This abundance and diversity of risks requires significant resources to identify, prioritize and manage. To utilize resources effectively, the University has established a process which includes the annual identification, assessment, management, and reporting of the University's Top Risks. This is a collaborative process where Board Committees discuss and identify three key University risks, from the perspective of their respective committee mandate. These risks are compiled and provided to the President's Executive Team (PET) to be discussed and incorporated into the Annual Risk Report.

The Top Risks identified for 2020 are as follows:

FINANCIAL

Financial sustainability

Student enrollment and recruitment

Reliance on provincial government funding

Market uncertainty – investments

PEOPLE AND WELLBEING

Student, faculty, and staff physical safety and mental health

Student experience and success

Human resources

Labour relations

INFRASTRUCTURE

Deferred maintenance

OPERATIONAL

Data and information management

Operational continuity

Contractual oversight

Ability to adapt and manage change

While some risks are classified as “financial risks”, virtually all risks have financial implications and many impact operations as well.

The following table summarizes: the top risks identified in 2020; management processes and plans to address and mitigate the identified risks; and the Board Committee with primary oversight responsibility.

<u>Risk</u>	<u>Risk Implications</u>	<u>Management Processes</u>	<u>Governance Oversight</u>
<u>FINANCIAL</u>			
Financial sustainability	<ul style="list-style-type: none"> - Financial instability impacts all aspects of UNB's operations 	<ul style="list-style-type: none"> - Budget process, integration of academic plan priorities within this process 	<ul style="list-style-type: none"> - Board of Governors - Finance and Properties Committee
Student enrolment and recruitment	<ul style="list-style-type: none"> - Reduced student enrolment related to recruitment and / or retention of students 	<ul style="list-style-type: none"> - Multi-year budget framework linked to Academic Plans - Strategic enrolment management plan - Recruitment marketing campaign 	<ul style="list-style-type: none"> - Board of Governors - Finance and Properties Committee - Advancement Committee
Reliance on provincial government funding	<ul style="list-style-type: none"> - Reduction in provincial funding impairs the University's ability to deliver quality education and services 	<ul style="list-style-type: none"> - Government relations - Implementation of UNB's Strategic Plan – UNB Toward 2030 	<ul style="list-style-type: none"> - Board of Governors - Finance and Properties Committee - Advancement Committee
Market uncertainty – investments	<ul style="list-style-type: none"> - Insufficient portfolio returns and poor performance restricts our ability to spend from trust and endowment accounts, increasing our dependence on other funding sources 	<ul style="list-style-type: none"> - Diversification of asset mixes and asset classes - Selection of asset managers with different approaches to mitigate risk in changing markets 	<ul style="list-style-type: none"> - Board of Governors - Investments Committee
<u>PEOPLE AND WELLBEING</u>			
Student, faculty, and staff physical safety and mental health	<ul style="list-style-type: none"> - Insufficient access to mental health supports impacts successful student experiences. For faculty and staff, it can lead to disruptions in service provision and extended absences - Increased experiential learning and global engagement results in increased risk to the physical safety of students and staff - Extra-curricular or student-led activities not in compliance with acceptable risk appetite leading to increased risk exposure 	<ul style="list-style-type: none"> - Various programs and supports provided by Student Services (e.g., Health and Counselling Services, online 24/7 mental health support services, etc.) - Employee Family Assistance Program - Sick leave benefits for employees - Student Event Risk Management Policy - Continued development of a framework for assessing partnership opportunities - Increase pre-departure training for students 	<ul style="list-style-type: none"> - Board of Governors - Audit Committee - Finance and Properties Committee - Human Resources Committee

<u>Risk</u>	<u>Risk Implications</u>	<u>Management Processes</u>	<u>Governance Oversight</u>
Student experience and success	<ul style="list-style-type: none"> - Poor student outcomes result in reduced enrollment and retention 	<ul style="list-style-type: none"> - Resources and training were available to faculty and staff to support the transition to ADM - Supports provided by Student Services in both Fredericton and Saint John (e.g. Student Advocates and Student Accessibility Centres) 	<ul style="list-style-type: none"> - Board of Governors
Human resources	<ul style="list-style-type: none"> - Insufficient succession planning for key senior positions can lead to unnecessary delays when these positions turnover - Insufficient briefings and institutional support for new leaders can lead to increased turnover and inefficiencies in project advancement 	<ul style="list-style-type: none"> - Identification and planning for key senior leadership positions - Review of key administrative processes 	<ul style="list-style-type: none"> - Board of Governors - Human Resources Committee
Labour relations	<ul style="list-style-type: none"> - With most collective agreements expiring or expired, there is an increased possibility of a labour disruption - Inability to administratively support the increasing number of labour groups 	<ul style="list-style-type: none"> - Collective bargaining in keeping with the Strategic Plan - Bargaining teams to have clear mandates, to bargain in good faith, and use an evidence-based approach - Focus on long-term sustainability and reflective of the economic climate and fiscal realities in collective bargaining 	<ul style="list-style-type: none"> - Board of Governors - Human Resources Committee
<u>INFRASTRUCTURE</u>			
Deferred maintenance	<ul style="list-style-type: none"> - Outstanding contingent liability, potential building, or equipment failure - Impact on attraction and retention of students, faculty, and staff - Not able to upgrade key components of infrastructure - Damage to infrastructure 	<ul style="list-style-type: none"> - Capital budget - Capital planning framework - Building facility condition indices - Leveraging of initiatives - Insurance program 	<ul style="list-style-type: none"> - Board of Governors - Finance and Properties Committee
<u>OPERATIONAL</u>			
Data and information management	<ul style="list-style-type: none"> - Decisions based on incomplete, inaccurate, and untimely information - Ineffective decision-making exposes the University to unnecessary financial risk, the effects of which can be long term - Improper handling, storage and or distribution of data/information 	<ul style="list-style-type: none"> - Project Focus ongoing to improve ERP systems - Internal and external audits - Policies to designate one central source of information (e.g. data management policy) 	<ul style="list-style-type: none"> - Board of Governors - Audit Committee

<u>Risk</u>	<u>Risk Implications</u>	<u>Management Processes</u>	<u>Governance Oversight</u>
Operational continuity	<ul style="list-style-type: none"> - Disruption to UNB operations during a time of emergency, catastrophic event, or disruption (e.g. loss of building, job action, etc.) - Existing documented continuity plans contemplate a two-week shut-down which is not sufficient for longer term disruptions 	<ul style="list-style-type: none"> - Identify key business areas, critical functions, dependencies between various business areas and functions - Determine acceptable downtime for each critical function - Post COVID-19 review, assessment and future planning for various disruption 	<ul style="list-style-type: none"> - Board of Governors - Audit Committee
Contractual oversight	<ul style="list-style-type: none"> - Insufficient oversight for contracts signed on behalf of UNB leads to legal and financial risk - Limited contractual oversight pre- and post-signature 	<ul style="list-style-type: none"> - Strategy and policy to address review of contracts - Spending and Signing Authority Policy under development 	<ul style="list-style-type: none"> - Board of Governors - Audit Committee
Ability to adapt and manage change	<ul style="list-style-type: none"> - Insufficient, duplicated, outdated policy leads to inability to respond effectively to change. - Lack of documented procedure and insufficient succession planning leads to lack of continuity in delivery of programs and services - A decentralized workplace culture creates misalignments between the priorities of various units, departments, and faculties 	<ul style="list-style-type: none"> - Addressing policy and procedural gaps - Addressing and prioritizing succession planning for all personnel - Streamlining operational structure 	<ul style="list-style-type: none"> - Board of Governors - Audit Committee - Human Resource Committee

Section 2

Risk Management - A Year in Review

The 2019 Risk Management Report identified the activities below as priorities for 2020. Some goals and objectives were postponed as the University adapted to the ongoing challenges created by COVID-19.

<u>2020 Goals & Objectives</u>	<u>Comments</u>	<u>Metrics</u>	<u>Status</u>
Risk Governance			
Communication and Education	<ul style="list-style-type: none"> - Continue communication of the Risk Appetite Statement and look for opportunities to educate the UNB community on risk 	<ul style="list-style-type: none"> - Second annual presentation to Dean's Council and Directors + - Presentation to Senior Advisory Committee - Update web presence and develop communications plan for roll out to the University community 	<ul style="list-style-type: none"> - Regular engagement with Director's + - Web presence update underway as part of a university-wide website redesign
Top Risks 2020	<ul style="list-style-type: none"> - Complete update of Top Risk List for 2021 and prepare 2020 Risk Management Report - Review Top Risks for accuracy in representing UNB's operations 	<ul style="list-style-type: none"> - Continue to identify and report key risks for governance oversight - Continue to facilitate input from Committees of the Board of Governors - Engage with Committees throughout the year on the risk register process for the 2020 Top Risks - Engage with the broader UNB community on relevant risk management issues 	<ul style="list-style-type: none"> - Committees were presented with Top Risks packages in the fall of 2020 - Audit Committee was presented with risk updates at each meeting - Feedback was incorporated into the 2020 Risk Management Report - Presentation of Top Risks to the PET was completed in December 2020 - Additional revisions to the process being considered for 2021
Risk Register	<ul style="list-style-type: none"> - Implement a plan to deploy risk registers university wide 	<ul style="list-style-type: none"> - Completion of risk registers by selected faculties, departments, and units 	<ul style="list-style-type: none"> - This initiative was postponed allowing units to focus on COVID-19 responses, including detailed operational plans
Risk Management			
Risk Management Steering Committee	<ul style="list-style-type: none"> - Redefine and reestablish the Risk Management Steering Committee - Reassess and evaluate committee structure 	<ul style="list-style-type: none"> - Meet with PET quarterly - Encourage faculty, departments, and operational units to discuss risk as it relates to their business operations 	<ul style="list-style-type: none"> - This initiative was postponed due to COVID-19
Cybersecurity Awareness	<ul style="list-style-type: none"> - Cybersecurity Awareness Program 	<ul style="list-style-type: none"> - Continue awareness program and communication to reduce vulnerability 	<ul style="list-style-type: none"> - Enhanced Beauceron reporting now available - Password manager program available to all faculty, staff, and students

<u>2020 Goals & Objectives</u>	<u>Comments</u>	<u>Metrics</u>	<u>Status</u>
Emergency Procedures	<ul style="list-style-type: none"> - Develop communication plan for emergency procedures 	<ul style="list-style-type: none"> - Crisis Management Group review of emergency plans to continue in 2020 - Tabletop exercise to continue in 2020 	<ul style="list-style-type: none"> - Committee structure and plans are in place - Tabletop exercise completed - Additional tabletop exercises planned for 2021 - New platform for emergency communications, UNBSafe, launched in December 2020 for the Fredericton and Moncton campuses. Saint John will migrate to this system when their current software license expires.
Hazardous Waste Disposal	<ul style="list-style-type: none"> - Develop plan for ongoing management of hazardous waste 	<ul style="list-style-type: none"> - Work with faculties/departments to improve planning for disposal costs at the time of acquisition - Investigate options to standardize the use of Chematix for hazardous waste inventory 	<ul style="list-style-type: none"> - Ongoing, some delays experienced because of COVID-19 - Chematix standardization delayed because of COVID-19
Policy	<ul style="list-style-type: none"> - Identify key policies linked to risk management, and update with current best practices 	<ul style="list-style-type: none"> - Report to the Audit Committee on policy updates 	<ul style="list-style-type: none"> - Draft Violence and Harassment Policy finalized. - Revisions to other key policies planned for 2021

Section 3

2021 Risk Management - Goals & Objectives

The University's COVID-19 response will continue to be a priority in 2021 as the University works through the final semester of the 2020-21 academic year and plans continue for the start of the 2021-22 academic year. The "all hands-on deck" response will result in fewer resources to undertake new risk management initiatives at the faculty, department, and unit levels.

The goals and objectives for the coming year have been chosen to ensure continued development of a culture of intelligent and informed risk taking which is linked to UNB's key strategic objectives. New initiatives are planned to create greater awareness and understanding throughout the university.





















Major initiatives for 2021 include:

- Risk Governance
 - o Redefine and reestablish the Risk Management Steering Committee
 - o Continue communication of the Risk Appetite Statement with a priority of seeking opportunities to educate the University community on using the statement when making decisions to minimize risk
 - o Continue assessment and review of Top Risk Strategies to ensure alignment with strategic goals
- Risk Management
 - o Foster effective risk management discussions at the faculty, department, and unit levels via communication with Senior Advisory Council, Directors' + and Dean's Council
 - o Continue enhancement of the IT Disaster and Cyber Incident Recovery processes
 - o Continue to review, develop, approve, and communicate safety policies and procedures
- Key Mitigation Strategy Development
 - o Continue development of a Capital Planning Framework, through the office of the Associate Vice-President of Capital Planning and Operations.
 - o Continue the ongoing assessment and review of UNB's insurance requirements and existing policies
 - o Ongoing policy review and implementation
 - o Enhanced web presence to provide ready access to information pertinent to risk management.

Section 4

Insurance Program Status Report

The University of New Brunswick maintains a comprehensive insurance program which is deemed to be appropriate to cover insurable risks consistent with University related activities.

<u>Item</u>	<u>2019</u>	<u>2020</u>	<u>Comment</u>
• Insurance Program			
Overall			Premiums are increasing as the insurance market becomes more challenging and complex. Exclusions of liability related to contagions (e.g. COVID-19) is a concern. To date, the overall premium increase has been approximately 19%.
Property			Approximate 32% increase in premium because of an approximate 3% increases in property values combined with an overall 29% program increase due to the demand from underwriters to increase retained losses from \$5M per occurrence/\$10M aggregate per year to \$10M per occurrence/\$20M aggregate per year.
Liability			Approximate 4% decrease in premium because of a decrease based on a ratio of the 5-year rolling average of claims paid to premiums paid (Loss Factor Ratio) and an associated Loss Factor Credit.
Other			Many policies renewed with increased premiums (e.g. policies with a personal injury liability component) while others renewed with no premium increase (e.g. emergency medical, crime and dishonesty).
• Insurance Claims			
Overall			Claims experience comparable to prior years
Property			No claims in 2020
Liability			No claims in 2020
Other			Low frequency & severity of claims in 2020
• Self-Insurance Reserves			Reserve balances in excess of guidelines
• Insurance Outlook			Industry-wide increases in premiums Effects of claims on premium rebates COVID-19 exclusions

Legend



Acceptable



Concern



Significant Concern

Section 5

Environmental Health and Safety Status Report

<u>Item</u>	<u>2020</u>	<u>2019</u>	<u>Comment</u>
University Wide			
Radiation Safety	●	●	Major amendment submitted for use in 2021
Inspections/reports	●	●	Quarterly and annual reports completed; Canadian Nuclear Safety Commission/International Atomic Energy Agency review of above
Radioactive Waste	●	●	Small amount of radioactive waste identified. Waste from 2019 and 2020 remains due to COVID-19 delays
Radiation Safety Manual	●	●	No revisions needed in 2020. Manual up to date
Bio-Safety	●	●	Overarching Risk Assessment reviewed at December Institutional Biosafety Committee (IBC) meeting
Inspections/reports	●	●	Some renewals continue to be submitted late by certain parties, IBC has discussed
Biological waste	●	●	Managed successfully
Bio-Safety Committee	●	●	Committee functioning well, most members have renewed
Bio-Safety Manual	●	●	Draft completed in 2019. Approval delayed due to COVID-19
Fredericton			
Workplace Health and Safety	●	●	Operations continued with shift in priorities due to COVID-19 response
Safety Orientation	● - ▼	● - ▼	Orientation refresh; safety videos, blog, website update delayed due to COVID-19
Hazardous Waste	▼	● - ▼	Environmental Health and Safety Waste budget expended in one collection. Discussions ongoing
WorkSafeNB Visits	●	●	No inspections, a few incident investigations, email correspondence ongoing
WorkSafeNB Orders	●	●	One open order relating to an incident investigation in 2019. Recommendations completed. Order to be closed pending WSNB to review
Fredericton Fire Dept	● - ▼	● - ▼	No orders received
Health and Safety Program	▼	● - ▼	Violence Policy draft; several other policies delayed as a result of COVID-19
Training	● - ▼	●	Challenges in this year due to COVID-19. Refreshers complete, new training difficult
Saint John			
Workplace Health and Safety	●	●	Operations continued with minimal impact
Safety Orientation	●	●	Successful orientation of new employees and volunteers
Hazardous Waste	●	●	Loss control recommendations have been completed
WorkSafeNB Visits	●	●	2 visits
WorkSafeNB Orders	●	●	No orders received and no lost time injury reported
Health and Safety Program	●	●	Satisfactory in 2020
Training	● - ▼	● - ▼	Safety/contractor supervision requires improvement - ongoing challenge

Legend

● Acceptable

▼ Concern

⬮ Significant Concern

Risk Appetite Statement

Risk Appetite Statement

UNB is, and intends to remain, a successful, sustainable institution by implementing the key directions of the Strategic Plan – UNB Towards 2030. The UNB community understands that there are risks in everything we do and risk taking must occur if UNB is to innovate and improve. That said, UNB is committed to intelligent risk taking, whereby the risks will be identified, assessed, and managed within a risk management framework ensuring that the risks are understood and managed effectively in order to achieve our goals.

While pursuing innovation and improvement, UNB will not compromise its reputation for teaching, learning and research.

	Very Low	Low	Balanced	Moderate	High
We accept a very low risk in areas of:					
- Staff and student safety,	✓				
- Business continuity management (including IT),	✓				
- Compliance with legislative, regulatory requirements and ethical matters.	✓				
We accept a low risk in the areas of:					
- Student experience,		✓			
- Research and teaching quality,		✓			
- Financial and asset management,		✓			
- Student data and reporting.		✓			
UNB encourages entrepreneurship and innovation. UNB recognizes that risk is inherent in new activities and approaches; therefore, in the following activities we also accept a balanced to moderate level of risk:					
- Teaching, learning and research opportunities,			✓	✓	
- Developing and implementing new and original strategies			✓	✓	
- Workplace and campus innovation			✓	✓	
- Relationships with local and global enterprises and communities.			✓	✓	

UNB Risk Appetite Thresholds

<u>Level of Risk</u>	<u>Definition of Thresholds</u>	<u>Examples of Inherent Risk Levels</u>
High	Inherently high level of risk in the opportunity being pursued. A negative result is virtually certain to occur - what is unknown is the severity and timing.	1. IT outage (mitigation strategy Disaster Recovery Plan) 2. Varsity sport injury (mitigation strategy qualified coaches and trainers, policies)
Moderate	There is some risk associated with the opportunity being pursued. There may be some actions to mitigate the risk.	1. Investment losses in a market downturn - investment policies 2. Research activity
Balanced	There is some risk associated with the opportunity being pursued. However mitigating actions have reduced these risks to a low level or exposure.	1. Fire or damage to a building - insurance with \$250K deductible, safety policies and procedures 2. Research activity - with policies and procedures to limit risks (e.g. animal care policy, internal controls over spending)
Low	University will only accept opportunities with risks attached that will not result in significant exposure or loss.	1. We do not allow dangerous activities on campus without appropriate policies and procedures 2. We do not invest in speculative investments
Very Low	There are no circumstances under which the University will accept an opportunity that has risk.	1. Compromise of ethical standards is never a consideration.

2020 UNB Top Risk Identification and Assessment

Top Risks	Impact on Strategic Goals					Risk Gap Assessment		
	Research Impact	Transformative Education for the Future	Engagement and Impact	A People-Centric Values Informed University	A Modern, Integrated, Sustainable UNB	Current Risk Assessment	Risk Appetite Threshold	Mitigation Strategies
Financial sustainability	✓	✓	✓	✓	✓	high	mod	Budget process, integration of academic plan priorities with process.
Student enrolment and recruitment	✓	✓	✓	✓	✓	high	low-mod	Recruitment marketing, enrolment spectrum management.
Reliance on provincial government funding	✓	✓	✓	✓	✓	high	mod	Ongoing communication with provincial government.
Market uncertainty - investments	✓	✓	✓			high	mod	Diversification of asset mixes and asset classes; selection of asset managers.
Student, faculty and staff physical safety and mental health		✓	✓	✓		mod-high	low	Student Event Risk Management Policy to guide extracurricular events; framework to assess partnership opportunities; increase in training and oversight; provision of mental health supports.
Student experience and success	✓	✓	✓	✓	✓	mod	low	Programming provided by Student Services. Academic advising provided by faculties/departments. Collaboration with student government.
Human resources	✓	✓	✓	✓	✓	mod-high	low-mod	Academic plan to inform budget process/prioritization decision process. Selection committees and process for filling key positions.
Labour relations	✓	✓	✓	✓	✓	high	low-mod	Collective bargaining in keeping with the Strategic Vision. Bargaining teams have clear mandates, will bargain in good faith, and use an evidence-based approach. Focus on long-term sustainability and reflective of the economic climate and fiscal realities in collective bargaining.
Deferred maintenance	✓	✓	✓		✓	high	mod	Accumulated deferred maintenance is addressed, as possible, in all maintenance and construction projects. Attempt to include life cycle costs in all new building project planning.
Data and information management	✓	✓	✓		✓	mod	low	Project Focus underway to improve ERP systems/internal and external audits.
Operational continuity	✓	✓	✓		✓	mod	low	Continuity/contingency plans for key business areas.
Contractual oversight	✓	✓	✓		✓	high	low	Academic plan development, quality assurance review process, accreditation review for professional programs.
Ability to adapt and manage change	✓	✓	✓		✓	mod	low	Defined policies and procedures, succession planning, reducing silos in programming and business operations, cultural shift.