



Risk Management Report

2021

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UNIVERSITY OF NEW BRUNSWICK

RISK MANAGEMENT REPORT

2021

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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 2022.

As stated in the Risk Appetite Statement (Appendix A), the University community understands there are risks in everything that 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.

COVID-19

The COVID-19 pandemic continued to dominate the risk management landscape in 2021. The University worked closely with New Brunswick's Department of Post-Secondary Education, Training, and Labour (NBPETL) and the Department of Public Health (NBPH) to guide our ongoing pandemic response. The committee structures established in 2020 continued to support UNB's COVID-19 response in 2021. The Bi-Campus Steering Committee, the campus-specific transition committees, and the C-19 Committee, which includes most members of the President's Executive Team, worked to ensure the ongoing delivery of quality educational programs, and a safe working environment for faculty and staff.

Following the suspension of in-person classes in March 2020, the 2020-2021 academic year was offered through alternate delivery models (ADM) with faculty and staff working from home wherever possible. Residences in Saint John, and in Fredericton, the Elizabeth Parr Johnston Residence, remained open to a limited number of students with COVID-19 mitigation measures in place.

Budgets reflecting these changes in operations were monitored closely as the University balanced the costs and uncertainty created by COVID-19 with the long-term strategic growth agenda. While the operating budget was approved with a \$9.7 million deficit, better than anticipated enrolment and restrictions in the non-salary budgets resulted in ending deficit of \$8.3 million. This ending deficit was offset, as planned, with internally restricted net assets for a net operating deficit of \$2.3 million.

As students, faculty and staff returned to campus for the 2021-2022 academic year, the University's guiding principles for all decisions continued to be safety, accessibility, and flexibility. As required by NBPH, UNB staff reviewed and approved 883 isolation plans in 2021. All students who submitted an isolation plan were contacted routinely by UNB employees providing support

and guidance throughout their 14-day isolation period.

In September 2021, the University implemented a COVID-19 testing policy; requiring all members of the UNB community engaged in on-campus activities and who had not demonstrated proof of full vaccination, to test regularly for COVID-19 using rapid antigen tests. In addition to the testing policy, the University utilized other COVID-19 safety measures including mandatory mask use; reduced occupancy in classrooms, lecture theatres, and food service areas; plexiglass barriers; and controlled access to some UNB spaces, to ensure the ongoing safety of students, faculty, and staff.

Conclusion

While the challenges created by COVID-19 continue, over the past 22 months the University has demonstrated a commitment to providing quality education and services while ensuring the associated risks of COVID-19 have been managed to an acceptable level. The C-19 Committee, led by the President, continues to provide oversight and guidance to managing through the pandemic giving confidence that effective risk management will continue as the University continues to adapt and respond to the challenges created by COVID-19.

Introduction

The purpose of the risk management function is to assist in the 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 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 2021 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 2021; a look back at the previous year; goals & objectives for 2022; a status report on the University's insurance program; and a status report on Environmental Health & Safety. In addition, Appendix A, B, C and D have been included to provide more information on the University's approach to assessing and managing risk.

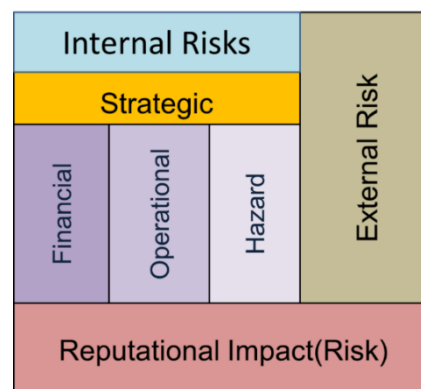


Figure 1 - Interrelationship of Risk & Reputational Impact

Section 1 Top Risks

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 Management Report.

The top risks identified are as follows:

FINANCIAL

Financial sustainability

Student enrolment 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 – ability to adapt and manage change

Contractual oversight

Cybersecurity

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 University's top risks; 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 / Consequences</u>	<u>Management Processes</u>	<u>Governance Oversight</u>
FINANCIAL			
Financial sustainability	<ul style="list-style-type: none"> - Financial instability impacts all aspects of UNB's operations 	<ul style="list-style-type: none"> - Established budget process that includes the integration of academic plan priorities 	<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"> - Reliance on provincial funding impairs the University's ability to effectively plan and 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
PEOPLE AND WELLBEING			
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 and Committee - Continued development of a framework for assessing partnership opportunities - Continued development of pre-departure training for students 	<ul style="list-style-type: none"> - Board of Governors - Audit Committee - Finance and Properties Committee - Human Resources Committee

Risk	Risk Implications / Consequences	Management Processes	Governance Oversight
Student experience and success	<ul style="list-style-type: none"> - Poor student outcomes result in reduced enrolment and retention 	<ul style="list-style-type: none"> - 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 - Resourcing challenges in most administrative units and an increasing number of labour groups creates challenges in the University's ability to effectively provide administrative support 	<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 - Focus on long-term sustainability, reflective of the economic climate and fiscal realities 	<ul style="list-style-type: none"> - Board of Governors - Human Resources Committee
INFRASTRUCTURE			
Deferred maintenance	<ul style="list-style-type: none"> - 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 other capital initiatives - Insurance program 	<ul style="list-style-type: none"> - Board of Governors - Finance and Properties Committee
OPERATIONAL			
Data and information management	<ul style="list-style-type: none"> - 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"> - Projects are ongoing to update and improve the ERP system and related IT infrastructure - External engagement to review existing oversight and governance of IT services - Policies to designate one central source of information (e.g. data management policy) 	<ul style="list-style-type: none"> - Board of Governors - Audit Committee

Risk	Risk Implications / Consequences	Management Processes	Governance Oversight
Operational continuity – ability to adapt and manage change	<ul style="list-style-type: none"> - Disruption to UNB operations during a time of emergency, catastrophic event, or disruption (e.g. pandemic, loss of building, job action, etc.) due to insufficient continuity plans, outdated policies, and a decentralized workplace culture. 	<ul style="list-style-type: none"> - Identify key business areas, critical functions, dependencies between various business areas - Determine acceptable downtime for each critical function - Post COVID-19 review, assessment and future planning - Address policy and procedural gaps - Streamline operational structure 	<ul style="list-style-type: none"> - Board of Governors - Audit Committee - Human Resources Committee
Contractual oversight	<ul style="list-style-type: none"> - Limited contractual oversight pre- and post-signatures increases the University's exposure to liability and financial loss 	<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
Cybersecurity	<ul style="list-style-type: none"> - Potential loss of access to key systems required to achieve mission - Loss of data, personal information - Financial loss due to an inability to effectively insure the University against cyber-attacks 	<ul style="list-style-type: none"> - Tabletop cyber incident exercise for PET - IT Security Strategy developed - Beauceron training for faculty and staff - Ongoing and continuous review of system access 	<ul style="list-style-type: none"> - Board of Governors - Audit Committee

Section 2

Risk Management - A Year in Review

The 2020 Risk Management Report identified the activities below as priorities for 2021. Some goals and objectives were postponed as the University continued to react and manage the ongoing challenges created by COVID-19.

<u>2021 Goals & Objectives</u>	<u>Comments</u>	<u>Actions</u>	<u>Status</u>
Risk Governance			
Risk Management Steering Committee	<ul style="list-style-type: none"> - Redefine and reestablish the Risk Management Steering Committee 	<ul style="list-style-type: none"> - Regular updates to PET - Encourage faculty, departments, and operational units to discuss risk as it relates to their business operations 	<ul style="list-style-type: none"> - Reassess and evaluate committee structure - Draft terms of reference, committee membership, and work plan in progress with the objective of launching in 2022
Risk Appetite Statement	<ul style="list-style-type: none"> - Continue communication of the Risk Appetite Statement, looking for opportunities to educate the University community on risk 	<ul style="list-style-type: none"> - Presentations to senior administrative groups across the University (Dean's Council, Directors +, and Vice President's Advisory Committee) as appropriate 	<ul style="list-style-type: none"> - Risk Appetite statement presented to PET and the Board of Governors in 2021 as part of the 2020 Risk Management Report
Top Risks	<ul style="list-style-type: none"> - Complete update of top risk list and prepare 2021 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 related to the top risks - Engage with the broader UNB community on relevant risk management issues 	<ul style="list-style-type: none"> - Board committees were presented with top risks packages in the fall of 2021
Risk Management			
Risk Management Awareness	<ul style="list-style-type: none"> - Foster effective risk management discussions across the University community 	<ul style="list-style-type: none"> - Discussions at the faculty, department, and unit levels - Engage with senior administrative groups (Vice President's Advisory Council, Directors +, and Deans Council), as appropriate 	<ul style="list-style-type: none"> - Informal discussions with members of the University community (at all levels) - More formal engagement with senior administrative groups planned for 2022
IT Disaster and Cyber Incident Recovery Process	<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"> - Annual Cybersecurity Report submitted to the Audit Committee - Beauceron training and reporting
Safety Policy and Procedures	<ul style="list-style-type: none"> - Continue to review, develop, approve, and communicate safety policies and procedures 	<ul style="list-style-type: none"> - Regular and ongoing review of safety policies as required under the NB Occupational Health and Safety Act by the Joint Health Safety Committee (JHSC) - Development of safety procedures as needed 	<ul style="list-style-type: none"> - Policy review by the JHSC - Emergency Procedures Booklet updated and distributed to UNB community - Updates to UNB's Radiation safety Manual underway

<u>2021 Goals & Objectives</u>	<u>Comments</u>	<u>Actions</u>	<u>Status</u>
Key Mitigation Strategy Development			
Capital Planning Framework	<ul style="list-style-type: none"> - Continue development of a Capital Planning Framework 	<ul style="list-style-type: none"> - Accumulated Deferred Maintenance Strategy - CURIE Loss Control Program – inspections carried out by CURIE-contracted building inspectors with recommendations provided to UNB 	<ul style="list-style-type: none"> - Annual Sightlines Facilities Analysis (deferred maintenance) presented to PET, the Finance & Properties Committee, and the Board of Governors - 88% completion rate on CURIE Loss Control Program recommendations.
Insurance Portfolio	<ul style="list-style-type: none"> - Ongoing assessment and review of UNB's insurance requirements and existing policies 	<ul style="list-style-type: none"> - Review of policies upon renewal - Ongoing assessment of the University's operations for uninsured risks 	<ul style="list-style-type: none"> - All existing policies renewed in 2021 - Gap assessment of various operations for uninsured risks completed on an informal basis
Policy Development and Review	<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"> - Establish a risk management policy framework to ensure related policies are reviewed regularly and updated as needed 	<ul style="list-style-type: none"> - Policies specific to COVID-19 response developed and implemented (e.g. Mandatory COVID-19 Testing, Use of fans and portable air conditioners during COVID-19) - Other policies to be identified, reviewed, and updated as required.
Web Presence	<ul style="list-style-type: none"> - Enhance web presence to provide ready access to information pertinent to risk management 	<ul style="list-style-type: none"> - Continue to update and refine web presence 	<ul style="list-style-type: none"> - Web presence update completed as part of a University-wide website redesign

Section 3

2022 Risk Management - Goals & Objectives

The University's COVID-19 response continues to be a priority as the University works through the final semester of the 2021-2022 academic year and plans continue for the start of the 2022-2023 academic year. The additional tasks required at all levels to support UNB's COVID-19 response continue to 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 2022 include:




- Risk Governance
 - o Launch 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 Risks to ensure alignment with strategic goals
 - o Establish reporting mechanisms, specifically as they relate to the top risks identified above, for each Board Committee with risk management oversight responsibility
- Risk Management
 - o Foster effective risk management discussions at the faculty, department, and unit levels via communication with the senior administrative groups at the faculty and department levels
 - o Continue to review, develop, approve, and communicate safety policies and procedures
- Key Mitigation Strategy Development
 - o Continue the ongoing assessment and review of UNB's insurance requirements and existing policies
 - o Ongoing policy review and implementation
 - o Continue to enhance 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>2021</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) continue to be a concern. To date, the overall premium increase has been approximately 9%.
Property	▼	⬮	Approximate 7% increase in premium as a result of an overall 3% increase combined with an approximate 4.8% increases in property values.
Liability	●	●	Approximate 4% increase in premium because of an overall increase of 10.6% which is offset by UNB's favourable Loss Factor Ratio (a ratio of the 5-year rolling average of claims paid to premiums paid) 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 2021
Liability	●	●	No claims in 2021
Other	●	●	Low frequency & severity of claims in 2021
• Self-Insurance Reserves			
	●	●	Reserve balances in excess of guidelines. Assessment underway to spend down excess in accordance with reserve guidelines and establish plan to keep balances in line with targets.
• Insurance Outlook			
	▼	▼	-Industry-wide increases in premiums -Effects of claims on premium rebates -Coverage for abuse, concussion injury, and communicable disease continue to be challenging to place.

Legend

	Acceptable		Concern		Significant Concern
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Section 5 Environmental Health and Safety Status Report

Item	2021	2020	Comment
University Wide			
Radiation Safety	●	●	In person International Atomic Energy Agency (IAEA) inspection performed
- Inspections/reports	●	●	Quarterly and annual reports completed; IAEA inspection completed; license amendments pending
- Radioactive Waste	●	●	Small amount of radioactive waste identified and marked for disposal.
- Radiation Safety Manual	●	●	Revisions in progress.
Bio-Safety	●	●	Online Public Health Agency of Canada (PHAC) inspection performed, focus was the teaching lab in Bailey Hall
- Inspections/reports	●	●	Committee work continues. Some renewals continue to be submitted late; issue being managed by the committee. Suggestion from PHAC to revise and update bio-safety manual under consideration.
- Biological waste	●	●	Managed successfully
- Bio-Safety Committee	●	●	Committee work continues
- 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	●-▽	●-▽	Increased focus on employee safety orientation; website update underway.
- Hazardous Waste	▽	●-▽	Removal and disposal of hazardous waste continues on a regular basis. An increase in the volume of biohazardous waste (e.g. sharps and PPE) was seen as a result of UNB's COVID-19 response. Explosive waste identified and disposal planned.
- WorkSafeNB Visits	●	●	No inspections. One investigation and resulting order received.
- WorkSafeNB Orders	●	●	One open order relating to an incident investigation in 2021. Recommendations completed. Order to be closed pending WSNB review.
- Fredericton Fire Dept	●-▽	●-▽	No orders received.
- Health and Safety Program	▽	●-▽	Violence Policy drafted; several others delayed as a result of COVID-19. Increase in education and engagement related to COVID-19 requirements
- Training	●-▽	●	Challenges this year due to COVID-19. First aid refreshers and fire extinguisher training complete. New first aid training difficult due to COVID-19 restrictions.
Saint John			
Workplace Health and Safety	●	●	Operations continued with minimal impact
- Safety Orientation	●	●	Successful orientation of new employees and volunteers
- Hazardous Waste	●	●	Minimal waste generation due to reduced research activity as a result of COVID-19 requirements
- WorkSafeNB Visits	●	●	No visits in 2021
- WorkSafeNB Orders	●	●	No orders received and no lost time injuries reported
- Health and Safety Program	●	●	Very busy in 2021 with application of COVID-19 protocols & education
- Training	●	●	Training has focused on COVID-19 safety orientation.

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 that 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.

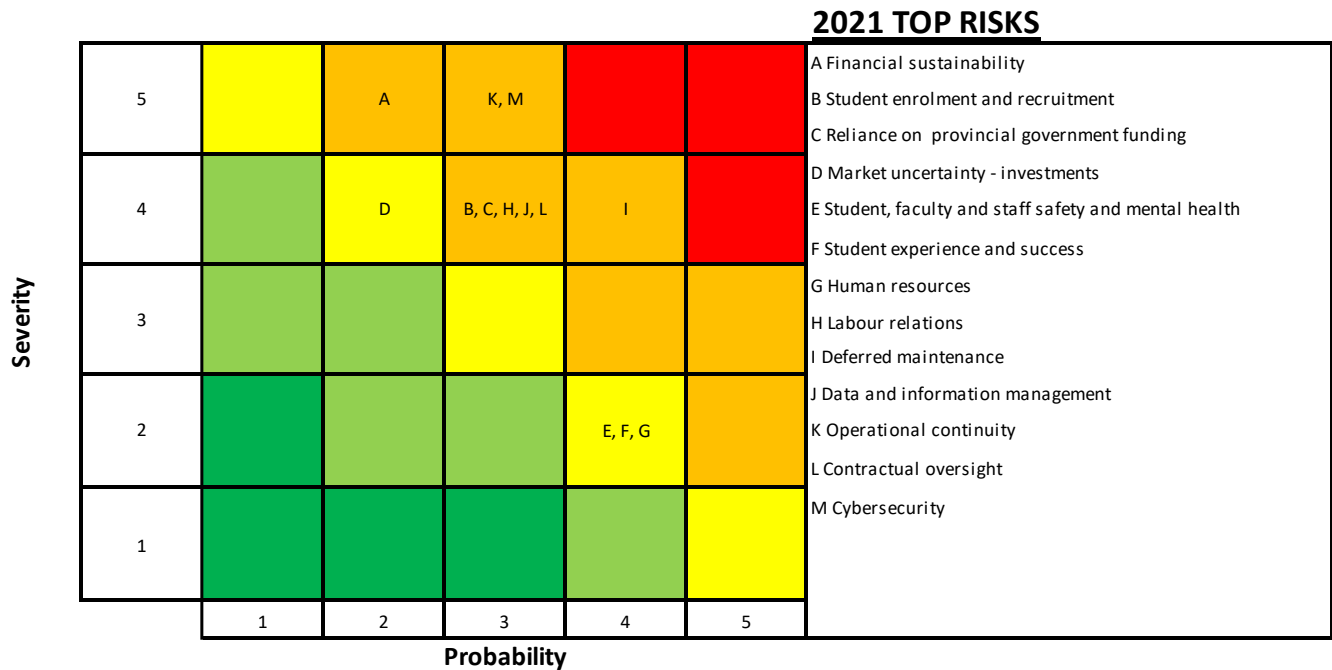
While pursuing innovation and improvement, UNB will not compromise its reputation for teaching, learning and research.

	Very Low	Low	Balanced	Moderate	High
<p>We accept a very low risk in areas of:</p> <ul style="list-style-type: none"> - Staff and student safety, - Business continuity management (including IT), - Compliance with legislative, regulatory requirements and ethical matters. <p>We accept a low risk in the areas of:</p> <ul style="list-style-type: none"> - Student experience, - Research and teaching quality, - Financial and asset management, - Student data and reporting. <p>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:</p> <ul style="list-style-type: none"> - Teaching, learning and research opportunities, - Developing and implementing new and original strategies - Workplace and campus innovation - Relationships with local and global enterprises and communities. 					
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				✓	✓

Risk Appetite Thresholds

<u>Level of Risk</u>		<u>Definition of Thresholds</u>	<u>Examples of Inherent Risk Levels</u>
5	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.	<ol style="list-style-type: none"> 1. IT outage (mitigation strategy Disaster Recovery Plan) 2. Varsity sport injury (mitigation strategy qualified coaches and trainers, policies)
4	Moderate	There is some risk associated with the opportunity being pursued. There may be some actions to mitigate the risk.	<ol style="list-style-type: none"> 1. Investment losses in a market downturn - investment policies 2. Research activity
3	Balanced	There is some risk associated with the opportunity being pursued. However mitigating actions have reduced these risks to a low level or exposure.	<ol style="list-style-type: none"> 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)
2	Low	University will only accept opportunities with risks attached that will not result in significant exposure or loss.	<ol style="list-style-type: none"> 1. We do not allow dangerous activities on campus without appropriate policies and procedures 2. We do not invest in speculative investments
1	Very Low	There are no circumstances under which the University will accept an opportunity that has risk.	<ol style="list-style-type: none"> 1. Compromise of ethical standards is never a consideration.

Inherent Risk Exposure Matrix



(impacts over 12-24 months with no additional risk mitigations)

		Sererity Factors					
		Safety	Reputation	Financial	Recovery	Probability Factors	
5	Loss of Life	Stakeholder intervention	More than 10% of budget	10+ days to recover	5	Expected to occur (almost certain)	
4	Lost time injury with permanent disability	Loss of stakeholder support and trust	Between 5%-10% of budget	5-10 days to recover	4	Probably will occur (Likely)	
3	Lost time injury	Sustained complaints by multiple stakeholders	Between 3% and 5% of budget	3-5 days to recover	3	Might occur (moderate)	
2	Injury that requires treatment	Multiple Stakeholder complaints	Between 1% and 3% of budget	1-3 days to recover	2	Could occur (unlikely)	
1	Injury but no treatment required	Stakeholder complaint	Less than 1% of budget	Less than 1 day to recover	1	May occur (rare)	

*Adapted from Memorial Univesrity Enterprise Risk Management Framework 2019

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
Financial sustainability	✓	✓	✓	✓	✓	moderate	low
Student enrolment and recruitment	✓	✓	✓	✓	✓	moderate	low-mod
Reliance on provincial government funding	✓	✓	✓	✓	✓	moderate	moderate
Market uncertainty - investments	✓	✓	✓			balanced	moderate
Student, faculty and staff physical safety and mental health		✓	✓	✓		balanced	very low
Student experience and success	✓	✓	✓	✓	✓	balanced	low
Human resources	✓	✓	✓	✓	✓	balanced	low-mod
Labour relations	✓	✓	✓	✓	✓	moderate	low-mod
Deferred maintenance	✓	✓	✓		✓	moderate	moderate
Data and information management	✓	✓	✓		✓	moderate	low
Operational continuity	✓	✓	✓		✓	moderate	very low
Contractual oversight	✓	✓	✓		✓	moderate	low
Cybersecurity	✓	✓	✓	✓	✓	moderate	low