TO: Audit Committee

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PRESENTER: Scott Mabury, Vice President Operations & Real Estate Partnerships
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DATE: February 27, 2020 for March 4, 2020

AGENDA ITEM: 4

ITEM IDENTIFICATION:

JURISDICTIONAL INFORMATION:
Pursuant to Section 5.1.5. of the Audit Committee Terms of Reference, the Committee:

Reviews an annual management report on significant business, financial and regulatory risks and monitors the University’s processes for identifying and controlling those risks. In carrying out this responsibility, the Committee focuses primarily on the adequacy of key controls over, and mitigations of, those vital risks considered to be, currently or in the future, more significant and likely to occur, meets with management and the internal or external auditors to come to a fuller understanding and better assessment of management’s response to controlling important risk situations, and reports any concerns to the University’s senior officer reporting to the President responsible for financial matters, to the President, or to the Business Board, as appropriate.

GOVERNANCE PATH:

1. Audit Committee [for information and discussion] (March 4, 2020)
2. Executive Committee [for information and discussion] (March 24, 2020)
PREVIOUS ACTION TAKEN:

The Risk Assessment Report comprises data from 2019 as reported by the offices of the Vice-Presidents, the Provost, the Chief Financial Officer, and the Principals at the University of Toronto Mississauga and the University of Toronto Scarborough. The data was collected in four categories—Compliance, Financial, Operational, and Strategic. 66 Risks, including “write in” categories, were identified across the University, and narratives with specific examples were provided by all but the CFO portfolio to illustrate risks specific to them, and the steps taken to mitigate them. The data was transferred on to two-dimensional heat maps based on the risk’s likelihood of occurrence and significance.

HIGHLIGHTS:

In 2015, the overall format and approach were revised and an on-line, secure web-based Risk Assessment Form was introduced for completion by the offices of the Vice-Presidents, the Provost and the Chief Financial Officer. In 2017, in order to ensure broader reporting, each portfolio was invited to register multiple stakeholders to review and respond; almost all portfolios took advantage of this opportunity and this year 68 representatives of the 12 portfolios provided their input, which has led to more robust, deeper responses. 1:1 training sessions were held for new respondents, and an “open day” was held for all participants before the launch of the submission period. While this year saw very few questions or needs for intervention, this reporting format continues to be viewed as a work in progress, and will be improved and updated as a result of feedback from stakeholders. A review of the 2019 Report highlights, and of the reporting process, is scheduled for respondents for May 8, 2020.

The data was collected in four categories: Compliance, Financial, Operational and Strategic (see Appendix 1 for specific category definitions). For each category the following questions were answered:

**Significance:**
- Risk Significance (High, Major, Moderate, Low)
- Risk Likelihood (Almost Certain, Likely, Possible, Unlikely, Rare)

**Identify Risk:**
- How is risk identified (where and who does the information come from)?
- Why is risk happening?
- What are the consequences/impacts of the risk?

**Manage Risk:**
- What are the mitigating factors?

**Linkages:**
- How does risk interface with other portfolios?
- How does risk interface with Governance Committees?

**Communicate:**
- How is risk communicated?
- How often is risk reviewed?
Last year, an Override Summary (Appendix 2) was introduced; from time to time, information and significance/likelihood information is provided by portfolios which skews the results from those provided by those with carriage of the risk, or with shared institutional responsibility for it. Overrides are used to weigh those with institutional responsibility for the risk more heavily than others or, in some cases, to ensure that a risk is not deemphasized due to particular submissions. Risks for which a particular portfolio has institutional carriage have been highlighted.

Last year’s Top 12 has been reduced slightly to a Top 11 list of Risk Assessment Issues which are at least of Major significance and Likely likelihood and are highlighted on pages 5 through 12. Ten Honourable mentions, based on their identification by respondents as having at least Major significance (though only a Possible likelihood of occurrence) have also been included. The changes to the lists are an indication both of the increased diligence of reporting this year, as well of the impact of changes in the political environment both locally and internationally over the past year.

The Top 11 Issues identified by respondents are:
1. Social Activism
2. Nation State Threats
3. Enrolment
4. Data Security
5. FIPPA breaches
6. Collective Bargaining
7. Reserves
8. Emergency Communication
9. Individual Behaviour
10. System Development
11. Political Government

Each portfolio is also asked to provide an example of a detailed narrative for an actual risk managed within their respective portfolio. The purpose of the narrative is to provide a 'real-world' illustration of how risks are recognized, communicated, mitigated, and the level of collaboration within the University. Risk Management is a daily component of activity for all of University leadership, and these narratives will provide future members of the Audit Committee with a bank of actual risk management experiences.

**FINANCIAL IMPLICATIONS:**

N/A

**RECOMMENDATION:**

For information.
DOCUMENTATION PROVIDED:

February 2020
Risk Assessment Report
Prepared By
Office of Vice-President
Operations & Real Estate Partnerships
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Introduction

The Office of the Vice-President Operations & Real Estate Partnerships (OREP) has collected and annotated the report on Risk for 2014-15, 2015-16, 2017 (the latter when the report became annual) and 2018.

For 2019's Report, each portfolio was again invited to register multiple stakeholders to review and respond; this year, 68 respondents across the 12 portfolios participated in the process. The data was collected in four categories: **Compliance, Financial, Operational and Strategic** (see Appendix 1 for specific category definitions). For each category the following questions were answered:

**Significance:**
- Risk Significance (High, Major, Moderate, Low)
- Risk Likelihood (Almost Certain, Likely, Possible, Unlikely, Rare)

**Identify Risk:**
- How is risk identified (where and who does the information come from)?
- Why is risk happening?
- What are the consequences/impacts of the risk?

**Manage Risk:**
- What are the mitigating factors?

**Linkages:**
- How does risk interface with other portfolios?
- How does risk interface with Governance Committees?

**Communicate:**
- How is risk communicated?
- How often is risk reviewed?

For the fifth year, each portfolio was asked to provide an example of a detailed narrative for an actual risk managed within their respective portfolio; the CFO portfolio has not submitted this year due to a dearth of new risks. The purpose of the narrative is to provide a 'real-world' illustration of how risks are recognized, communicated, mitigated, and the level of collaboration within the University. Risk Management is a daily component of activity for all of University leadership, and these narratives will provide future members of the Audit Committee with a bank of actual risk management experiences.

The information collected provides insight into how the University identifies, manages and mitigates risk. The University's leadership team considers risk management to be an integral part of its duties. This report is used to track improvements to and changes in the University's risk profile, and to encourage collaboration across portfolios in pursuit of proactive and successful risk management.

Summary of Results

The resulting data has been summarized in a combined heat map, as well as by category. Eleven risks were deemed to be of Major or High significance, with at least Likely probability, while ten others were identified as having High or Major significance, and Possible likelihood; these are noted and summarized starting on page 5.
Data Collection Summaries

OVERALL KEY AREAS HIGHLIGHTED

Risks mapped above (at least Major and Possible)

**Top 11 Risks Assessment Issues**

- Social Activism
- Nation State Threats
- Enrolment
- Data Security
- FIPPA Breaches
- Collective Bargaining
- Reserves
- Emergency Communication
- Individual Behaviour
- Systems Development
- Political Government

**Honourable Mentions**

- Payment Card Ind. Data Security Standard (PCIDSS)
- Investment Risk: Capital Markets & General Economic
- Decrease in Research Funding
- Capital Projects
- Environmental
- Health & Safety
- System Access
- Faculty Recruitment and Retention
- Reputation System Development
- Event Planning
Top 11 Risk Assessment Issues (at least Major and Possible)

**Bold** denotes the portfolio(s) with carriage for the risk

**Compliance**

**Other Compliance: Legal & Regulatory: FIPPA**

**Definition:** Breaches of Personally Identifiable Information (PII) in particular as it pertains to FIPPA compliance.

**Respondents’ Comments:** Breaches can occur due to a lack of awareness or understanding of obligations by individuals working with private information, or in some cases carelessness or lack of attention. **LEGISLATION:** The University is governed by the Freedom of Information and Protection of Privacy Act (FIPPA), as well as (for health information custodians) PHIPA, which create explicit legal requirements for access to University records, and protection of privacy/handling of personal information and personal health information. The head of the institution is the official directly responsible for the risk under FIPPA—for universities, this official is the president. Additionally, even for excluded or non-FIPPA regulated privacy and confidentiality expectations and requirements (including, for example, research and HR functions), effective privacy and confidentiality protections, rights, and processes are necessary (to the extent practicable and consistent with other institutional requirements, obligations, and rights). These should (again, to the extent practicable) be consistent and harmonized with parallel legal requirements/expectations in FIPPA/PHIPA. There is also a need to consider external legislation that may affect the University, such as the GDPR.

**IT:** There is a constant increase in reliance on IT-based information, with a concomitant reduction in the use/reliance of hard copy or paper-based information as time goes by. Concomitantly, security, exploits, and the general interface between people and data is increasingly electronic/IT-based. Consequently, IT information and privacy risks continually increase. Additionally, the methods for handling electronic information and records evolve based on convenience and efficacy, with increasing numbers of new programs/apps appearing as time goes by, and with a natural interest from faculty to use these in their work. Some have been assessed by IT security staff and other have not - this can create risk to personal and other confidential information that is shared/externalized from the University with these resources. Malware/ransomware and cyber exploits of various kinds also appear to be occurring with increasing frequency and potential impact for the University. These range from nation state threats to exploits designed to find financial information or to compromise specific accounts. These are highly variable in the information and individuals affected, and continually adapt and evolve to best exploit available opportunities/weaknesses. **HEALTH INFORMATION:** Health information custodians are responsible for PHIPA compliance. The University is currently reexamining its approach/relationship with its health information custodians (HICs). Currently, clinics and individual practitioners are HICs. The possibility that the University might become a HIC itself is currently under consideration. The characterization/identity of the HIC(s) affects risk, for example around agent agreements between HIC(s) and agent(s), who are individuals who carry out actions for HICs and whose duties should be properly documented in agent agreements.

**RESEARCH:** Due to requirements of the Canada Research Chair program, VPRI must now collect and maintain confidential personal data on faculty members from four federally designated groups: women, people with disabilities, Aboriginal peoples, and visible minorities. Human research ethics staff may also handle personal information as part of post-approval review visits of active research protocols.

**Significance:** Major, **Likelihood:** Almost Certain

**Responding Portfolio(s):**

*Governing Council*

Human Resources & Equity
Financial

Enrolment

Definition: International, national, provincial or municipal issues; reputational issues; pandemics; international visa requirement changes any of which may cause unexpected decreases in enrolment, impacting operating grant and/or tuition revenues; as a result of poor identification and management of Academic Integrity issues

Respondents’ Comments: A number of government-driven external influencing factors may impact University enrolment plans including Strategic Mandate Agreements, tuition policy, immigration policies, international student policies, etc. These often arise out of broader geopolitical factors, such as the federal government’s relationship with Saudi Arabia or China.* The university is increasingly reliant on international tuition as a source of revenue. That revenue now accounts for a greater proportion of the budget than either domestic tuition or the provincial operating grant. U of T -- and the higher education sector in Canada overall -- has been extremely successful in recruiting students from China. These students are valued and add to the internationalization of our campus; however, being overly reliant on one international market puts the university at financial risk. International recruitment is inevitably affected by world events, including market downturns, diplomatic tensions, and changes in government.* Changes in provincial strategies for the PSE sector; changes in federal immigration regulations; health risks * Reduction of income; shortfall in the targeted numbers of students; loss of hiring and retention potential* Constrain ability to reach our goals

Significance: High, Likelihood: Likely

Responding Portfolio(s):
Government Relations
International

*Vice-President & Provost
*Operations & Real Estate Partnerships
University of Toronto Mississauga
University of Toronto Scarborough

Collective Bargaining Risk

Definition: Negotiated settlements which may impact ability of university to control compensation expenses within a sustainable framework. Lack of negotiated settlements may lead to strikes or lockouts leading to impact on enrolment and revenue

Respondents’ Comments: Contentious issues up for negotiation or renegotiation, strike history and/or problematic relationships with some union locals and/or representatives, recent legislative changes in respect of compensation restraint, i.e. Bill 124.- Lack of negotiated settlements may lead to strikes or lockouts leading to operational and/or academic disruption and reputational/strategic (medium and longer term) risk for the University.* It could occur that, at the bargaining table with strike deadlines looming, negotiators make an offer that has long-term negative impact. Lack of engagement by the represented group, such that most employees do not vote on settlements and only become aware after the fact that terms may not be in their best interest.* Employee unions and Faculty Association provide environment of demands that can be beyond financial resources

Significance: Major, Likelihood: Likely

Responding Portfolio(s):
Reserves

**Definition:** Large operating reserves at the unit, divisional and central levels.

**Respondents’ Comments:** Divisions are ‘saving for a rainy day’; budget model does not support all divisions uniformly (e.g. differences in WGU); lack of other resources to put money to work (e.g. cannot start new initiatives due to lack of space)

**Significance:** Major, **Likelihood:** Likely

**Responding Portfolio(s):**
- *Vice-President & Provost*
- *Operations & Real Estate Partnerships*

Operational

Social Activism

**Definition:** Risks incurred as a result of, and/or in advance of, social activism on campus, whether as a result of an approved space booking or other approved activity as a result of an unapproved activity on campus.

**Respondents’ Comments:** The University is a large, active and often public space in which numerous activities and organizations operate. In addition, the provincial government has issued guidelines for post-secondary institutions which include a requirement for institutional Free Speech policies, along with requirements for annual public reporting that may have potential funding impacts.* On occasion, there are demonstrations prior to, or during, governance meetings. These demonstrations can be on a range of matters - e.g., tuition fees, employment matters, freedom of speech, etc.. These demonstrations arise on matters where there is a major difference of opinion between the University administration and particular members of its community with regard to a University initiative, policy, report or decision.* Here are potential risks associated with complaints that come into equity offices. Complaints of discrimination and harassment, unsatisfactory interventions/ investigations, reprisals can affect students, staff, and faculty.* Disapproval or hostility towards the use of animals in science; can lead to research stoppages or slowdowns, personnel safety concerns, institutional reputational damage. *Intelligence is gathered by Campus Police through internal & external social media sites and internal portfolios such as the Provost office and ACE. *There is a risk that social activism that can disrupt or close down internationally-relevant events on campus due to protest against a foreign government’s recent actions or historical grievances. This risk is identified via key VP portfolios including Communications, International, Government Relations and Provost’s office; or through monitoring media and public response to an issue.* U of T is located in a major city, and the campus is open to the public. Our campus is easy to access, and many of our faculty, staff and students take part, or organize demonstrations and events to raise awareness of causes or protest issues.* Activists see the university as a location for making a big statement

**Significance:** High, **Likelihood:** Almost Certain

**Responding Portfolio(s):**
- Government Relations
- Governing Council
- Human Resources & Equity
- Research & Innovation
- Operations & Real Estate Partnerships
- International
Communications

*Vice-President & Provost
University of Toronto Mississauga

Data Security

**Definition:** Data is not adequately secured to prevent unauthorized use

**Respondents’ Comments:** Data security risks consist broadly of theft, loss of confidentiality, corruption, integrity, availability of data, or the services that rely upon and manage them. Risks have multiple causes: Unauthorized access due to compromised user accounts services as a result of phishing, password disclosure (inadvertent or intentional); Compromise of services by successful malware attack; Vulnerabilities in online services exploited by attackers; Improperly managed servers or application because of unpatched software, operating systems, unsupported software versions still deployed; Selection and use of unsupported software or hardware. Large, decentralized, complex working landscape with multiple and different types of IT systems and IT system security policies. Increasing risk of cybersecurity events or loss of research data through ransomware or malware.* The Office of the Governing Council is the office of record for the institution. It also receives requests for information contained in governance meeting reports, or other documents, to provide additional context on decisions that were taken. The Office of the Governing Council moved all of its electronic files to SharePoint Online as of September 2019 (ADFG scheduled for February 2020) from the legacy SharePoint 2010 system. Should this data be lost - either through Microsoft security issues or via ransomware - these searchable records would be lost. UTARMS is in possession of some of these hard copy documents, but not all met archival requirements, and were therefore disposed. * Staff are not being reminded to lock up both paper and electronic forms; staff make errors in releasing data sets

**Significance:** High, **Likelihood:** Likely

**Responding Portfolio(s):**
Government Relations
Governing Council
Research & Innovation

*Operations & Real Estate Partnerships
Communications
Vice-President & Provost

Emergency Communication

**Definition:** What protocols are in place in cases of emergency? If an issue were to arise (threat, attack, strike, accident, etc) on campus, or off campus and involving a student, faculty member or staff member, are we aware of the communications protocols which would need to be followed, or established?

**Respondents’ Comments:** Because institutional emergencies span such a wide range of areas (whether it be weather-related, facilities-based, or rooted in human behaviour), contributing factors to risk are similarly broad. Risk can happen as the result of human actions, facility failures, inclement weather and more.* U of T is a large university with three campuses in a large urban area. Our St. George campus is located in the heart of the city, with independent and federated colleges which have separate staff. U of T is part of a network with nine fully affiliated hospitals and many other affiliated hospitals and health organizations. In addition, our academic buildings are open during the day, and our grounds are open to public, with major roads running through them. Our students, faculty and staff work and study in multiple locations, and reaching them requires a range of channels. Their first source of information may not be through our channels. * Our text alert system requires sign up and is not mandatory. Email alerts are automatic, but take time to reach all our faculty, staff and students.
Our UTC staff consult with faculties and offices across the university, and may be difficult to reach or unavailable to respond immediately. As part of a major city, we must co-ordinate with other institutions and emergency services, and this could delay/limit information flow. The proliferation of social media platforms makes it difficult to monitor and control messaging.* Lack of training of first responders; previous lack of a coordinated response plan; unauthorized staff speaking to media and others.* Primarily unanticipated events based on external factors beyond university control; planned response to known issues such as a strike* Inadequate training; Human error; Network failure; Inability to access channels externally; Communications objectives not defined; Target audience(s) not well-defined; Failure to share information and do so in a timely manner

**Significance: Major, Likelihood: Likely**

**Responding Portfolio(s):**
- Government Relations
- *Human Resources & Equity*
- Research & Innovation
- *Communications*
- *Vice-President & Provost*

University of Toronto Mississauga
University of Toronto Scarborough

**Individual Behaviour**

**Definition:** Students, staff and faculty members – individually or in groups – whom may engage in activities or behaviours that cause safety risks

**Respondents’ Comments:** Such risks may stem from unauthorized access to certain spaces, accidents while driving vehicles or using machinery, or threatening behaviours due to a range of causes.

**Significance: Major, Likelihood: Likely**

**Responding Portfolio(s):**
- Government Relations
- Human Resources & Equity
- Research & Innovation
- Communications
- *Vice-President & Provost*

University of Toronto Mississauga
University of Toronto Scarborough

**System Development**

**Definition:** System development/acquisition will provide information that is ineffective or does something non intended, not delivered on time, over budget

**Respondents’ Comments:** Enterprise Level Systems - development/acquisition may be delayed significantly relative to University requirements; actual costs may exceed budget, jeopardising achievement of objectives; and/or seriously jeopardises university operations. Systems may not be compliant (appropriate version/maintenance levels), include code that has security vulnerabilities or may not meet the needs of University operations. In-depth understanding of in-house solutions or vendor software is vulnerable when staff with institutional memory, undocumented, leave the University. Information for this risk is sourced from the Deputy CIO/Director Enterprise Applications and Solutions Integration (Cathy Eberts) and the Chief Information Officer (Bo Wandschneider). Business owners may identify a risk where software is not meeting the needs of their operations.* Systems development is an under resourced activity within the shared services; managers generally do not have the expertise to develop and/or source locally used tools and automated processes (i.e. non-enterprise applications); shared service units have many projects but no time,
money, or staff to make good headway on initiatives* Outdated structures that do not reflect evolution to new circumstances  
**Significance: Major, Likelihood: Likely**  
**Responding Portfolio(s):**  
*Operations & Real Estate Partnerships*  
Vice-President & Provost  
University of Toronto Mississauga

**Strategic**  
**Other Strategic: Nation State Threats**  
**Definition:** Evolving and escalating threats to information, information systems, personal safety due to actions by nation states.  
**Respondents’ Comments:** Data security risks consist broadly of theft, loss of confidentiality, corruption, integrity, availability of data, or the services that rely upon and manage them. Risks have multiple causes: Unauthorized access due to compromised user accounts services as a result of phishing, password disclosure (inadvertent or intentional); Compromise of services by successful malware attack; Vulnerabilities in online services exploited by attackers; Improperly managed servers or application because of unpatched software, operating systems, unsupported software versions still deployed; Selection and use of unsupported software or hardware.  
**Significance: High, Likelihood: Almost Certain**  
**Responding Portfolio(s):**  
*Operations & Real Estate Partnerships*
development along the entire Spadina Ave frontage of the St. George Campus, from College Street to Bloor Street, despite being within a Major Transit Station Area under the provincial Growth Plan. 3rd party appeal risks on major capital projects present risk on projects including construction delays and donor relations.* New funding directives are issued by governments based on lack of understanding, lack of consultation with PSE sector, political reasons; new regulations

**Significance:** Major, **Likelihood:** Likely

**Responding Portfolio(s):**
- *Government Relations*
- Research & Innovation
- Operations & Real Estate Partnerships
- Vice-President & Provost

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**Honourable mentions (the next 10 risks)**

**Payment Card Industry Data Security Standard (PCIDSS)**

**Definition:** Payment Card Industry Data Security Standard

**Respondents’ Comments:** The business practices governing the use of payment cards (or credit cards for major vendors such as Visa and MasterCard) are coordinated out of the University's Chief Financial Officer division. This includes providing departments with contact information to the University contracted payment card processing services. The payment card processing industry specifies card handling operations and information security requirements in the form of the Payment Card Industry Data Security Standard (PCI-DSS). These are used to provide risk mitigation against the threat of unauthorized use and theft due to unapproved technical and business process procedures. Financial services are high-value targets for malevolent actors and present a significant cyber-risk to the institution. Compliance with industry-standards and best practices as defined by PCI-DSS would demonstrate the University's commitment to mitigating against this cyber-threat. Risk is incurred when the PCI-DSS requirements are not adhered to or verified on a continuing basis.

**Significance:** Major, **Likelihood:** Possible

**Responding Portfolio(s):**
- *Operations & Real Estate Partnerships*

**Investment Risk: Capital Markets & General Economic**

**Definition:** Economic conditions which may impact returns on the short term and long term investments, impacting operating and restricted fund revenues

**Respondents’ Comments:** The University is affected by the general economic condition and the performance of capital markets. University funds and pension funds hold investments, the value of which is affected by the performance of capital markets. Changes in interest rates affect the amount of risk required to earn a given investment return, affect the cost of debt, and impact pensions. Additionally, poor economic conditions constrain government revenues which could result in reductions in government funding. * Market risk related to foundations and research endowments.* The state of the capital market and general economic condition can have an effect on the size and number of donations to the University.*

**Significance:** High, **Likelihood:** Possible

**Responding Portfolio(s):**
- *CFO*
- Research & Innovation
Decrease in Research Funding

**Definition:** Decrease in funding to support research activities

**Respondents’ Comments:** Government commitments for research funding may change year over year and may include policy changes that implement new conditions for funding. In addition, commitments are sometimes at risk of expiring. Provincially, we are monitoring whether Ontario may withdraw from research and innovation funding as a part of their broader cost-saving mandate. In addition, the Ontario government’s Expert Panel on Intellectual Property will soon release a report on how Ontario can maximize commercialization opportunities for the postsecondary sector and its partners. Included in the Expert Panel report will be an action plan for a provincial intellectual property framework. Decreased budgets of government research funders due to deficits and cost containment; redirection of funds, e.g. innovation agenda, decreased funding from private sector due to state of the economy; drop in success rate of U of T applications.

**Significance:** Major, **Likelihood:** Possible

**Responding Portfolio(s):**
- Government Relations
- *Research & Innovation*

University of Toronto Mississauga

Capital Projects

**Definition:** Construction delays, cost overruns, zoning/city approval challenges, donor funding withdrawal/funding source changes on renovations or capital projects

**Respondents’ Comments:** Government decisions impacting changes in renovations or capital projects’ funding, or changes to timelines or regulations. For example, the University is concerned that Infrastructure Ontario may appeal the decision of City Council to grant a proposed zoning by-law amendment critical to the development of Phase 1 of the Schwartz Reisman Innovation Centre. Risk may also arise from internal delays affecting ability to report/complete projects, or projects that may face some community resistance. *Multiple projects occur concurrently across our campuses affecting multiple buildings, occupants, operations etc.* Exposure to risk takes place due to the extremely large volume of procurement activities undertaken by F&S combined with pressure from stakeholders to complete construction projects within a short turnaround time. Frequent changes to procurement policies resulting from trade agreements also influences risk. Due to the variety of guidelines that influence the public procurement process (BPS Procurement Directive, OQTCA, CFTA and CETA), the general understanding of the process is sometimes not understood by departmental/divisional clients.* Toronto is a very expensive and active market for capital projects; vetting of contractors and consultants could be more rigorous; varying ability of project managers; completely random issues. *Large number of capital projects undertaken simultaneously.* Could be a variety of factors, including delivery issues, unanticipated field problems, contractor problems

**Significance:** Major, **Likelihood:** Possible

**Responding Portfolio(s):**
- Government Relations
- Research & Innovation
- *Operations & Real Estate Partnerships*

University of Toronto Mississauga

University of Toronto Scarborough
Environmental

**Definition:** Activities harmful to the environment e.g. radiologicals, chemicals, biologicals products and hazardous wastes which may expose the university to liabilities for bodily injury, property damage and or punitive fines

**Respondents’ Comments:** Large, decentralized, complex working landscape with multiple and different types of worker groups, including start-ups leasing UT spaces, within multiple settings (Research, Industrial). Inadequate training of faculty laboratory staff. Contractor could ask untrained staff (non EPS staff) to sign manifests, which could cause non-compliance issues. Untrained individuals (staff, students, faculty) may not realize that they are required to report all spills. Building exterior fans (noise). Cooling Towers (Legionnaires)* Multiple operations that operate with high degree of autonomy handling chemical compounds, hazardous waste, biosafety containment, laser sources, radioactive materials * biohazardous waste improperly decontaminated or disposed; procedures not followed; for unlawful purpose exposure/lack of control

**Significance:** Major, Likelihood: Possible

**Responding Portfolio(s):**
*Research & Innovation
*Operations & Real Estate Partnerships

University of Toronto Mississauga
University of Toronto Scarborough

Health & Safety

**Definition:** Failure to provide a safe environment for students, staff and faculty which may lead to injury and/or death; Terrorist and Security Risks beyond our control but which result in injury and/or death to employees or students; the resulting exposure of the university to liabilities, e.g. compensative and punitive damages, fines and increase in the potential for union and employee grievances, litigation by student families, etc.

**Respondents’ Comments:** Even office environments may present health and safety risks, ranging from ergonomic factors, including repetitive strain or injury, to risks of sexual violence and harassment. GRO has no unusual health and safety risks in this regard. * Hundreds of buildings (some of which are heritage and in need of some preventive maintenance); thousands of employees; thousands of students; St George blends seamlessly into the City of Toronto; UTM and UTSC are more isolated, especially at night. Numerous residences. Workplace hazards would be those associated with typical office environment – including alleglations of harassment, research intensive labs and construction/industrial environments. North American post-secondary institutions, including UofT, have been reporting an increase over the past several years there has been an increase in threats of violence to self or others over the past several years...* Large, decentralized, complex working landscape with multiple and different types of worker groups, including startups leasing UT space, within multiple settings (Research, Industrial, Administrative).* Ancillary Services: There are many factors within the production of food that could contribute to a food board incident, such as: Equipment not functioning correctly – fridges and freezers not holding proper temperatures; Incorrect storage of food leading to cross-contamination; Food is not cooked, kept or stored at proper temps and causing bacteria to growing foodborne illnesses; Staff contamination due to improper washing of hands or illness; Inadequate cleaning of surfaces; Broken utensils or equipment being used, e.g. scoops, serving spoons, etc.; Cross-contamination between foods during the prepping or cooking stages; Product recalls from suppliers and distributors; Outside risks from suppliers and distributors – not storing food correctly and not meeting required temperatures in the delivery of the food.*F&S - *Weather conditions, including cold, snow, heavy rain and wind.* Time required to address snow and ice conditions, especially during and immediately following large storms. Individuals failing to comply with stair and walkway shutdown notices. Difficulty in evaluating and predicting all risk situations related to living trees. Difficulty in addressing trip hazards during winter
months. Ageing watermain infrastructure on campus Reliance on City of Toronto to provide shutoff of watermain valves on City property. Proximity of City property, trees and watermains to University property. Wildlife and insects on campus

Industrial environment* International travel may have associated risk due to known or potentially to changing circumstances in countries.* Size of institution; lack of awareness and training of staff; improper planning; poor legal advice; non-compliant, out-of-date, or broken down systems and equipment; lack of proper supervision of students and staff* Multiple operations that operate with high degree of autonomy handling chemical compounds, hazardous waste, biosafety containment, laser sources, radioactive materials * The extensive range of research and teaching activities involving hazardous materials. The variety of hazardous materials (radioisotopes, chemicals, biological, lasers, x-rays). The ongoing need to both commission and decommission labs. Increasingly complex federal, provincial and municipal requirements regarding all types of hazardous materials. The size and complexity of the organization. The large numbers of people who use and visit the campus daily. The budget constraints that limit preventive maintenance on an aging infrastructure. Time and performance pressures. The location of the St. George campus in a major urban setting.

Significance: Major, Likelihood: Possible

Responding Portfolio(s):
Government Relations
*Human Resources & Equity
*Research & Innovation
Operations & Real Estate Partnerships
International
Communications
Vice-President & Provost
University of Toronto Mississauga
University of Toronto Scarborough

System Access
Definition: Failure to restrict access to information which may result in unauthorized use of confidential information or unauthorized transactions

Respondents’ Comments: UTORauth’s correct functioning depends on: The servers running the IAM applications being available; Correctly functioning software; Authoritative systems data feeds to populate access control lists; University network access to the service being available; Normal Data Centre operation. A failure in any of these layers could prevent access to the authentication system and disrupt access to any of the relying services. The University’s authoritative single-sign-on service provides access to essential data and services for faculty, staff, and students. Its stability, 24x7 availability, and protection, is a key cybersecurity element. * Access is granted on the condition that the employee has the approved levels of access to view/modify content. On some accounts (third-party applications, such as Facebook, Instagram and Twitter), passwords are shared and distributed for access. When an employee leaves, common passwords may not always be changed.

Significance: Major, Likelihood: Possible

Responding Portfolio(s):
Human Resources & Equity
*Operations & Real Estate Partnerships
Communications
University of Toronto Mississauga
University of Toronto Scarborough
Event Planning

**Definition:** Issues related to the planning of events both on campus and off campus

**Respondents’ Comments:** Socio-political climate; Freedom of speech environment; Diverse viewpoint and communities; Open and easy access of campus

**Significance:** Major, **Likelihood:** Possible

**Responding Portfolio(s):**
Research & Innovation
*Operations & Real Estate Partnerships
Vice-President & Provost

Faculty Recruitment & Retention

**Definition:** Inability to recruit and retain quality faculty

**Respondents’ Comments:** Attracting the world’s best faculty requires smooth administrative policies and systems to facilitate international faculty recruitment and retention. Potential risks to these systems are identified primarily via GRO as well as VPHRE in regards to federal immigration policies or changes to international agreements, as well as emergent geopolitical factors that may impact recruitment.* A competitive marketplace for faculty, particularly underrepresented groups; possible hiring bias or vice versa, possible hiring bias that might exclude candidates of excellence for a variety of reasons * Primarily due to very high cost of housing in the GTA; Location of campus and primary emphasis on undergraduate education is also a contributing factor vis-à-vis STG campus and other more urban graduate-oriented universities. Unprecedented growth in very popular fields such as Computer Science and lack of ability of university to compete with private sector for PhD graduates

**Significance:** Major, **Likelihood:** Possible

**Responding Portfolio(s):**
Government Relations

*Vice-President & Provost
University of Toronto Mississauga

Reputation

**Definition:** Damage to the University’s reputation. While noted as a separate risk factor here, this underpins most other risks. Please consider reputation while responding to other risks, but this section can be used as an opportunity to elaborate on specific reputational risks to your portfolio not already captured fully elsewhere.

**Respondents’ Comments:** Controversial events/issues on campus, including student societies’ activities; compliance with government regulations or agreements (e.g. freedom of expression guidelines). Specific to GRO, reputational issues may arise related to the University’s relationship with the surrounding community, for example in regards to fraternities and the work of the Community Liaison Committee. In addition, the provincial Auditor may undertake audits to ensure accountability for public funds. And finally, risk may arise due to international geopolitical factors that have unintended impacts on the post-secondary sector.* There is the high demand for good quality counterfeit diplomas; black market exists for counterfeit diplomas; over the years, a large growth in the underground market of fake academic credentials in response to the increased demand for fakes have promoted the growth of diploma mills around the world; high quality fakes can be used for immigration fraud; impersonating professionals (e.g. doctor, lawyer); to falsify qualifications for employment purposes* Through issues happening across the three campuses involving faculty, staff, or students, involving factors such as racism, homophobia, controversial events, mental health etc., Internal stakeholder issues may involve retention or recruitment.* Damage to the University’s reputation may have a negative effect on alumni and donor engagement, fundraising and student recruitment.* U of T is a large institution with thousands of students, faculty and staff. Students and
Faculty have freedom to voice negative opinions about the University, and the rise of social media makes it easier to amplify negative opinion or events. The rise of larger social movements such as #timesup and growing polarization of opinions is leading groups to speak out and push for change. *Greater awareness and interest by the public in how institutions manage issues such as sexual harassment, freedom of expression, etc.*

**Significance:** Major, **Likelihood:** Possible

**Responding Portfolio(s):**
- Government Relations
- Governing Council
- Human Resources & Equity
- Research & Innovation
- Advancement
- Communications
- Vice-President & Provost

University of Toronto Mississauga
### Compliance

#### Grant Sponsors / Donation Compliance
- **Significance**: Moderate
- **Likelihood**: Unlikely

#### Legal & Regulatory
- **Significance**: Moderate
- **Likelihood**: Likely

#### Non-compliance with research and/or commercialization agreement terms (ie NDA, MTA, Sponsor terms)
- **Significance**: Moderate
- **Likelihood**: Possible

#### Regulatory Reporting / External Financial Reporting
- **Significance**: Major
- **Likelihood**: Unlikely

#### Allegations of Research Misconduct
- **Significance**: Moderate
- **Likelihood**: Unlikely

#### Non-compliance with Internal requirements
- **Significance**: Moderate
- **Likelihood**: Possible

#### Other Compliance: Legal & Regulatory: Non-compliance with laws & government regulations
- **Significance**: Moderate
- **Likelihood**: Possible

#### Other Compliance: Legal & Regulatory: FIPPA
- **Significance**: Major
- **Likelihood**: Almost Certain

#### Other Compliance: Software Licensing Compliance Risk
- **Significance**: Moderate
- **Likelihood**: Possible

#### Other Compliance: PCIDSS
- **Significance**: Major
- **Likelihood**: Possible
## FINANCIAL

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<th>Category</th>
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<td>System Access</td>
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### Strategic

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<td>Faculty Recruitment &amp; Retention</td>
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<td>Quality of Student</td>
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<td>Major</td>
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<td>Staff Recruitment &amp; Retention</td>
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<td>University leadership</td>
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<td>Moderate</td>
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<td>Reputation: Allegations of Research Misconduct</td>
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<td>N/A</td>
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<tr>
<td>Nation State Threats</td>
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### Appendix #1 Category Definitions

**Definition: RISK COMPLIANCE**

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<th>Category</th>
<th>Definition</th>
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<td>Non-compliance with research and/or commercialization agreement terms (ie NDA, MTA, Sponsor terms)</td>
<td>Breach of university obligations in various partnership agreements regarding information disclosure, patenting, publication review, restrictions on material distribution, licensing terms, IP options, patent actions and other obligations the institution may contractually undertake</td>
<td>RI, PROV</td>
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<tr>
<td>Grant Sponsors / Donation Compliance</td>
<td>Non-compliance with grant and/or donation requirements which may impact future funding, lead to higher costs, delays, penalties &amp; sanctions. Donations comprise in-kind, monetary; and gratuitous gifts.</td>
<td>GR, GC, RI, A, COM, PROV, UTM, UTSC</td>
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<td>Regulatory Reporting / External Financial Reporting</td>
<td>Incomplete, inaccurate and/or untimely reporting of required financial and operating information to regulatory agencies which may expose university to penalties, fines, sanction, discontinued funding for operations &amp; research, enrollment reporting, CSP reporting, ATOP, OSAP, OSTF, etc.</td>
<td>GR, CFO, RI, PROV, UTM</td>
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<tr>
<td>Legal &amp; Regulatory</td>
<td>Non-compliance with laws &amp; government acts, including licensing and copyright agreements, etc.</td>
<td>GR, CFO, GC, HR, RI, COM, UTSC</td>
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<tr>
<td>Allegations of Research Misconduct</td>
<td>Failing to adhere to University processes for dealing with allegations of research misconduct or making incomplete, inaccurate and/or untimely reports about such allegations which could expose the university to reputational risk, liability and sanctions</td>
<td>RI, UTM</td>
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<tr>
<td>Non-compliance with Internal requirements</td>
<td>This could include GTFM requirements, policies and procedures, HRIS, collective agreements, etc.</td>
<td>GC, HR, COM, PROV</td>
</tr>
<tr>
<td>Non-Compliance with laws &amp; government regulations</td>
<td>Non-compliance with laws &amp; government regulations (Ontario Ministry of Agriculture, Food, &amp; Rural Affairs (OMAFRA) and inspectors from the Canada Council) on Animal Care (CCAC) governing animal care and use in research</td>
<td>HR, RI,</td>
</tr>
<tr>
<td>FIPPA breaches</td>
<td>Breaches of Personally Identifiable Information (PII) in particular as it pertains to FIPPA compliance.</td>
<td>GC, HR, RI, OREP, PROV, UTM,</td>
</tr>
<tr>
<td>Software Licensing Compliance</td>
<td>License compliance requirements are defined differently per software product, and auditing and license distribution control ranges from strict management to general trust relationships.</td>
<td>OREP</td>
</tr>
<tr>
<td>Payment Card Ind. Data Security Standard (PCIDSS)</td>
<td>The Payment Card Ind. Data Security Standard (PCIDSS) is an information security standard for organizations that handle branded credit cards from the major card schemes.</td>
<td>OREP</td>
</tr>
</tbody>
</table>

**Definition: RISK FINANCIAL**

<table>
<thead>
<tr>
<th>Category</th>
<th>Definition</th>
<th>Identified By</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Information Risk</td>
<td>The risk that revenues are not maximized and expenses minimized due to: Lack of accurate, relevant, and/or timely information to support management oversight and decision making; Nonexistent, unrealistic, irrelevant or unreliable budget &amp; planning information; Nonexistent, irrelevant or unreliable performance measures; or Lack of relevant and/or timely information supporting pricing decisions.</td>
<td>GR, COM, PROV</td>
</tr>
<tr>
<td>Category</td>
<td>Description</td>
<td>Owners</td>
</tr>
<tr>
<td>----------------------------------</td>
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</tr>
<tr>
<td>Investment Risk: Capital Market</td>
<td>Economic conditions which may impact returns on the short term and long term investments, impacting operating and restricted fund revenues.</td>
<td>CFO, RI, A, UTM</td>
</tr>
<tr>
<td>&amp; General Economic</td>
<td></td>
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</tr>
<tr>
<td>Cash Flow</td>
<td>The risk that revenues are not maximized and expenses minimized due to: Poor accounting controls (weak invoicing and cash handling procedures, and weak expense control, procurement, inventorying and monitoring activities.); Inefficient/duplicate procedures; and Unauthorized use of assets by employees or others.</td>
<td>CFO, GC, RI, COM, UTM, UTSC</td>
</tr>
<tr>
<td>Credit</td>
<td>Exposure to actual loss or opportunity cost as a result of default by a customer.</td>
<td>GR, CFO, RI, COM, UTM, UTSC</td>
</tr>
<tr>
<td>Collective Bargaining Risk</td>
<td>Negotiated settlements which may impact ability of university to control compensation expenses within a sustainable framework. Lack of negotiated settlements may lead to strikes or lockouts leading to impact on enrolment and revenue.</td>
<td>HR, PROV, UTM</td>
</tr>
<tr>
<td>Donor &amp; Alumni Relations</td>
<td>Decline / Absence in fundraising.</td>
<td>A, COM, UTM</td>
</tr>
<tr>
<td>Enrolment</td>
<td>International, national, provincial or municipal issues; reputational issues; pandemics; international visa requirement changes any of which may cause unexpected decreases in enrolment, impacting operating grant and/or tuition revenues; as a result of poor identification and management of Academic Integrity issues.</td>
<td>GR, I, PROV, UTM, UTSC</td>
</tr>
<tr>
<td>Integrity</td>
<td>Management fraud, employee fraud, illegal acts, unauthorized acts any or all which could lead to financial and reputation loss; this would also include theft and misappropriation of valuable assets other than cash.</td>
<td>GR, CFO, GC, RI, COM, PROV, UTM, UTSC</td>
</tr>
<tr>
<td>Liquidity</td>
<td>Ineffective safeguarding of liquid assets to protect against loss theft and significant depreciation in the value of assets.</td>
<td>CFO, COM, UTM, UTSC</td>
</tr>
<tr>
<td>Opportunity Loss</td>
<td>The use of funds that leads to the loss of economic value, including time value losses and transaction and administration costs e.g. aged accounts receivable, aged accountable advances, surplus funds not invested, prepaid expenses, accelerated accounts payable processing.</td>
<td>CFO, COM, UTM, UTSC</td>
</tr>
<tr>
<td>Outsourcing</td>
<td>Use of contractors or other services which may result in third parties not acting within the intent limits of their authority or not performing in a manner consistent with the units and/or university strategies.</td>
<td>GR, OREP, COM, PROV, UTM, UTSC</td>
</tr>
<tr>
<td>Procurement</td>
<td>Procurement activities which are not done in a competitive and transparent manner ensuring that the best value is received for the University and the sponsor, or which are ill-defined and lead to poor acquisitions.</td>
<td>GR, CFO, OREP, COM, PROV, UTM, UTSC</td>
</tr>
<tr>
<td>Research Applications Disqualification</td>
<td>Applications disqualified for variety of reasons, including failure to comply with sponsor terms, or the institutional unwilling to accept various terms.</td>
<td>RI, UTM</td>
</tr>
<tr>
<td>Decrease in Research Funding</td>
<td>Decrease in funding to support research activities.</td>
<td>GR, RI, UTM</td>
</tr>
<tr>
<td>Entrepreneurship</td>
<td>The university supports various co-curricular entrepreneurship initiatives which provide start-up companies with access to mentors, investors and business advice.</td>
<td>RI</td>
</tr>
<tr>
<td>Reserves</td>
<td>Large operating reserves at the unit, divisional and central levels.</td>
<td>OREP/PROV</td>
</tr>
<tr>
<td>Research Account Deficit</td>
<td>University liability due to overspending, under collection and general errors of research account management.</td>
<td>RI</td>
</tr>
<tr>
<td>Academic Advising Record Keeping</td>
<td>Reducing the inconsistency with and/or lack of record keeping among staff who provide academic advising to students.</td>
<td>PROV</td>
</tr>
<tr>
<td>Category</td>
<td>Definition</td>
<td>Identified By</td>
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<td>-------------------------------------------------------------------------------------------------</td>
<td>----------------------------------------</td>
</tr>
<tr>
<td>Authority/Limit</td>
<td>Ineffective lines of authority, failure to enforce limits on personnel actions which may cause employees to commit unauthorized or unethical acts - e.g. contract and other commitments, inappropriate levels of approval, fraud, etc.</td>
<td>GR, CFO, HR, RI, COM, PROV, UTM, UTSC</td>
</tr>
<tr>
<td>Business Interruption</td>
<td>Unexpected events where no back up systems, e.g. computer, electrical, heating, refrigeration, exist and which may threaten the ability to carry out research, teaching or administrative activities</td>
<td>GR, HR, RI, OREP, COM, PROV, UTM, UTSC</td>
</tr>
<tr>
<td>Capital Project</td>
<td>Construction delays, cost overruns, zoning/city approval challenges, donor funding withdrawal/funding source changes on renovations or capital projects</td>
<td>GR, RI, OREP, PROV, UTM, UTSC</td>
</tr>
<tr>
<td>Compliance</td>
<td>Unauthorized use/copy of software, software piracy, copyright infringement, breach of licensing agreements for IP etc.</td>
<td>RI, COM, UTM, UTSC</td>
</tr>
<tr>
<td>Data Integrity</td>
<td>Compromise of integrity and reliability of data and information and/or failing to provide appropriate management trails to demonstrate proper authorization, completeness and accuracy of transactions</td>
<td>GR, CFO, GC, HR, RI, OREP, COM, PROV, UTSC</td>
</tr>
<tr>
<td>Data Loss</td>
<td>Loss of critical university data</td>
<td>RI, OREP, COM, UTM</td>
</tr>
<tr>
<td>Data Security</td>
<td>Data is not adequately secured to prevent unauthorized use</td>
<td>GR, GC, RI, OREP, COM, PROV</td>
</tr>
<tr>
<td>Emergency Communication</td>
<td>What protocols are in place in cases of emergency? If an issue were to arise (threat, attack, strike, accident, etc) on campus, or off campus and involving a student, faculty member or staff member, are we aware of the communications protocols which would need to be followed, or established?</td>
<td>GR, HR, RI, COM, PROV, UTM, UTSC</td>
</tr>
<tr>
<td>Environmental</td>
<td>Activities harmful to the environment e.g. radiologicals, chemicals, biologicals products and hazardous wastes which may expose the university to liabilities for bodily injury, property damage and or punitive fines</td>
<td>RI, OREP, UTM, UTSC</td>
</tr>
<tr>
<td>Equipment Loss</td>
<td>Loss of core university I.T. equipment</td>
<td>COM, UTM</td>
</tr>
<tr>
<td>Health &amp; Safety</td>
<td>Failure to provide a safe environment for students, staff and faculty which may lead to injury and/or death; Terrorist and Security Risks beyond our control but which result in injury and/or death to employees or students; the resulting exposure of the university to liabilities, e.g. compensative and punitive damages, fines and increase in the potential for union and employee grievances, litigation by student families, etc.</td>
<td>GR, HR, RI, OREP, I, COM, PROV, UTM, UTSC</td>
</tr>
<tr>
<td>Intellectual Property Risk</td>
<td>Compromise of intellectual property under the control of the University through espionage, data theft, piracy, counterfeiting, copyright/trademark infringement which may result in economic loss, diminishment of reputation/branding, regulatory sanction, or litigation. Ownership disputes of IP, either between UT inventors themselves and/or UT’s external partners.</td>
<td>GR, RI, COM, UTM</td>
</tr>
<tr>
<td>Leadership</td>
<td>Ineffective supervision of employees and/or lack of leadership which can result in lack of direction, customer focus, motivation, management credibility and trust</td>
<td>GR, HR, RI, COM, PROV, UTM, UTSC</td>
</tr>
<tr>
<td>Loss of Key Staff/Succession Risk</td>
<td>Planned and unplanned. Resignations, retirements, illness, death, etc.</td>
<td>GR, HR, RI, OREP, COM, PROV, UTM, UTSC</td>
</tr>
<tr>
<td>Organizational Structure</td>
<td>Ineffective organizational structure, which may threaten a unit’s capacity to change or achieve long term strategies</td>
<td>GR, COM, PROV, UTM, UTSC</td>
</tr>
<tr>
<td>Category</td>
<td>Definition</td>
<td>Identified By</td>
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</tr>
<tr>
<td>Partnering silence</td>
<td>Partners of the institution may become reputational or public-relations liabilities. Inefficient or ineffective alliances, joint ventures or affiliations.</td>
<td>GR, RI, UTM, UTSC</td>
</tr>
<tr>
<td>Performance Incentive silence</td>
<td>Unrealistic, misunderstood, subjective or non actionable performance measures may cause managers and employees to act in a manner inconsistent with the units/university objectives, strategies, ethics or with prudent business standards</td>
<td>HR</td>
</tr>
<tr>
<td>Physical Facilities silence</td>
<td>Damage to facilities, deterioration of infrastructure, due to lack of maintenance or as a result of age</td>
<td>RI, A, OREP, COM, UTM, UTSC</td>
</tr>
<tr>
<td>Individual Behaviour silence</td>
<td>Students, staff and faculty members – individually or in groups – whom may engage in activities or behaviours that cause safety risks.</td>
<td>GR, HR, RI, OREP, PROV, UTM, UTSC</td>
</tr>
<tr>
<td>System Access silence</td>
<td>Failure to restrict access to information which may result in unauthorized use of confidential information or unauthorized transactions</td>
<td>HR, OREP, COM, UTM, UTSC</td>
</tr>
<tr>
<td>System Development silence</td>
<td>System development/acquisition will provide information that is ineffective or does something non intended, not delivered on time, over budget</td>
<td>OREP, PROV, UTM</td>
</tr>
<tr>
<td>Social Activism silence</td>
<td>Risks incurred as a result of, and/or in advance of, social activism on campus, whether as a result of an approved space booking or other approved activity as a result of an unapproved activity on campus.</td>
<td>GR, GC, HR, RI, OREP, I, COM, PROV, UTM</td>
</tr>
<tr>
<td>Collective Bargaining (Operational)</td>
<td>Lack of negotiated settlements may lead to strikes or lockouts leading to impact on enrolment and revenue and on university operations</td>
<td>HR</td>
</tr>
<tr>
<td>Event Planning silence</td>
<td>Issues related to the planning of events both on campus and off campus.</td>
<td>RI, OREP</td>
</tr>
<tr>
<td>Authority/Limit in Research</td>
<td>Ineffective lines of authority with respect to regulatory permits</td>
<td>RI</td>
</tr>
<tr>
<td>Communications (non-emergency)</td>
<td>Risks incurred through errors or inaccurate representations in communications (reports, website)</td>
<td>GR, RI, PROV, UTM</td>
</tr>
<tr>
<td>ITS Business Information Risk</td>
<td>The risk of I&amp;ITS operations not operating in a manner that is optimal, efficient, measurable, and according to best business practice.</td>
<td>UTM</td>
</tr>
<tr>
<td>Communications UTAlerts</td>
<td>The UofT Alert System (alert.utoronto.ca) is used to rapidly disseminate high-priority messages over multiple channels to the community or subsets of the community in the event of crisis/emergency situations.</td>
<td>OREP</td>
</tr>
</tbody>
</table>

**Definition: RISK STRATEGIC**

<table>
<thead>
<tr>
<th>Category</th>
<th>Definition</th>
<th>Identified By</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty Recruitment &amp; Retention</td>
<td>Inability to recruit and retain quality faculty</td>
<td>GR, PROV, UTM</td>
</tr>
<tr>
<td>Non-compliance with Governance Requirements</td>
<td>This refers to internal governance risk and relates to competencies, roles and responsibilities, non-compliance with the University of Toronto Act, etc.</td>
<td>GR, HR, UTM</td>
</tr>
<tr>
<td>Political Government</td>
<td>Changes in government funding which can impact the funding of the University’s operating, research &amp; capital budgets</td>
<td>GR, RI, OREP, PROV</td>
</tr>
<tr>
<td>Quality of Student</td>
<td>Not attracting sufficient quality of students</td>
<td>PROV</td>
</tr>
<tr>
<td>Reputation</td>
<td>Damage to the University’s reputation. While noted as a separate risk factor here, this underpins most other risks. Please consider reputation while responding to other risks, but this section can be used as an existing measure.</td>
<td>GR, GC, HR, RI, A, COM, PROV, UTM</td>
</tr>
</tbody>
</table>
opportunity to elaborate on specific reputational risks to your portfolio not already captured fully elsewhere.

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
<th>Organisational Unit(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff Recruitment &amp; Retention</td>
<td>Inability to recruit and retain quality staff</td>
<td>GR, HR, A, COM, PROV</td>
</tr>
<tr>
<td>Research Risk</td>
<td>Risks inherent to conducting and participating in research that could lead to personal harm or increased likelihood of it.</td>
<td>RI, UTM</td>
</tr>
<tr>
<td>University leadership</td>
<td>Lack of clear priorities, vision or mission which should underpin direction for the University’s leadership.</td>
<td>GR, UTM</td>
</tr>
<tr>
<td>Reputation: Allegations of Research Misconduct</td>
<td>Allegations of research misconduct that become public before they have been properly addressed using University processes (e.g. the Framework to Address Allegations of Research Misconduct)</td>
<td>RI</td>
</tr>
<tr>
<td>Nation State Threats</td>
<td>Evolving and escalating threats to information, information systems, and personal safety due to actions by nation states.</td>
<td>OREP</td>
</tr>
</tbody>
</table>
Examples of Risk Management - Narratives

Following are examples of how risk has been managed for specific cases within the individual portfolios. The narratives provide a better illustration of the kind of risk the University has faced and demonstrates our ability to identify, assess, mitigate, communicate and manage risk across the organization.

Government Relations

Government oversight and stewardship: a growing appetite

On January 22, Alberta's advanced education minister warned colleges and universities against any last-minute spending of unused funds during the year-end period. “I have been very clear from the beginning that institutions were to exercise fiscal restraint and prudence when making spending decisions,” Demetrios Nicolaides said in a letter sent to Alberta’s 21 largest postsecondary institutions.

Although the University of Toronto has not received a letter from our own minister urging us to freeze hiring and stop spending on travel and hosting, we are not immune to challenges in managing our relationship with government as it relates to university autonomy. Much like their counterparts in Alberta and other jurisdictions, elected officials in Ontario are prepared to blur the lines between autonomy and public accountability to better align universities with their priorities. This appetite for “oversight and stewardship” is not likely to abate, regardless of the party forming government.

When there are perceived accountability gaps or misalignment, governments can and do apply regulations and other policy instruments to address their concerns in the postsecondary sector. These interventions may not always be necessary or in appropriate balance with Ontario's co-managed postsecondary education system; may add additional and unnecessary administrative burdens to the rigorous governance and accountability systems already in place; may impact university budgets; or may intersect with institutional autonomy in other meaningful ways.

In Ontario, we have witnessed this in the form of increased use of unfunded mandates, legislative intervention in bargaining, and regulatory interventions to curtail funding as means for forcing policy adoption. Over the last year, the Province has applied regulatory responses to matters that have become concerns for public accountability along themes such as value for money, freedom of expression and ancillary fees. The Province has also dropped the longstanding practice of consulting with the University before making Lieutenant-Governor-in-Council appointments to our Board, and the timeliness of the appointment process has affected the University's ability to support good governance. As each challenge has arisen, the Government Relations Office has coordinated with the appropriate portfolios to advocate our positions with government and mitigate risks to the University.

In the coming year, close attention will be paid to the government's appeal of the Ontario Divisional Court decision that struck down Student Choice Initiative (SCI), which was enacted by Cabinet directive last January. The Divisional Court ruled that the Province overstepped its authority and interfered with universities' autonomy by establishing the SCI. Now, in a brief filed with the Court of Appeal, the government is arguing the decision restricts its authority to attach conditions to public funding. At this point, it is unclear whether or not the Divisional Court's decision will be upheld. If it is upheld, it is also unclear whether or not the government would choose to enact the SCI through legislation – a move that would have far-reaching consequences and pose a significant threat to institutional autonomy.

Not all changes are without consultation, by fiat, or without flexibility. When governments do apply new regulations or mechanisms within the sector, the University works to minimize the impact to the institution's finances, operations and reputation. The University's response to changes to the next round of strategic mandate agreements provides an illustrative example. In its first budget, Premier Doug Ford’s Progressive
Conservative government announced that SMA3 would more closely tie provincial funding to performance-oriented outcomes. While prior rounds of the strategic mandate agreement discussions have underlined each institution’s strengths, the new metrics would align with the government’s priorities in skills and job outcomes, and economic and community impact. As an innovation and research powerhouse and a global top ten public university, U of T delivers results for Ontario and drives social and economic development, so we have welcomed the opportunity to work with the government to identify the appropriate way to capture these results.

At the same time, with 60 per cent of provincial funding being tied to performance by the 2024–25 academic year, the stakes were high, particularly for smaller institutions that receive a higher proportion of their revenue from government funds. We took coordinated action across the University to reduce risks during the SMA3 framework design and bilateral negotiation processes. Soon after the announcement, the Provost formed an internal working group to inform U of T positioning on SMA3 design. Over the next few months, the University also participated in the COU SMA3 Working Group, which met regularly to analyze Ministry documents, identify sector priorities, develop strategic and policy options, and coordinate and engage with the Ministry’s SMA Secretariat.

Fortunately for the University, the Ministry responded to our recommendations to build additional flexibility and predictability into some aspects of the funding framework. Notably, the Ministry developed an approach to continuous improvement for universities performing at a ‘best in class’ level. We anticipate this approach will significantly reduce the financial risk for the University.

Our experience with performance-based funding under SMA3 is just one recent example of how the University has effectively managed challenges in our relationship with government.

The University also works to reduce the likelihood of new interventions linked to public accountability. Our proactive advocacy involves regularly engaging with governments to help them understand the role of universities, the importance and value of autonomy, and the meaningful accountability systems that are already in place. The University also goes above and beyond government-mandated requirements to provide a range of annual reports on the progress of our strategic activities in relation to all levels of government. The University also makes a large amount of data about its performance publicly available.

By delivering on our teaching and research mission, the University makes unique contributions to Canada’s social and economic well-being. However, labour market uncertainty has led students and families to be increasingly anxious about the future of work and jobs. As a result, policymakers are under pressure to deliver results and reassure the public that our institutions are preparing students for fulfilling, productive and successful lives.

The Government Relations Office responds to these concerns with evidence. For example, GRO recently executed a campaign to demonstrate how U of T supports regional economic development, which is a top priority for the provincial government. The campaign emphasised that although U of T is an urban institution, its talent, research and innovation benefits the entire province. Working in partnership with the Ontario Chamber of Commerce, we also disseminated this message to businesses and industry across Ontario.

While there may be an ebb and flow to government interventions, we don’t anticipate that officials will lose their appetite for “oversight and stewardship” any time soon. Proactive and reactive advocacy will therefore continue to play an essential role in safeguarding the University’s autonomy.
Governance Council

You can't get there from here...

The Ontarians with Disabilities Act, 2001 (ODA) seeks to improve opportunities for people with disabilities and to help identify, remove and prevent barriers to their full participation in Ontario. The Accessibility for Ontarians with Disabilities Act (AODA) became law in Ontario in 2005 with the purpose of benefiting “...all Ontarians by developing, implementing and enforcing accessibility standards in order to achieve accessibility for Ontarians with disabilities with respect to goods, services, facilities, accommodation, employment, buildings, structures and premises on or before January 1, 2025”. The AODA applies to all levels of government, non-profits, and private sector businesses in Ontario that have one or more employees.

The Integrated Accessibility Standards (IASR) under the AODA, establishes the accessibility standards for information and communications, employment, transportation, design of public spaces and customer services. The University must meet the standards by a specific deadline. Failure to meet the AODA standards could result in the University being penalized a minimum of $500 to a maximum penalty of $100,000 per day.

The results of the internal audit of ODA and AODA Compliance and Reporting indicated that Legal and Regulatory risk was moderate to high and recommended immediate management attention and appropriate corrective action be taken. The following issues were noted as non-compliant with the following requirements:

- World Wide Web Consortium Web Content Accessibility Guidelines (WCAG)
- Establishment of a formal complaint resolution process
- Notice of temporary building access disruption and alternate arrangement requirements
- Training of volunteers and persons that provide goods, services or facilities on behalf of the University

The following actions have been taken or are in progress:

**WCAG Conformance**: In collaboration, the Chief Information Officer and AODA Officer have hired a Web Accessibility Specialist to assist the University in meeting its web accessibility obligations. Since February 2019, this role has focussed on:

- Compliance checking of the institution's websites
- Support provision to web communications professionals at the University
- Training on web accessibility principles and guidelines.

**Complaint resolution**: The language on the AODA Office's Concerns webpage was updated to bring clarity to this process. This page outlines the steps to consider when having trouble accessing services at the University. It is in line with the process outlined in the Statement on Prohibited Discrimination and Discriminatory Harassment. Resolution of concerns are encouraged at the local level, however, at any point, concerns or complaints can be brought to the attention of the AODA Office. The office will consider the nature of the matter, inquire further into the concerns, resolve the matter, or refer it as appropriate, and follow-up on outcomes.

**Temporary building access disruption**: Under the Standards, notices must be posted conspicuously, include the reason for the disruption, its anticipated duration and a description of alternative facilities or services, if any, that are available. This would necessarily imply that there may be cases where an alternative is not available. For both the UTM and St. George building notices websites, there is an option for individuals posting to the website to provide an alternative means of access, if any are available. UTSC posts these notices on its information screens.
**Training volunteers and services providers:** A three-page document has been posted to the AODA website intended to be provided to volunteers and all other persons who provide goods, services or facilities on behalf of the University. Key stakeholders, including HR Directors and CAOs, have been made aware of this resource. It has also been included in template contracts.

The example demonstrates how two risk management functions were proactive with identifying and mitigating the Legal and Regulatory risk of non-compliance to an acceptable level.

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**Human Resources & Equity**

**Staff Recruitment & Retention**

A high-profile risk that arises due to our inability to recruit within 6-8 weeks usually involve hard to fill positions at the leadership level. Taking a long time to fill a vacancy at PM6 and above creates a gap that disrupts the administrative operation of a department or faculty. To manage these risks several HR functional areas, need to be engaged: recruitment, succession planning, and leadership development.

**Example:**

The incumbent Chief Administrative Officer at University of Toronto Libraries retired, and a search was initiated for his replacement. Given the complexity and specificity of the role, it was vacant for over 1 year before a replacement was appointed. This resulted in an inability to drive forward operational and administrative priorities set out by the Chief Librarian pending this gap. The replacement appointee subsequently left, and the role was once again vacated. Based on the difficulty in filling this senior role, the duties were reconfigured, and a modified position filled.

**Steps taken:**

- HR & Equity appointed a new Talent Management Director to create a Succession Planning strategy to minimize situations where administrative roles take almost a year to fill. As part of succession planning the university will be assessing impact of loss and risk of loss to identify critical roles for each faculty/department. Once roles are identified we will attach to the role internal successors, and also emergency successors that could take on the acting assignment on short notice.

- The University is launching a new Applicant Tracking System (ATS) using Success Factors that will allow talent pools to be shared across the university, which will facilitate the sharing and collaboration among recruiters. This will reduce the time to source quality candidates, and reduce time to fill vacancies.

- The new recruitment system will also have advance marketing analytics and a new careers page that will help promote the employer brand to continue to attract external high quality candidates for administrative positions.

- The integrated recruitment team is reaching out to HR divisional offices to promote their internal services in assisting on the recruitment of hard to fill roles i.e. leveraging vendors such as LinkedIn.

- Learning, Leadership and Culture (LLC) in collaboration with Talent Management are working on additional tools for people managers to have career conversations with employees that ensure we have ready successors for critical roles. The intention is the development plans created by both people managers and individual contributors are strategically meeting the needs of the University critical roles.
• UTemp in addition to the two weeks check-in, added a process to follow up with casuals and managers at assignment renewal to discuss performance and proactively manage casual staff

• UTemp team is proactively engaging Workplace Investigations in any situation where we receive a complaint from our casual workers, and documenting all conversations related to a case

• The UTemp manager is regularly visiting internal clients to understand the faculty/department needs for casual staff and to help improve current services

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**Research & Innovation**

**The Issue**

On May 16, 2019, the US Commerce Department’s Bureau of Industry added Huawei Technologies Co. Ltd and forty-six (46) non-US affiliates including Huawei Canada to their "Entity List". This effectively imposed US federal Export Administration Regulations to U of T’s dealings with Huawei Canada and created immediate concerns and questions regarding research sponsored by Huawei Canada at the university.

**Initial Steps and Notifications**

The US announcement prompted immediate discussions and planning involving U of T’s AVP Innovations, Partnerships & Entrepreneurship, U of T in-house Sr. Legal Counsel and the VPRISI. To our knowledge, this represented the first instance of such an issue.

As a non-US entity, the university had limited experience and practical familiarity with US Export Administration Regulations, particularly with respect to working with an organization named to the US “Entity List”. The university promptly retained external legal counsel to provide in-depth advice on Export Control Regulations and compliance. With input from external counsel an information and “FAQ” document was developed and promptly sent to all UT researchers working with Huawei Canada along with key academic administrators. This early response provided preliminary support and guidance, and clearly identified communication channels for this emerging issue. These targeted communications also invited individuals to be in contact with any questions regarding their specific activities or concerns. In the course of addressing specific questions from various researchers, the university also retained a US-based consultant to provide additional expertise in US Export Control.

**Next Steps and Ongoing Actions**

In addition to providing prompt information, clear lines of communication and one-on-one support to the research community, an information session was hosted in the fall to provide an overview of export control regulations and their potential impact on academic research activities. This session was open to interested faculty members and key administrators. The workshop was hosted by IPO in VPRI and led by UT’s retained external counsel and consultant, given their direct and practical expertise in this area. This provided a further outreach and support opportunity, allowing researchers to ask specific questions. Specific questions addressed included how this situation could affect individuals holding US citizenship, content stored on laptops of those travelling to (or through) the United States, procurement, and others.

The VPRI portfolio is continuing to monitor this issue and provide support to the UT research community. To further address the growing number of regulatory issues (US and Canadian Export control, Canadian Industrial Security, Cannabis licensing), the VPRI portfolio has requested a new position: Officer, Export Control & Sponsored Research Compliance. This issue will require continued monitoring, for instance on Oct 7, 2019 an
additional 28 Chinese entities were added to the US Entity List[1] which includes numerous research institutes, universities, academies, government organizations and industry.

Lessons Learned

While this example is the result of some unique circumstances, it raises several important issues for the university as an institution with a growing number of partners from around the world. The university continues to increase and diversify research support, and funding from industry has doubled since 2012, resulting in increased successes in public funding programs linked to academic-industry research partnerships (i.e. NSERC-CRDs, NSERC-IRCs, Mitacs internship funding). It is important to note that a significant portion of this funding growth has come from multi-national or foreign-based companies. As this example illustrates, these expanded research activities can create risks to the university, including:

- Ensuring awareness and compliance with national and international regulatory issues,
- greater complexity of legal agreements pertaining to internationally sponsored research,
- greater exposure to geopolitical events,
- increased public and media scrutiny of our international research partnerships

Further Background on Export Control

Similar to the US, the Government of Canada maintains a legal and regulatory framework that governs (or restricts) the export of certain types of technologies from Canadian entities, including universities. Global Affairs Canada oversees these regulations which apply to 7 defined technology Groups such as nuclear-, missile-, and chemical/biological-agents and others. The Canadian Export Control List also includes numerous “Dual-Use” technologies encompassing materials science, electronics, computers, telecommunications, aerospace and other areas which could have civilian and defense applications [2].

Many researchers at the university conduct research in these “dual-use” areas and it is not uncommon for Export Control provisions to be included in sponsored research agreements with government and industry entities. In a majority of instances, the work conducted at the university is fundamental in nature and the research outputs do not qualify for export control regulation. However, in the past year there are has been an increase in questions surrounding UT’s compliance to Canadian Export Control regulations. As noted above, the VPRI will continue to provide support to our researchers and is looking to augment staffing in this area to help manage and mitigate risk.

**Advancement**

Following the announcement of the tremendous success of Boundless, and in anticipation of wrapping up the campaign on December 31st, we recognized that there was a significant risk our alumni, volunteer, and donor communities would consider U of T's fundraising needs had been met and conclude their continued support was no longer necessary.

To mitigate this risk, University Advancement established a comprehensive campaign transition plan. Developed through a series of consultations with University leadership, divisional advancement and academic leads, and campaign volunteer leadership, the plan saw the University mark the end of Boundless with a ‘season of gratitude’ - a period of stewardship and communication activities designed to celebrate the impact made possible by our donors and excite them about the University's compelling future priorities.

The approach taken was designed to not only to ensure tremendous stewardship was delivered to our most generous donors and those that traditionally attend our events, but to also reach beyond these audiences and provide personalized stewardship to select strategic segments of our supporters that have the potential to help shape our next fundraising efforts.

The engagement plan incorporated more than 42 million touch points with various strategic audiences and included a variety of events, a special Thank You edition of U of T Magazine, and behind-the-scenes tours showcasing the impact of the Boundless campaign.

All of the volunteers on the Boundless Campaign Closing Committee were asked to join a Pre-Campaign Steering Committee to help us plan our next fundraising endeavor. Every one of them were excited to join and continue to support the momentum gained through Boundless.

During an event held to celebrate our most generous donors, the members of the Chancellors’ Circle of Benefactors, the President outlined the University’s future priorities and highlighted compelling opportunities for future donor support. His comments were met with extraordinary enthusiasm, including a standing ovation in recognition of the Boundless achievement.

While our programs must be continually shaped and augmented to promote continued engagement, we have successfully built a framework to ensure the continued engagement and support of our donor, volunteer and alumni community as we embark on our new campaign.

**Operations & Real Estate Partnerships**

On January 31, 2019 Ryerson experienced a failure of their steam distribution system, which caused the complete loss of heating systems to 7 of their buildings. As a result, classes were rescheduled, cancelled or relocated, and faculty offices and labs were uninhabitable for over 2 weeks.

https://www.ryerson.ca/ryerson-works/articles/behind-the-scenes/2019/behind-the-scenes-during-last-months-steam-leak/

Unfortunately, UofT is subject to similar risks. The interruption of campus utilities impact institutional continuity, integrity, safety and brand recognition. The Utilities system on the St George campus is over 120 years old, and has many sections that are of this age. Although an active deferred maintenance program is in place, the amount of deferred maintenance (DM) identified is orders of magnitude greater than available funding. For 2019, the DM liability has reached $873M, while the annual funding is $27M. Further to this, the Utility distribution system needs in excess of $200M in renewal over the next two decades.
With this in mind, the Facilities and Services portfolio undertook a Utilities Master Plan (UMP) to ensure that our campus infrastructure is able to meet the growing and changing needs of the institution. The utilities master plan has three main focuses:

1. **Renewal:** Our current utility system is over 120 years old, and is in need of renewal and replacement. The UMP team is conducting a detailed review of our central plants and distribution systems to quantify this capital need.

2. **Growth:** The campus master plan calls for an increase in building area by over 50% over the next 10 years. As a result, we will need to ensure that our utilities are in place to meet this growth.

3. **Green:** The University has set ambitious targets, and a desire to put us on the track for net-zero. The UMP will review this goal and develop a road map to achieve this by the year 2050.

A steering committee with divisional and academic advisors has been working on the plan, with a target of completion by March of 2020. Preliminary results of the existing condition assessment has indicated that there is a significant need for enhanced utility renewal investment. Further to this, additional infrastructure is needed to meet growth and carbon objectives of the institution.

The UMP will ensure that we adequately address the risks associated with utility infrastructure failure. However to ensure that this risk is mitigated, there will be a requirement to ensure we are taking proactive steps to address infrastructure renewal.

### International

#### Student Safety Abroad

International experiences allow students to immerse themselves in academic research environments, workplace cultures, and communities across the world, and first-hand knowledge of global issues prepares students to be global leaders. Over the past few years the University has been increasing students’ learning abroad opportunities through developing robust partnerships with peer institutions, with companies and with NGOs around the world. These opportunities can include short term study, research, as well as professional and community based experiences.

At times, however, international experiences can have associated risks. These arise for a variety of reasons, from personal circumstance (health issues, theft, accidents), to known regional risks, to unanticipated regional events (protests; terrorist attack; natural disaster).

For this reason, over the past several years, the University, through the Centre for International Experience, has been further developing the supportive infrastructure to identify, manage and address risks as they arise for students on learning abroad opportunities. This has included launching a clear, easy to navigate safety website ([https://safetyabroad.utoronto.ca/](https://safetyabroad.utoronto.ca/)) which provides:

- faculty and students with a central place to see what students are required to do prior to traveling abroad;
- information and contact info for what to do in case of an emergency;
- links to the online safety modules and to resource pages with information and other details to help connect students with resources that are more relevant to their specific situation;
- a link to the Safety Registry.
All students are expected to register their travel, with details on addresses at which they will be staying, in the Safety Registry. For travel to higher risk regions (as defined by Global Affairs Canada online and regularly updated travel advisories), students are also asked to consult with a Safety Abroad Advisor and complete a Safety Planning Record.

In addition, in the past year, the University has contracted with International SOS, one of the world's largest risk management and emergency advice/response organization, which has more than 850 affiliated locations in 92 countries. Through a dedicated hotline, students can reach International SOS staff any time of day, seven days a week. While abroad, students can contact International SOS for medical and travel security inquiries, including: health, safety and security advice; referrals to internationally trained doctor or security specialists; locating medication or medical equipment; and travel advice on loss of travel documents or legal assistance. In an emergency, International SOS can arrange medical transportation and care, monitor medical condition (on an in or out-patient basis), and evacuate groups.

Since the University has contracted with International SOS in January 2019, they have helped with 45 cases in 22 countries, on issues ranging from low to high risk, such as:

- Connecting student to dentist to support with dental equipment puncture in mouth;
- Assisting a student hospitalized and quarantined in Beijing: follow-up with student and hospital staff, communication with family
- Providing updates on the protests as they unfolded in Hong Kong in the Fall of 2019;
- Providing follow up and a second opinion on a student with high fever who ended up returning home earlier;
- Providing advice on what to do with a student who over stayed visa in Europe.

As we continue to manage the risks associated with our global engagement, the above measures will continue to serve the university community well.

Communications

How can the university communicate most effectively about the death by suicide of a student on its campus? How do we meet the community’s need for information while ensuring that we respect personal privacy and the wishes of a grieving family, and also do not put vulnerable populations at risk by contributing to a contagion affect?

These are some of the questions the university grappled with during the spring and fall of 2019 as we responded to two deaths by suicide in the same building on our St. George campus and the student protests that followed.

In March 2019 a student died by suicide in a building shared by the Faculty of Applied Science & Engineering and the Computer Science department in the Faculty of Arts & Science. This was the second death in the same public space. While the first had limited attention, news of this death on a Sunday evening spread quickly on social media. By Monday morning faculty, staff and students arrived to find the building closed with limited notice. By afternoon, students protested outside Simcoe Hall demanding changes to academic programs they said put unnecessary pressure on students, and improvements to mental health services.
Student protestors also used this opportunity to resurface the debate about the much-contested University Mandated Leave of Absence Policy that was instituted in 2018.

The students contacted media, and the major networks came. Simcoe Hall was locked for security, but students got in and staged a sit-in with media present. A meeting of the Business Board was relocated and protestors followed. Two students were given time to address Business Board and the President spoke to the protestors following the meeting.

Following media coverage of the death, including criticism of the school for its reluctance to describe the death as suicide, the University took several actions, including:

- The President spoke on CBC Radio’s Metro Morning to directly address concerns raised by students and talk about the University’s actions in relation to student mental health.
- The Provost and the President announced a four-point plan of action on student mental health and wellness that included an independent Task Force on Student Mental Health.

In September, a third death by suicide happened at the Engineering and Computer Science building. Students protested at several governance meetings and at the Ontario Universities Fair. A reporter for CBC’s The National spent weeks producing a feature.

This third death happened on a Friday evening. The University did the following in the day, and then weeks following:

- Issued a statement Friday evening and a U of T News story Saturday acknowledging the student death and the building closure.
- Published a second U of T News story the following Monday with news that the building had reopened, that barriers were going up, and a memorial and supports were available.
- Conducted media interviews Monday with the President.
- Conducted live CBC Metro Morning interview Wednesday with the President.
- Conducted taped CBC The National interview in early November with VP Students for CBC feature on mental health at U of T.
- Published a series of U of T News stories highlighting and focusing on efforts to create a community of caring leading up to the release in January of the Task Force report and University response.
- Announced the Task Force Report and University Response on January 15, and conducted media interviews with key outlets (primarily Globe and Mail, CBC) with the Provost.

Staff at UTC worked closely with staff in the President’s Office, the Provost’s Office (including the Vice-Provost, Students), as well as Engineering and Arts & Science.

The University’s Mental Health Task Force delivered its report in late December, and UTC worked closely with the President’s and Provost’s office to write the University’s response and develop a communication plans for its release. The release plan included, among other tactics:

- a direct note to all members of the community from the President detailing the actions the University is taking in response to the report’s recommendations;
- two U of T News stories (one focused on the University’s actions and one detailing the Task Force’s report and the work behind it); and,
- select media interviews with the Provost.
Lessons learned included:

- The need to communicate within hours to our community and acknowledge the death of a student even if limited information can be released.
- The need to talk about mental health and suicide and be transparent about what we can say and why.
- The need to keep our community informed about building closures.
- The need to better promote student mental health supports, and better explain the University Mandated Leave Policy to students to ensure they understand that simply seeking mental health support does not trigger the policy, which is used only in rare and extreme circumstances.

We continue to get questions about our reluctance to identify a death by suicide. The University has committed to making public its guidelines for communicating a student death, which will include a question and answer section that addresses suicide.

**Vice-President & Provost**

**Managing Undergraduate Admissions Fraud**

Admissions fraud is a common risk experienced by educational institutions. This risk presents itself in several forms at the University of Toronto, affecting the reliability of credentials submitted as part of the admissions process, the authenticity of credentials earned at U of T, and the legitimacy of documents used to obtain entry to Canada to study. These many forms of fraud are being managed using a multi-pronged approach, through internal systems and in partnership with other institutions and organizations.

**Incoming Credentials**

In order to complete the undergraduate admission process, several documents must be submitted by an applicant. Typically, the fraud in this process appears in the form of falsified documents. These falsified documents include university transcripts that are (most often) purported to be from other Canadian universities. Other fraudulent documents include falsified or inflated high school credentials, in this case predominantly from private Ontario high schools. This type of fraud can also manifest as inaccurate information on the application, or as fraudulent test scores submitted from compromised test sites.

When fraudulent incoming credentials are not properly identified, there is a risk to the institution of admitting unqualified students, thus displacing qualified applicants and harming the classroom experience.

To mitigate this risk and ensure it is detected, Enrolment Services is staffed by trained, experienced admissions personnel using robust processes, such as pattern detection and residency verification against other available information sources. Additionally, as a member of the Association of Registrars of Universities and Colleges of Canada (ARUCC) the University has access to a document alert listserv. This is a closed, national electronic forum through which any regular member institution can issue an alert if it has received documents of questionable authenticity. Enrolment Services has also done advocacy work with the Council of Ontario Universities (COU) to improve files submitted by private schools. Enrolment Services is also working with testing agencies to strengthen the reliability of test scores with the use of, for instance, photo confirmation. With partners such as the Ontario Universities Application Centre (OUAC), and vendors such as Naviance and Parchment, greater use is being made of secure digital data exchange within the industry, making the information being transmitted between institutions more reliable. Indeed, the ARUCC has taken leadership...
in this area and launched a project to create a national platform that facilitates student data exchange between provinces and territories, as well as trusted international organizations.

**Outgoing Credentials**

Whether having studied at U of T or not, unscrupulous individuals may present falsified credentials to employers to land a job or to other educational institutions to gain admission. This fraud takes the form of altered or entirely fraudulent U of T transcripts, generally purchased from sophisticated organizations or diploma mills.

This misrepresentation of a U of T credential creates reputational risk for the University and could also harm other institutions.

To mitigate this risk and work towards prevention, Enrolment Services has implemented a secure PDF transcript. This initiative sought to provide (among other goals) a higher level of security to U of T transcripts as issued through the student portal (ACORN). Additionally, the University offers a degree verification service to employers to confirm the status of persons claiming to have a U of T degree. Enrolment Services has also implemented online verification of other institutional documents, and the ARUCC data exchange project also includes information about graduates from the member institutions to support the verification of graduate credentials.

**Immigration Fraud**

As our international presence continues to grow, so does the incidence and sophistication of immigration fraud. Documents issued by the University such as embassy letters and confirmation of enrolment are necessary for international students to obtain entry to Canada and have become a source of risk. The use of falsified U of T documents to commit immigration fraud is also not limited to our applicants.

Along with creating a reputational risk for the University, the unchecked use of falsified immigration documents is not in the national interest.

Enrolment Services is working in partnership with Immigration, Refugees and Citizenship Canada (IRCC) to mitigate this risk using a batch verification process for the immigration letters issued by the University. Enrolment Services also has a working relationship with Canada Border Services and has been able to confirm a substantial number of fraudulent documents. And as with other credentials, Enrolment Services also provides online verification to facilitate the detection of immigration fraud based on U of T documents.

**Conclusion**

Using the many approaches described above, the University is effectively managing the risk of fraud in the three key areas of application, graduation, and immigration documentation. All three areas pose a risk to the undergraduate admissions process for our institution as well as that of other universities. Constant attention is required to keep this risk in check such that the University of Toronto's reputation does not diminish in the eyes of prospective and current students, employers, other institutions, and local and international governments.
University of Toronto Mississauga

UTM is experiencing growing pains in its town and gown relations. Off-campus housing issues and campus expansion are putting pressure on how the local community views UTM. Local Councillor considers off-campus housing challenges as the most pressing priority in the municipal-university relationship, which takes precedence over UTM's broader value to the community.

Balance of municipal grant is terminated. City-university narrative is distorted -- relationship between municipality and UTM is defined by off-campus housing issues rather than broader city building partnership.

UTM is in discussion with the City of Mississauga on the development of a town and gown committee comprised of city officials, community members and UTM senior staff to address issues that are unique and relevant to all stakeholders. UTM continues to meet with local residents through the annual neighbourhood knock to address issues of concern. UTM communicates with students and local residents through the Good Neighbours Guide. UTM continues to demonstrate leadership as a city builder through active participation on municipal organizations, boards, task forces and strategic investments.

University of Toronto Scarborough

Risk Identified

“There is an increasingly strong evidence base supporting the recognition of the centrality of student mental health and well-being to good learning and academic success, and hence the importance of designing post-secondary institutional settings that truly promote mental well-being for all. If student mental health remains on the periphery, viewed as the responsibility solely of student services professionals, a tremendous opportunity will have been missed to integrate mental health and well-being into academic structures, policies and processes. Student services professionals are seen as being in a position to play a major leadership role in moving this vision forward.” (Mental Health and well-being in post-secondary education settings (2011) p.10)

In 2019 the University struck a Presidential & Provostial Task Force on Student Mental Health. This risk narrative presents one of the UTSC mitigation strategies to respond to this issue.

Why is Risk Happening

On all three campuses, accessibility services and mental health services have seen significant increases in demand for mental health-related appointments. Over the past five years, there has been an increase in usage in counselling appointments at U of T health centres across the three campuses, with the exception of the 2017-18 year where we see dips at both the St. George campus and UTSC. Looking at the data from a tri-campus perspective we see that the number of total visits has increased by about 22% since 2013-14 and the number of those visits that were counselling appointments has increased nearly 30%.

In recent years, there has also been a marked increase in demand for accessibility services. This is reflected in overall registration as well as a concurrent increase of mental health issues as diagnosed disabilities requiring accommodation. UTM has seen its overall registration with accessibility services double from 551 registered students in 2013-14 to 1,062 in 2017-18. On the St. George campus in 2013, 41% of the 2,449 students registered with accessibility services had a mental health primary disability; for 2018-19, total accessibility services registration at St. George was 4,230, with 2,578 (61%) of those students with mental health disabilities. Accessibility services at UTSC has seen a similar increase in demand and registration over the past
five years. In 2013-14, UTSC had 514 students registered, with 183 of those students listing mental health as a primary disability (35%). In 2017-18, 1,062 students were registered with Accessibility Services, and 494 (47%) had mental health listed as the primary disability.

Consequences/Impacts of Risk

There is a perception that U of T fosters a culture of indifference regarding student mental well-being. To respond to this perception, protocols and policies need to be enacted to create a caring community. We must also recognize that our culture of academic excellence has led to an environment of intense competition for many students. The University must strive towards being known as a place where people feel welcomed, valued, and supported. To achieve these goals, UTSC has created the Student Welfare Committee to guide the overall response to support students of concern and mitigate the impact of students’ behavior on the student and the community.

Manage

The UTSC Student Welfare Committee is a multidisciplinary team of campus stakeholders whose primary function is to support students facing complex academic and personal difficulties that are not easily addressed through one student service.

- Additionally the committee is engaged when:
- Students pose a risk of harm to self or others
- Students pose a risk to the institution’s reputation/image
- Students are involved with multiple services on campus and a coordinated effort is required to manage student’s behavior/mental health
- Ongoing behavior management strategies are required

Our goal is to create a pro-active case management plan where possible, rather than reactive, determine intervention strategies and engage in support plan where appropriate and monitor plan.

Mitigation Strategies

Steps in assessing and assisting students involves three facets: an entry point, assessment, and response.

Entry Point:

Anyone in the campus community may bring information forward concerning student behavior.

Typically, students of concern are referred to one of the following departments: Health & Wellness, Academic Advising & Career Centre, AccessAbility Services, Residence Life, Campus Police Services, Registrar’s Office, Student Life or Athletics & Recreation. Once a referral is made to a department, the student’s needs are assessed by collecting initial information, determining whether a risk may exist and whether additional resources and/or referrals are required to address the issue.

- Referable behaviors of concern may include:
- Unusual or erratic behavior in class, residence halls, during advising sessions, etc.
- Extended absence from class or activities by a typically engaged student
- Written work or creative expression with troubling themes or references
- Verbal or written threats made by a student toward another student, faculty, and/or staff
- Written or verbal expressions of suicidal ideation or intent
- Other actions which cause an alarm or call into question the safety of the student or their peers
**Assessment:**

If there is imminent or immediate risk to a student or the community, Campus Police and/or the Student Welfare Case Coordinator may intervene to further assess the level of risk and appropriate response. (i.e., hospitalization, etc.)

If there is no imminent or immediate risk, the Student Affairs department puts in place additional services or makes referrals to more appropriate services externally.

**Response:**

When further intervention or support is necessary, the professionals within the department consult with the Director of the department involved and decide whether the student’s case needs to be presented to the Student Welfare Committee. When presented to the committee, all of the above members of the committee are present for a case conference (or their management level designate). The committee is chaired by the Director of Campus Safety and Security.

The goal of the committee case conference is to develop a plan, which includes appointing a lead for the case. This will be determined by the specific needs of and/or existing relationships with the student. An intervention strategy is developed and an ideal outcome is discussed.
Appendix #2: Override Summary

From time to time, information and significance/likelihood information is provided by portfolios which skews the results from those provided by those with carriage of the risk, or with shared institutional responsibility for it. In the first example, Legal & Regulatory, comments and ratings from other portfolios, when left as submitted, portrayed Legal & Regulatory as “moderately risky and unlikely” despite the fact that Governing Council, which has some carriage for the risk, placed it at "moderate, almost certain". Overrides are used to weigh those with institutional responsibility for the risk more heavily than others or, in some cases, to ensure that a risk is not deemphasized due to particular submissions. Risks for which a particular portfolio has institutional carriage have been highlighted.

### Compliance

Non-compliance with research and/or commercialization agreement terms (ie NDA, MTA, Spons. terms)

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### Legal & Regulatory

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### Allegations of Research Misconduct

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**Other Compliance: Legal & Regulatory: FIPPA**

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**Financial**

**Business Information Risk**

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**Investment Risk: Capital Market & General Economic**

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**Collective Bargaining Risk**

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### Environmental

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### Leadership

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### Loss of Key Staff/Succession Risk

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**Organizational Structure**

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<td>Moderate</td>
<td>Possible</td>
</tr>
</tbody>
</table>

**Strategic**

**Faculty Recruitment & Retention**

<table>
<thead>
<tr>
<th>Portfolio</th>
<th>Significance</th>
<th>Likelihood</th>
</tr>
</thead>
<tbody>
<tr>
<td>Override based on response(s) from portfolio(s) with carriage for risk</td>
<td>Major</td>
<td>Possible</td>
</tr>
<tr>
<td>Original aggregated response based on average of portfolio responses</td>
<td>Major</td>
<td>Unlikely</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Portfolio</th>
<th>Significance</th>
<th>Likelihood</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government Relations</td>
<td>Moderate</td>
<td>Possible</td>
</tr>
<tr>
<td>Vice-President &amp; Provost</td>
<td>Major</td>
<td>Possible</td>
</tr>
<tr>
<td>University of Toronto Mississauga</td>
<td>High</td>
<td>Rare</td>
</tr>
</tbody>
</table>

**Staff Recruitment & Retention**
### Override based on response(s) from portfolio(s) with carriage for risk

<table>
<thead>
<tr>
<th>Portfolio</th>
<th>Significance</th>
<th>Likelihood</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government Relations</td>
<td>Moderate</td>
<td>Possible</td>
</tr>
<tr>
<td>Human Resources &amp; Equity</td>
<td>Moderate</td>
<td>Possible</td>
</tr>
<tr>
<td>Advancement</td>
<td>Moderate</td>
<td>Unlikely</td>
</tr>
<tr>
<td>Communications</td>
<td>Low</td>
<td>Possible</td>
</tr>
<tr>
<td>Vice-President &amp; Provost</td>
<td>Moderate</td>
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</table>

### Original aggregated response based on average of portfolio responses

<table>
<thead>
<tr>
<th>Portfolio</th>
<th>Significance</th>
<th>Likelihood</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government Relations</td>
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<td>Rare</td>
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</tr>
<tr>
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<td>Possible</td>
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### Research Risk

<table>
<thead>
<tr>
<th>Override based on response(s) from portfolio(s) with carriage for risk</th>
<th>Significance</th>
<th>Likelihood</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>Rare</td>
<td></td>
</tr>
<tr>
<td>Major</td>
<td>Rare</td>
<td></td>
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</table>

### Original aggregated response based on average of portfolio responses

<table>
<thead>
<tr>
<th>Portfolio</th>
<th>Significance</th>
<th>Likelihood</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research &amp; Innovation</td>
<td>High</td>
<td>Rare</td>
</tr>
<tr>
<td>University of Toronto Mississauga</td>
<td>Moderate</td>
<td>Rare</td>
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</table>

---

### University leadership

<table>
<thead>
<tr>
<th>Override based on response(s) from portfolio(s) with carriage for risk</th>
<th>Significance</th>
<th>Likelihood</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>Rare</td>
<td></td>
</tr>
<tr>
<td>Moderate</td>
<td>Rare</td>
<td></td>
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</table>

### Original aggregated response based on average of portfolio responses

<table>
<thead>
<tr>
<th>Portfolio</th>
<th>Significance</th>
<th>Likelihood</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government Relations</td>
<td>Low</td>
<td>Rare</td>
</tr>
<tr>
<td>University of Toronto Mississauga</td>
<td>Moderate</td>
<td>Rare</td>
</tr>
</tbody>
</table>
Appendix #3 2018 Heatmaps & Results by Category

RESULTS BY CATEGORY
COMPLIANCE

<table>
<thead>
<tr>
<th>Compliance</th>
<th>2018 Significance</th>
<th>2018 Likelihood</th>
<th>2017 Significance</th>
<th>2017 Likelihood</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grant Sponsors / Donation Compliance</td>
<td>Moderate</td>
<td>Possible</td>
<td>Moderate</td>
<td>Unlikely</td>
</tr>
<tr>
<td>Legal &amp; Regulatory</td>
<td>Moderate</td>
<td>Possible</td>
<td>Moderate</td>
<td>Unlikely</td>
</tr>
<tr>
<td>Non-compliance with research and/or commercialization agreement terms (ie NDA, MTA, Sponsor terms)</td>
<td>Major</td>
<td>Possible</td>
<td>Major</td>
<td>Possible</td>
</tr>
<tr>
<td>Regulatory Reporting / External Financial Reporting</td>
<td>Moderate</td>
<td>Unlikely</td>
<td>Moderate</td>
<td>Unlikely</td>
</tr>
<tr>
<td>Allegations of Research Misconduct</td>
<td>Moderate</td>
<td>Unlikely</td>
<td>Major</td>
<td>Unlikely</td>
</tr>
<tr>
<td>Non-compliance with Internal requirements</td>
<td>Major</td>
<td>Possible</td>
<td>Moderate</td>
<td>Unlikely</td>
</tr>
<tr>
<td>Other Compliance: Legal &amp; Regulatory: Non-compliance with laws &amp; government regulations</td>
<td>Moderate</td>
<td>Unlikely</td>
<td>Low</td>
<td>Unlikely</td>
</tr>
<tr>
<td><strong>Other Compliance: Legal &amp; Regulatory: FIPPA</strong></td>
<td><strong>High</strong></td>
<td><strong>Likely</strong></td>
<td><strong>Major</strong></td>
<td><strong>Likely</strong></td>
</tr>
<tr>
<td>Other Compliance: Software Licensing Compliance Risk</td>
<td>Moderate</td>
<td>Possible</td>
<td>Moderate</td>
<td>Possible</td>
</tr>
<tr>
<td>Other Compliance: PCIDSS</td>
<td>Major</td>
<td>Possible</td>
<td>Major</td>
<td>Almost Certain</td>
</tr>
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</table>
## Financial Category

### 2018
- **Category**
  - Business Information Risk: Moderate
  - **Investment Risk: Capital Market & General Economic**: High
  - Cash Flow: Low
  - Credit: Moderate
  - **Collective Bargaining Risk**: Major
  - Donor & Alumni Relations: Low
  - **Enrolment**: High
  - Integrity: Moderate
  - Liquidity: Low
  - Opportunity Loss: Low
  - Outsourcing: Moderate
  - Procurement: Moderate
  - Research Applications Disqualification: Low
  - **Decrease in Research Funding**: Major
  - **Reserves**: Major
  - Other Financial: Research Account Deficit: Moderate

### 2018
- **Likelihood**
  - Unlikely
  - Likely
  - Almost Certain

### 2017
- **Significance**
  - Moderate
  - High
  - Major
  - Low
  - Rare

### 2017
- **Likelihood**
  - Unlikely
  - Likely
  - Possible
  - Likely
  - Rare

### Chart
- The chart shows the significance and likelihood of various financial risks with points plotted on a grid.
<table>
<thead>
<tr>
<th>Category</th>
<th>2018 Significance</th>
<th>2018 Likelihood</th>
<th>2017 Significance</th>
<th>2017 Likelihood</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authority/Limit</td>
<td>Moderate</td>
<td>Unlikely</td>
<td>Moderate</td>
<td>Unlikely</td>
</tr>
<tr>
<td>Business Interruption</td>
<td>Major</td>
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<td>Major</td>
<td>Unlikely</td>
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<tr>
<td>Capital Project</td>
<td>Major</td>
<td>Possible</td>
<td>Moderate</td>
<td>Possible</td>
</tr>
<tr>
<td>Compliance</td>
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<td>Moderate</td>
<td>Possible</td>
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<tr>
<td>Emergency Communication</td>
<td>Major</td>
<td>Likely</td>
<td>Major</td>
<td>Possible</td>
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<tr>
<td>Data Integrity</td>
<td>Major</td>
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<td>Major</td>
<td>Possible</td>
</tr>
<tr>
<td>Data Loss</td>
<td>High</td>
<td>Likely</td>
<td>Major</td>
<td>Likely</td>
</tr>
<tr>
<td>Data Security</td>
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<td>Major</td>
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<tr>
<td>Environmental</td>
<td>High</td>
<td>Unlikely</td>
<td>High</td>
<td>Unlikely</td>
</tr>
<tr>
<td>Equipment Loss</td>
<td>Major</td>
<td>Unlikely</td>
<td>Major</td>
<td>Unlikely</td>
</tr>
<tr>
<td>Health &amp; Safety</td>
<td>Major</td>
<td>Possible</td>
<td>Major</td>
<td>Unlikely</td>
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<td>Intellectual Property Risk</td>
<td>Moderate</td>
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<td>Major</td>
<td>Unlikely</td>
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<tr>
<td>Leadership</td>
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<td>Unlikely</td>
<td>Moderate</td>
<td>Unlikely</td>
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<tr>
<td>Loss of Key Staff/Succession Risk</td>
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<td>Moderate</td>
<td>Possible</td>
</tr>
<tr>
<td>Category</td>
<td>Severity</td>
<td>Likelihood</td>
<td>Severity</td>
<td>Likelihood</td>
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<tr>
<td>---------------------------------------</td>
<td>----------</td>
<td>------------</td>
<td>----------</td>
<td>------------</td>
</tr>
<tr>
<td>Organizational Structure</td>
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<td>Unlikely</td>
<td>Moderate</td>
<td>Unlikely</td>
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<tr>
<td>Partnering</td>
<td>Moderate</td>
<td>Possible</td>
<td>Moderate</td>
<td>Rare</td>
</tr>
<tr>
<td>Physical Facilities</td>
<td>Moderate</td>
<td>Unlikely</td>
<td>Moderate</td>
<td>Possible</td>
</tr>
<tr>
<td>Student Behaviour</td>
<td>Major</td>
<td>Likely</td>
<td>Major</td>
<td>Likely</td>
</tr>
<tr>
<td>System Access</td>
<td>Major</td>
<td>Possible</td>
<td>Major</td>
<td>Possible</td>
</tr>
<tr>
<td>System Development</td>
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<td>Possible</td>
<td>Moderate</td>
<td>Unlikely</td>
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<td>Performance Incentive</td>
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<td>Possible</td>
<td>Moderate</td>
<td>Possible</td>
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<td>Social Activism</td>
<td>High</td>
<td>Likely</td>
<td>Major</td>
<td>Possible</td>
</tr>
<tr>
<td>Other Operational: Communications</td>
<td>Moderate</td>
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<td>Moderate</td>
<td>Likely</td>
</tr>
<tr>
<td>Other Operational: Authority/Limit</td>
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<td>Major</td>
<td>Rare</td>
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<td>Other Operational: Business Information</td>
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<td>Likely</td>
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<td>N/A</td>
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<tr>
<td>Category</td>
<td>Significance 2018</td>
<td>Likelihood 2018</td>
<td>Significance 2017</td>
<td>Likelihood 2017</td>
</tr>
<tr>
<td>--------------------------------------</td>
<td>-------------------</td>
<td>-----------------</td>
<td>-------------------</td>
<td>-----------------</td>
</tr>
<tr>
<td>Faculty Recruitment &amp; Retention</td>
<td>Major</td>
<td>Possible</td>
<td>Major</td>
<td>Unlikely</td>
</tr>
<tr>
<td>Non-compliance with Governance Requirements</td>
<td>Moderate</td>
<td>Unlikely</td>
<td>Moderate</td>
<td>Unlikely</td>
</tr>
<tr>
<td>Political Government</td>
<td>Major</td>
<td>Likely</td>
<td>Major</td>
<td>Possible</td>
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<tr>
<td>Quality of Student</td>
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<td>Moderate</td>
<td>Rare</td>
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<tr>
<td>Reputation</td>
<td>Major</td>
<td>Unlikely</td>
<td>Major</td>
<td>Unlikely</td>
</tr>
<tr>
<td>Staff Recruitment &amp; Retention</td>
<td>Moderate</td>
<td>Unlikely</td>
<td>Moderate</td>
<td>Unlikely</td>
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<tr>
<td>Research Risk</td>
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<td>Major</td>
<td>Rare</td>
</tr>
<tr>
<td>University leadership</td>
<td>Moderate</td>
<td>Rare</td>
<td>Major</td>
<td>Rare</td>
</tr>
</tbody>
</table>
Background on Risks Identified
Government Relations

Compliance

*Grant Sponsors / Donation Compliance*
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Rare 0-10%

*What Are The Consequences /Impacts of This Risk*
Non-compliance with the requirements of government grants may impact the University’s relationship with government(s) and may result in increased accountability requirements and oversight. It may impact public confidence in universities more broadly.

*Mitigating Factors*
GRO works closely with relevant VP portfolios and divisions receiving funding, and supports units to understand and comply with funding requirements.

*How Does Risk Interface With Other Portfolios*
Government sponsored operating grants and special purpose grants are managed according to rigorous controls by other portfolios, including VPUO and divisions/units receiving funds.

*How Often is Risk Reviewed*
Ongoing.

*Regulatory Reporting / External Financial Reporting*
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Rare 0-10%

*How is Risk Identified (where & who does info. come from, include titles and departments)*
Compliance with regulatory reporting is expected at all levels and divisions of the university; and may include reporting requirements. Regulatory reporting is led by VP offices overseeing the respective areas of regulation with guidance and support from GRO. GRO works with VP portfolios during the government’s policy development and legislative process to identify risks and to incorporate the views of the University through advocacy to government, when possible.

*Why is Risk Happening - Contributing Factors*
Awareness of existing and new regulatory reporting requirements. In addition, recent policies enacted by the new provincial government indicate they are increasingly prone to using regulatory instruments to achieve policy goals, including post-secondary education policy, e.g. free speech guidelines, ancillary fees, centralized procurement, executive compensation and performance-based funding.

*What Are The Consequences /Impacts of This Risk*
Non-compliance with the requirements of government regulations may impact the University's relationship with government(s) and may result in increased accountability requirements and oversight, and reduced institutional autonomy. It may impact public confidence in universities more broadly.

*Mitigating Factors*
GRO works with VP portfolios during the government’s policy development and legislative process to identify risks and to incorporate the views of the University through advocacy to government, when possible.
Government Relations

How Does Risk Interface With Other Portfolios
Many portfolios are responsible for regulatory reporting. Requires that individuals in divisions overseeing compliance are familiar with policies, procedures, terms and conditions, and following them.

How is Risk Communicated
GRO works with VP portfolios and divisions in the early stages of the policy development and legislative process to communicate awareness of emerging or changing regulatory reporting requirements.

How Often is Risk Reviewed
Ongoing.

Legal & Regulatory
Risk Significance = Major = Action and review by risk owners
Risk Likelihood = Rare 0-10%

How is Risk Identified (where & who does info. come from, include titles and departments)
Compliance with laws and government acts is expected at all levels and divisions of the university; issues that arise emerge via the respective VP offices overseeing the respective areas of regulation. GRO leads the policy monitoring and advice on federal copyright laws, working closely with VPRI and Legal. GRO also works closely with the Provost's office regarding any provincial audits or ombuds review of programs.

Why is Risk Happening - Contributing Factors
As the University is a large, complex, and decentralized institution, this increases the possibility that non-compliance can occur in various places. In regards to new legislation, such potential copyright regulation, regulatory changes may directly impact the University.

What Are The Consequences /Impacts of This Risk
Consequences are dependent on the nature of the law or government act in question and may include fines and other penalties. Non-compliance may impact the University's relationship with government(s) and may result in increased regulation and oversight. It may impact public confidence in universities more broadly. Changes to provincial or federal legislation could result in higher costs to the University.

Mitigating Factors
Clear communication regarding new laws and government acts to those responsible for compliance, including consistent monitoring. Ongoing and effective monitoring of the advocacy files, working closely with key internal portfolios and sector-wide organizations to ensure policy consultations and outcomes are consistent with our approach. With regards to the 2019 provincial auditor's report, GRO has negotiated that we can publish a response within the report to ensure UofT messaging is included.

How Does Risk Interface With Other Portfolios
All portfolios are affected by laws and government acts. Requires that individuals in divisions overseeing compliance are familiar with policies, procedures, terms and conditions, and are made aware of any changes.

How is Risk Communicated
Through written correspondence, training sessions, internal policies to ensure compliance. Ongoing monitoring, communications, and coordinated advocacy internally and with sector-wide partners.

How Often is Risk Reviewed
Ongoing.
Financial

**Business Information Risk**
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Unlikely 11-35%

*How is Risk Identified (where & who does info. come from, include titles and departments)*
Risks in regards to government revenues/expenses are identified GRO, in partnership with key VP offices pertaining (e.g. VPUO, Provost). GRO works closely with government officials and sector colleagues to remain abreast of government directions, policies, legislation and regulation, programs, and other opportunities that would maximize University funding/revenues.

*Why is Risk Happening - Contributing Factors*
The university is funded by a number of key government stakeholders (including operating grants, research grants, capital costs, etc.), each of which specify terms and conditions of funding to which the University must comply. This includes timelines for applications and outcome delivery. There can be uncertainty due to insufficient business information provided by government.

*What Are The Consequences /Impacts of This Risk*
Impacts of insufficient business information regarding University revenues from government sources may be one-time-only but may also compound over budget cycles. The University must be nimble in our responses to frequently tight timelines for applications, such as the SIF, GGRM, and Supercluster opportunities, in order to maximize revenue.

*Mitigating Factors*
GRO monitors opportunities and government initiatives to identify opportunities and risks for maximizing University revenues from government sources. Information must be shared quickly and effectively with senior leadership with sufficient information and accurate budget and planning data to ensure effective decision making in short timelines. Terms and conditions of funding must be reviewed to ensure compliance is feasible.

*How Does Risk Interface With Other Portfolios*
Requires that individuals who are making decisions are communicating with key VP portfolios to ensure all information is available when making decisions.

*How is Risk Communicated*
Through immediate communications to key stakeholder portfolios identifying timelines.

*How Often is Risk Reviewed*
Ongoing.

**Credit**
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Unlikely 11-35%

*How is Risk Identified (where & who does info. come from, include titles and departments)*
Risks in regards to the provincial government’s credit rating are identified by GRO, in partnership with key VP offices (e.g. VPUO).
Government Relations

**Why is Risk Happening - Contributing Factors**
The province of Ontario’s debt is rated by international credit rating agencies, based on their assessments of the province's economic and financial outlook. In December 2018, Moody's downgraded the Province's credit rating from Aa3 to Aa2. Should the Province’s credit rating be further downgraded, it is possible the University’s credit rating will also be downgraded as our credit is related to the province. Tuition policy has also been signaled as a negative impact. The University, however, is generally seen to be better positioned to weather these changes.

**What Are The Consequences /Impacts of This Risk**
Consequences of a downgraded credit rating include higher costs for financing.

**Mitigating Factors**
Ongoing monitoring to assess and prepare for potential impacts.

**How Does Risk Interface With Other Portfolios**
Primarily GRO would interface with VPUO, as well as other senior VP portfolios.

**How is Risk Communicated**
Through consultation and communication with key internal stakeholder portfolios.

**How Often is Risk Reviewed**
Ongoing.

**Enrolment**
Risk Significance = Major = Action and review by risk owners
Risk Likelihood = Possible 36-65%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
GRO works with government officials to identify government policies or decisions under consideration or in place that may impact University enrolment plans. GRO also works closely with sector-wide organizations (e.g. COU) regarding government policies that may affect enrolment.

**Why is Risk Happening - Contributing Factors**
There are a number of government-driven external influencing factors that may impact University enrolment plans including Strategic Mandate Agreements, tuition policy, immigration policies, international student policies, etc. These often arise out of broader geopolitical factors, such as the federal government’s relationship with Saudi Arabia or China.

**What Are The Consequences /Impacts of This Risk**
Enrolment risks carry potential revenue impacts.

**Mitigating Factors**
GRO provides the lead on advocacy with government officials and sector organizations to identify impacts of government actions on University enrolment plans, and to influence favourable outcomes for the University.

**How Does Risk Interface With Other Portfolios**
The Provost's Office and VPUO lead the University's enrolment planning and strategy. GRO's role is to advocate the University’s positions to government officials and influence government directions. Working groups can be set up to address specific issues, such as during the withdrawal of Saudi Arabian students.
Government Relations

**How Does Risk Interface With Governance Committee**
GRO works closely with lead portfolios on these matters. GRO’s role is to advocate the University’s positions to government officials and influence government policy directions, and communicate information back to internal portfolios.

**How is Risk Communicated**
Through consultation and communication with key internal stakeholder portfolios throughout advocacy process, and participation on key working groups as needed.

**How Often is Risk Reviewed**
Ongoing.

**Integrity**
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Rare 0-10%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
Financial: Monthly review of financials by the Director of Operations.

**Why is Risk Happening - Contributing Factors**
Business operations involving financial transactions may include risk of mismanagement/misuse.

**What Are The Consequences /Impacts of This Risk**
Reputation/financial loss.

**Mitigating Factors**
University policies, procedures and structures, including strict signing authority processes and compliance oversight mitigate this risk. In 2017, GRO created a Director of Operations role.

**How Does Risk Interface With Other Portfolios**
All areas of the University.

**How is Risk Communicated**
Chief of GR is regularly briefed on financials.

**How Often is Risk Reviewed**
Monthly.

**Outsourcing**
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Rare 0-10%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
Leadership to whom the contractors report to, e.g. Director of Operations, Chief of Government Relations.

**Why is Risk Happening - Contributing Factors**
Contractors may or may not be fully briefed on University processes and protocols; may work offsite or independently with little direct interaction with University staff.

**What Are The Consequences /Impacts of This Risk**
Reputational damage may be incurred; incorrect information may be shared, leading to poor decisions.
Government Relations

**Mitigating Factors**
Training and onboarding processes; regular and consistent oversight of contractors.

**How Does Risk Interface With Other Portfolios**
Minimal interface.

**How is Risk Communicated**
Clear expectations and work parameters are provided to all contractors in contractual documents.

**How Often is Risk Reviewed**
Ongoing.

**Procurement**
Risk Significance = Low = Requires no attention apart from monitoring
Risk Likelihood = Rare 0-10%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
Procurement decisions are reviewed by Director, Operations and Chief of Government Relations.

**Why is Risk Happening - Contributing Factors**
GRO's niche business needs often requires engagement with single/sole vendors due to the nature of the business objectives, and the specialized organizations with which we engage. The procurement model and the University's policies and procedures are followed in all cases.

**What Are The Consequences /Impacts of This Risk**
Reputational damage may be incurred.

**Mitigating Factors**
The University's procurement rules are observed for procurement decisions.

**How Often is Risk Reviewed**
Ongoing.

**Decrease in Research Funding**
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Possible 36-65%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
Senior GRO leadership and staff are responsible for reviewing ongoing research funding policies, working closely with the VPRI portfolio. GRO actively monitors any potential changes in research funding policies, including the imposition of additional conditions.

**Why is Risk Happening - Contributing Factors**
Government commitments for research funding may change year over year, and may include policy changes that implement new conditions for funding. In addition, commitments are sometimes at risk of expiring. Provincially, we are monitoring whether Ontario may withdraw from research and innovation funding as a part of their broader cost-saving mandate. In addition, the Ontario government's Expert Panel on Intellectual Property will soon release a report on how Ontario can maximize commercialization opportunities for the postsecondary sector and its partners. Included in the Expert Panel report will be an action plan for a provincial intellectual property framework.
What Are The Consequences /Impacts of This Risk
The research enterprise requires stable, sufficient and holistic funding to support the depth, breadth and excellence of University-based research. As communicated in the University's advocacy on the Fundamental Science Review, Canada's competitiveness in the next economy is put at risk without additional federal investment in science and research. In addition, added conditions for funding may impact the University's ability to determine research priorities and maximize funding.

Mitigating Factors
GRO leads University-wide advocacy regarding research funding, at both the provincial and federal level. As regular practice, GRO engages in ongoing communications and relationship building with governing funding sources and sector-wide organizations. In addition, GRO engages with relevant Ministries and key stakeholders to continue to articulate the role of universities in a strong, resilient, and growing economy. This is to promote adequate support to the research enterprise as well as to ensure institutional autonomy in regards to research funding opportunities.

How Does Risk Interface With Other Portfolios
Primarily interfaces with VPRI portfolio, but may also intersect with other key VP portfolios (e.g. Provost). For example, GRO collaborated with VPRI to prepare the university's submission to the government's Expert Panel on Intellectual Property. GRO and VPRI also helped lead the development of COU's sector-wide submission to the Expert Panel.

How is Risk Communicated
Through ongoing monitoring and communications with research funders and partners, as well as key VP portfolios. May involve broader sector-wide communication and engagement on any prospective policy changes affecting research funding.

How Often is Risk Reviewed
Ongoing.

Operational

Authority/Limit
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Rare 0-10%

How is Risk Identified (where & who does info. come from, include titles and departments)
Chief of GRO.

Why is Risk Happening - Contributing Factors
In any organization with delegation of authority, risk is present in individuals' understanding and interpretation of policies and procedures.

What Are The Consequences /Impacts of This Risk
Reputational impact and financial loss.

Mitigating Factors
GRO has established a new organizational structure that has provided the opportunity to establish, clarify, and articulate respective roles. Appropriate policy framework and sign-off authority is in place. GRO reviews related documentation on a regular basis. PM and Confidential staff participate in annual performance reviews that provide opportunities to ensure that personnel have clear expectations and roles.
Government Relations

How Does Risk Interface With Other Portfolios
Minimal.

How is Risk Communicated
Clarity of roles and expectations: development and implementation of new Strategic Plan, including the creation of new roles, reporting structures, and team development.

How Often is Risk Reviewed
Ongoing.

Business Interruption
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Rare 0-10%

How is Risk Identified (where & who does info. come from, include titles and departments)
Chief of GRO; Director of Operations.

Why is Risk Happening - Contributing Factors
The University is dependent on numerous larger systems to operate, all of which are potentially susceptible to unexpected events beyond GRO's control.

What Are The Consequences /Impacts of This Risk
Loss of documentation, files, institutional records; inability to meet government deadlines or reporting due to delays.

Mitigating Factors
Ongoing development of a Business Continuity Plan, in line with all divisions and VP portfolios.

How Does Risk Interface With Other Portfolios
Requires that individuals in various departments making decisions regarding systems are communicating effectively to ensure compliance with security needs.

How Does Risk Interface With Governance Committee
GRO participates in the full suite of planning and preparedness tables and committees of the University.

How is Risk Communicated
Communication of Business Continuity Plan with those responsible for implementation; training as required.

How Often is Risk Reviewed
Ongoing.

Capital Project
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Possible 36-65%

How is Risk Identified (where & who does info. come from, include titles and departments)
VPUO identifies a range of capital priorities that would benefit from government funding for consideration by the President. GRO identifies policy opportunities and risks in the government funding and regulatory environment, including federal, provincial, and municipal levels of government, as well as any potential risks within the surrounding neighbourhoods.
**Why is Risk Happening - Contributing Factors**
Government decisions impacting changes in renovations or capital projects' funding, or changes to timelines or regulations. For example, the University is concerned that Infrastructure Ontario may appeal the decision of City Council to grant a proposed zoning by-law amendment critical to the development of Phase 1 of the Schwartz Reisman Innovation Centre. Risk may also arise from internal delays affecting ability to report/complete projects, or projects that may face some community resistance.

**What Are The Consequences /Impacts of This Risk**
Reputational impact; relational impact with key government actors, agencies, and community groups. Regulatory changes regarding development could result in significant financial ramifications and/or limitations on capital projects.

**Mitigating Factors**
Ensure ongoing communications and relationship building with government funding sources, to ensure timely communication and future planning. Ongoing advocacy regarding the University's role in the city as a non-profit entity and driver for economic growth. Active participation and facilitation in the local Community Liaison Committee, to ensure active engagement and community feedback (e.g. Spadina-Sussex Residence, Landmark project, etc.)

**How Does Risk Interface With Other Portfolios**
Requires that individuals in divisions who are making decisions, tracking capital projects, authorizing transactions, etc., are familiar with relevant government requirements and communicate effectively. Any broader or systemic changes to capital project regulatory policy interfaces closely with the office of the VPUO.

**How is Risk Communicated**
Ongoing project evaluation and monitoring, to anticipate delays or challenges far in advance in order to communicate to various teams and mitigate impacts.

**How Often is Risk Reviewed**
Ongoing.

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**Data Integrity**
Risk Significance = Major = Action and review by risk owners
Risk Likelihood = Rare 0-10%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
Staff are asked to raise concerns about data integrity, loss and security and to observe University best practices in their individual use of data and IT resources.

**Why is Risk Happening - Contributing Factors**
GRG receives and produces sensitive and/or confidential materials.

**What Are The Consequences /Impacts of This Risk**
Reputational risk to the University; potential financial loss; potential business interruptions.

**Mitigating Factors**
Ongoing implementation of all data security requirements of CIO office and central IT, including best practices for passwords and data/IT security.

**How Does Risk Interface With Other Portfolios**
Office of the CIO provides direction and resources on the required policies and procedures.
Government Relations

**How Often is Risk Reviewed**
Ongoing.

**Data Security**
Risk Significance = Major = Action and review by risk owners
Risk Likelihood = Rare 0-10%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
Staff are asked to raise concerns about data integrity, loss and security and to observe University best practices in their individual use of data and IT resources.

**Why is Risk Happening - Contributing Factors**
GR0 receives and produces sensitive and/or confidential materials.

**What Are The Consequences /Impacts of This Risk**
Reputational risk to the University; potential financial loss; potential business interruptions.

**Mitigating Factors**
Ongoing implementation of all data security requirements of CIO office and central IT, including best practices for passwords and data/IT security.

**How Does Risk Interface With Other Portfolios**
Office of the CIO provides direction and resources on the required policies and procedures.

**How Often is Risk Reviewed**
Ongoing.

**Emergency Communication**
Risk Significance = Major = Action and review by risk owners
Risk Likelihood = Unlikely 11-35%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
All members of the GRO leadership team monitor for emerging issues. In addition, risk is often identified through Issues Management Group (IMG) or University senior leadership.

**Why is Risk Happening - Contributing Factors**
Unexpected activities outside of University's control; or potential outcome of ongoing issues being monitored.

**What Are The Consequences /Impacts of This Risk**
Potential health and safety concerns; potential impact on government relations depending on nature of incident (e.g. strikes, issues of sexual violence, etc.)

**Mitigating Factors**
Engagement with Issues Management Group, senior leadership, development of emergency protocols by the University. Strong external relationships to manage issues.

**How Does Risk Interface With Other Portfolios**
All areas of the University.
**Health & Safety**
Risk Significance = Moderate = Immediate attention - Management to monitor  
Risk Likelihood = Rare 0-10%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
See above under Communication; low risk specifically related to GRO work environment, however larger risks pertaining to campus and staff security issues may arise beyond our control. Larger risks would be identified via Issues Management Group and related partners (e.g. campus police, TPS, etc.).

**Why is Risk Happening - Contributing Factors**
Even office environments may present health and safety risks, ranging from ergonomic factors, including repetitive strain or injury, to risks of sexual violence and harassment. GRO has no unusual health and safety risks in this regard.

**What Are The Consequences /Impacts of This Risk**
Potential consequences may be individual in nature such as injuries or accidents, or repetitive strains. Depending on the scope and nature of the health and safety risk, it may have broader consequences in the public policy realm (e.g. sexual violence).

**Mitigating Factors**
Ensure compliance with all University health and safety policies and regulations, including the Policy on Sexual Violence and Sexual Harassment. Participate in the Simcoe Hall Health and Safety committee and its activities. Ensure active engagement and monitoring of University emergency communications. Encourage staff to identify risks and to take a preventative approach to health and safety, including participating in any training sessions as appropriate.

**How Does Risk Interface With Other Portfolios**
All health and safety issues monitored and communicated by Director of Operations with staff.
How is Risk Identified (where & who does info. come from, include titles and departments)
GRO's Director of Government Relations and Public Policy and Director, Operations undertake the policy monitoring and advice on federal intellectual property law issues, working closely with VPRI, UTL, and Legal.

Why is Risk Happening - Contributing Factors
Potential federal policy changes in regards to intellectual property would impact all University portfolios. For example, federal government decisions regarding Huawei and their Canadian operations may contribute to risk related to intellectual property.

What Are The Consequences /Impacts of This Risk
Potential consequences may be the implementation of a harmonized IP policy, resulting in less flexibility for the University in regards to research development and partnerships. Similarly, consequences of Huawei's engagement in Canada and the federal government's response may lead to espionage, economic loss, reputational damage, and additional regulations.

Mitigating Factors
Ongoing and effective monitoring of the advocacy files, working closely with key internal portfolios and sector-wide organizations (e.g. U15 and Universities Canada) to ensure policies and outcomes are favourable to the University and consistent with our approach.

How Does Risk Interface With Other Portfolios
All related VP portfolios, including VP and Provost, VPRI, President’s Office, UTL, and Legal.

How is Risk Communicated
Ongoing monitoring, communications, and coordinated advocacy internally and with sector-wide partners.

How Often is Risk Reviewed
Ongoing.

Leadership
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Rare 0-10%

How is Risk Identified (where & who does info. come from, include titles and departments)
Risk identified likely via GRO or through external partners concerned with lack of direction or decline of credibility and trust.

Why is Risk Happening - Contributing Factors
May emerge from sudden change in leadership, where relationships were held via the person rather than the position.

What Are The Consequences /Impacts of This Risk
Potential reputational damage, relational damage, with subsequent financial loss

Mitigating Factors
Oversight of GRO leadership provided by President via performance review process.

How Does Risk Interface With Other Portfolios
President’s Office.

How is Risk Communicated
Internal communications via performance review processes (both from employees and supervisors); external communications via government partners.
**Government Relations**

**How Often is Risk Reviewed**
Ongoing.

**Loss of Key Staff/Succession Risk**
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Unlikely 11-35%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
Risk related to the loss of key staff would be identified primarily through GRO leadership, in conversation with appropriate staff.

**Why is Risk Happening - Contributing Factors**
Risk regarding resignations may occur due to competition in the workplace and/or the potential lack of internal mobility opportunities.

**What Are The Consequences /Impacts of This Risk**
Consequences include the potential loss of institutional history, skilled employees, and individual relationships with government contacts.

**Mitigating Factors**
Ongoing and effective staff relationship management, including regular identification of staff goals and future directions; effective succession planning tools to ensure smooth transitions if and when they are needed; effective data management to ensure all files are secure and accessible to others on team should they be needed.

**How Does Risk Interface With Other Portfolios**
Could interface with divisions and key VP portfolios, depending on timing of departure, planned or unplanned, and nature of the projects underway.

**How is Risk Communicated**
Ongoing communications with staff and leadership through to ensure future plans are identified and articulated.

**How Often is Risk Reviewed**
Ongoing.

**Organizational Structure**
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Unlikely 11-35%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
As GRO now sits as an independent portfolio, opportunities to improve organizational structure were identified through GRO leadership and a strategic plan was put in place for the unit.

**Why is Risk Happening - Contributing Factors**
The organizational structure of the portfolio has been renewed to align with the identification of new priorities via an updated Strategic Plan.
What Are The Consequences /Impacts of This Risk
Consequences of an ineffective organizational structure could result in the unit’s inability to achieve new goals and strategies, and result in inoptimal performances.

Mitigating Factors
The ongoing implementation of GRO’s new Strategic Plan, including a new organizational structure, additional staffing components, and the identification of key priority areas, will mitigate risk related to ineffective structures.

How Does Risk Interface With Other Portfolios
The new structure interfaces with all of the University's divisions and leadership teams, and is working more effectively with internal and external portfolios.

How is Risk Communicated
Internal communication and consultation with existing team members and effective onboarding of new team members. Communication regarding the new structure to external partners, including governments, agencies, and sector-wide organizations.

How Often is Risk Reviewed
Ongoing.

Partnering
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Possible 36-65%

How is Risk Identified (where & who does info. come from, include titles and departments)
Any risk related to ineffective affiliations would be identified by GRO, VPRI, and other related VP portfolios.

Why is Risk Happening - Contributing Factors
It is possible that ineffective partnerships may be undertaken at the divisional level as a result of the University’s decentralized structure. There may also be reputational risk related to specific partner entities, especially with regards to international research partnerships, due to broader geopolitical factors (e.g. emergent national security concerns). One example would be the University's partnerships with Huawei, which may be impacted by evolving federal relations with China.

What Are The Consequences /Impacts of This Risk
Potential consequences include affiliations or partnerships that may not align with University priorities or principles; this may result in relational damage with existing partners and possible reputational damage, as well as impacts on research funding, depending on the nature of the partnership.

Mitigating Factors
GRO undertakes ongoing communications and relationship-building with divisions and other VP portfolios to ensure alignment and to recommend effective partnerships and affiliations. We also work with sector-based organizations to identify and mitigate potential reputational risks related to international partnerships, while ensuring robust IP protection and preserving our values of academic freedom and the free exchange of scientific ideas (e.g. U15's ISED/Universities Working Group on National Security).

How Does Risk Interface With Other Portfolios
All areas of the University, including divisions and leadership teams; in particular VPUO in regards to capital projects, and VPRI in regards to research funding.
**Individual Behaviour**
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Likely 66-90%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
Any risk related to student behaviour would be identified primarily through the office of the Vice-Provost, Students and related Provostial portfolios.

**Why is Risk Happening - Contributing Factors**
Student organizations and informal student groups operate independently from the University in their day-to-day operations. As such, student societies could engage in activities or behaviours that are problematic. In addition, the government's decision to appeal the court ruling that struck down the government's policy regarding ancillary fees may contribute to risks associated with student behaviour in the future. The growing demand for mental health services, both on and off campus, is also a contributing risk factor associated with student behaviour.

**What Are The Consequences /Impacts of This Risk**
Potential reputational damage, as well as potential relational damage with partners, depending on the nature of the behaviour of student organizations and groups. Potential new government regulatory frameworks may be put in place in response to this behaviour. On student mental health, the University has invested significant resources into on campus supports and services, but the associated costs have not been offset by government funding. This has created escalating financial, operational, and reputational pressures on the University. If the demand is not met, students are also at risk of not fully benefiting from their academic experience at the University.

**Mitigating Factors**
Active and early monitoring via the Vice-Provost, Students, GRO, the IMG group, and key VP portfolios to ensure any risks are identified well in advance. GRO has coordinated the institution's mental health engagement with all levels of government. We continue to advocate for government to provide greater resources for on campus mental health services and to recognize postsecondary students as a priority group with unique needs within the province's forthcoming comprehensive mental health and addictions strategy.

**How Does Risk Interface With Other Portfolios**
Provost’s Office and all related VP and Presidential portfolios.

**How is Risk Communicated**
Via IMG and Provostial communication channels, senior leadership tables, and through appropriate staff relations and working groups.

**How Often is Risk Reviewed**
Ongoing.
Government Relations

**Social Activism**
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Likely 66-90%

*How is Risk Identified (where & who does info. come from, include titles and departments)*
Risk identified primarily via key VP portfolios, including Provost, VPHRE or VPUO, based on information received by internal communications.

*Why is Risk Happening - Contributing Factors*
The University is a large, active and often public space in which numerous activities and organizations operate. In addition, the provincial government has issued guidelines for post-secondary institutions which include a requirement for institutional Free Speech policies, along with requirements for annual public reporting that may have potential funding impacts.

*What Are The Consequences /Impacts of This Risk*
Potential reputational damage; potential relational damage with partners, depending on the nature of the activism. Activities related to free speech are present on campus, and have entered the public policy realm related to post-secondary education institutions and the potential for conditional funding.

*Mitigating Factors*
Active and early monitoring via GRO, the IMG group, and key VP portfolios to ensure any risk is identified well in advance. GRO also advocates directly with various levels of government and/or sector-wide organizations should issues arising from social activism enter the public policy arena. GRO was actively engaged in the university sector's response to the provincial government's new guidelines on Freedom of Expression.

*How Does Risk Interface With Other Portfolios*
President’s Office and all related VP portfolios (e.g. Provost, UTC, VPHRE, etc.).

*How is Risk Communicated*
Via IMG and Provostial communication channels, senior leadership tables, and through appropriate staff relations and working groups.

*How Often is Risk Reviewed*
Ongoing.

**Other Operational: Communications (non-emergency)**
Risk Significance = Low = Requires no attention apart from monitoring
Risk Likelihood = Rare 0-10%

*How is Risk Identified (where & who does info. come from, include titles and departments)*
Primarily via GRO based on information received by internal communications and/or media stories.

*Why is Risk Happening - Contributing Factors*
Potential oversight or miscommunication of data and information.

*What Are The Consequences /Impacts of This Risk*
Potential reputational damage, should inaccurate information be shared.

*Mitigating Factors*
Active and ongoing monitoring of any communications documents, with double-checking by numerous staff to ensure accuracy.
**How Does Risk Interface With Other Portfolios**
Minimal interface, however depending on the profile and nature of the documentation, other portfolios may be affected.

**How Often is Risk Reviewed**
Ongoing.

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**Strategic**

**Faculty Recruitment & Retention**
Risk Significance = Moderate = Immediate attention - Management to monitor  
Risk Likelihood = Possible 36-65%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
Attracting the world's best faculty requires smooth administrative policies and systems to facilitate international faculty recruitment and retention. Potential risks to these systems are identified primarily via GRO as well as VPHRE in regards to federal immigration policies or changes to international agreements, as well as emergent geopolitical factors that may impact recruitment.

**Why is Risk Happening - Contributing Factors**
Potential risk due to the uncertainty of current US domestic and foreign policy, as well as other ongoing geopolitical factors, e.g. Canada-China relations, that may adversely impact the university's ability to recruit quality faculty from specific countries.

**What Are The Consequences /Impacts of This Risk**
Potential impact on the University's ability to recruit and retain high-level international faculty.

**Mitigating Factors**
Active and ongoing monitoring, and where appropriate advocacy, on issues of immigration and recruitment. GRO also engages directly with relevant sector tables and government representatives to communicate potential indirect impacts of foreign affairs policies.

**How Does Risk Interface With Other Portfolios**
Primarily interfaces with the Provostial portfolios, including Faculty and Academic Life, as well as the office of VPHRE.

**How is Risk Communicated**
Ongoing evaluation and monitoring of policy negotiations.

**How Often is Risk Reviewed**
Ongoing.

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**Non-compliance with Governance Requirements**
Risk Significance = Moderate = Immediate attention - Management to monitor  
Risk Likelihood = Rare 0-10%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
Risk related to non-compliance with governance requirements would be identified by staff overseeing governance and compliance.
What Are The Consequences /Impacts of This Risk

Legal, financial and reputational ramifications.

Mitigating Factors

Appropriate policy and guidelines, monitoring via governance mechanisms, and signing authority.

How Does Risk Interface With Other Portfolios

Governing Council Secretariat.

How is Risk Communicated

Ongoing evaluation and monitoring.

How Often is Risk Reviewed

Ongoing.

Political Government

Risk Significance = Major = Action and review by risk owners
Risk Likelihood = Likely 66-90%

How is Risk Identified (where & who does info. come from, include titles and departments)

Primarily from offices of GRO, VPRI, VPUO.

Why is Risk Happening - Contributing Factors

Ontario universities are the lowest funded in Canada on a per student basis, and have constraints on revenue through tuition fees. As a public university, U of T’s operating budget exists with the provincial funding framework along with other government revenue sources. In January 2019, the government announced a 10% domestic tuition cut for the 2019-2020 academic year and a tuition fee freeze for 2020-2021, along with changes to OSAP that will result in students receiving a greater proportion of aid through loans. In the 2019 budget, the Ontario government also announced that 60 per cent of provincial funding would be tied to performance-oriented outcomes by 2024–25 under SMA3. The province has also ended a number of special purpose grants.

What Are The Consequences /Impacts of This Risk

The impact of these changes will be university-wide and on a variety of key portfolios and divisions, including research, capital projects, operational funding, tuition regulation, etc.

Mitigating Factors

Advocacy as a sole institution and in collective tables of other universities including the COU, U6, U15, Universities Canada, etc. GRO has undertaken relationship building with the new provincial government, advancing the university’s view on possible sector reform, and better positioning UofT within the context of the government’s agenda and priorities. The University continues to assess these policy changes and advocate for new mechanisms to generate revenues, and remains committed to ensuring access to students regardless of financial circumstances.

How Does Risk Interface With Other Portfolios

President’s Office and all related VP portfolios (e.g. Provost, VPRI, VPUO).

How Does Risk Interface With Governance Committee

Governing Council; Executive Committee.

How is Risk Communicated

Federal and Provincial budget processes; government announcements, discussions with government staff, and through sector-wide advocacy organizations.
How Often is Risk Reviewed
Ongoing.

Reputation
Risk Significance = Major = Action and review by risk owners
Risk Likelihood = Unlikely 11-35%

How is Risk Identified (where & who does info. come from, include titles and departments)
This is a shared responsibility that GRO monitors along with other portfolios. In areas of neighbourhood relations, GRO is often the lead identifying potential issues, working closely with the VPUO office. In areas of international partnerships, GRO plays a role in identifying potential geopolitical issues, working closely with VPRI in regards to international partnerships. In areas of government policies that may affect reputation, e.g. provincial freedom of expression guidelines, GRO works closely with key VP portfolios to identify risk. In all cases, opportunities to enhance reputation as well as mitigate risks to reputation are identified.

Why is Risk Happening - Contributing Factors
Controversial events/issues on campus, including student societies' activities; compliance with government regulations or agreements (e.g. freedom of expression guidelines). Specific to GRO, reputational issues may arise related to the University’s relationship with the surrounding community, for example in regards to fraternities and the work of the Community Liaison Committee. In addition, the provincial Auditor may undertake audits to ensure accountability for public funds. And finally, risk may arise due to international geopolitical factors that have unintended impacts on the post-secondary sector.

What Are The Consequences /Impacts of This Risk
Reputational damage to the University can be exacerbated by the activities of student societies, the potential loss of research and industry funding, government partners, public support for initiatives, etc. Reputational damage may result in additional government regulatory frameworks, e.g. changes to ancillary student fees, which may impact the University's budget.

Mitigating Factors
GRO participates in the University's Issues Management Group, and undertakes regular media scanning, monitoring of changes to legislation and regulation, etc., to identify any potential reputational issues. GRO also ensures ongoing strategic engagement with surrounding community and neighbourhood groups to address and navigate potential areas of concern.

How Does Risk Interface With Other Portfolios
All areas of the University.

How Does Risk Interface With Governance Committee
Governing Council; Executive Committee.

How is Risk Communicated
GRO participates in the Issues Management Group table and participates in and contributes to the University issues management process as needed.

How Often is Risk Reviewed
Ongoing.
**Government Relations**

**Staff Recruitment & Retention**
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Rare 0-10%

*How is Risk Identified (where & who does info. come from, include titles and departments)*
Primarily identified via GRO leadership.

*Why is Risk Happening - Contributing Factors*
Salary comparators to others in the market, etc.

*What Are The Consequences /Impacts of This Risk*
Potential inability to hire and retain quality staff.

*Mitigating Factors*
Appropriate HR practices and classifications.

*How Does Risk Interface With Other Portfolios*
Primarily through the Office of VPHRE.

*How Often is Risk Reviewed*
Ongoing.

**University leadership**
Risk Significance = Low = Requires no attention apart from monitoring
Risk Likelihood = Rare 0-10%

*How is Risk Identified (where & who does info. come from, include titles and departments)*
Primarily identified via GRO leadership, as it pertains to the Government Relations portfolio.

*Why is Risk Happening - Contributing Factors*
Potential differences of direction in University leadership; or new leaders with changes in vision.

*What Are The Consequences /Impacts of This Risk*
Potential consequences could include a lack of clear priorities, or a misalignment with previous priorities.

*Mitigating Factors*
Our current President is actively engaged in government relations’ files and consistently provides a clear vision on city and nation building in alignment with his three priorities.
Chief Financial Officer

Compliance

Regulatory Reporting / External Financial Reporting
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Unlikely 11-35%

How is Risk Identified (where & who does info. come from, include titles and departments)
External financial reporting is produced by Financial Services, by Planning and Budget, by Research Services, and, to a lesser extent, by divisions; however that reporting is based on an enormous quantity of data arising from millions of transactions occurring mostly in hundreds of departments across the University.

Why is Risk Happening - Contributing Factors
The University is primarily funded by a number of stakeholders - students (fees) government (operating grants, research grants, other grants), contracts and donations. Many contributors specify terms and conditions and often expect reporting that shows that those terms and conditions have been met. The decentralized nature of decision making and transaction processing within the University both increase the possibility that non-compliance can occur, while at the same time reducing its significance since errors on the part of one individual or one unit are not likely to be material for the institution as a whole.

What Are The Consequences / Impacts of This Risk
The consequences depend on the purpose of the report. The University's audited financial statements are required for filing with government and to satisfy a covenant in the Master Trust Indenture governing debenture issuance. In the latter case, if they are not filed with 180 days of the April 30th year-end, this would constitute a covenant default for the debentures ($710 million outstanding due 2031 to 2051). In the case of research grant reports, incorrect or poorly done reports could result in demands for return of grant funds. Pension plan audited financial statements are required to be filed annually with the regulator within 6 months of plan year-end. University of Toronto pension plan assets and liabilities will be transferred to the University Pension Plan (UPP) on the conversion date, expect to be July 1, 2021, other other date determined by the regulator, at which time the responsibility for preparation and approval of audited pension financial statements will transfer from the University to the UPP Board of Trustees.

Mitigating Factors
Large proportion of external financial reporting is concentrated in a few central areas; however that reporting is based on an enormous quantity of data arising from millions of transactions occurring in hundreds of departments across the University. Terms and conditions of funding sources communicated to those responsible for compliance; budget establishment and control; Guide to Financial Management provides extensive guidance on financial management, internal controls and use of the financial information system; systems controls on non-salary spending.

How Does Risk Interface With Other Portfolios
Requires that individuals in divisions who are making decisions authorizing transactions, and entering financial transactions into the financial information system are familiar with policies, procedures, terms and conditions, and that they are following those requirements.
How Does Risk Interface With Governance Committee
Audit Committee considers Internal Audit reports on controls and compliance and reviews audited financial statements and recommends them to Business Board and Governing Council for approval (University audited financial statements) and to the Audit Committee (recommendation) and Pension Committee for approval (Pension Plan audited financial statements). As noted above, effective with the transfer of assets to the UPP, the reporting requirement will transfer from U of T governance committees to the UPP Board of Trustees.

How is Risk Communicated
Through training programs; Guide to Financial Management that provides detail instruction on compliance with financial policies and procedures.

How Often is Risk Reviewed
Ongoing.

Legal & Regulatory
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Unlikely 11-35%

How is Risk Identified (where & who does info. come from, include titles and departments)
Various, depending on legislation or precedent. Many departments and individuals across the University have responsibility for ensuring compliance with multiple pieces of legislation and regulation. Ultimately, that responsibility channels up to the vice-presidents, the CFO, and other senior staff, depending on the area.

Why is Risk Happening - Contributing Factors
Various depending on legislation or precedent. Contributing factors include the decentralized management model under which compliance with legal and regulatory requirements must occur, and the large number of individuals across the university involved in that compliance.

What Are The Consequences /Impacts of This Risk
Depends on the legislation or regulation. For financial regulation, consequences could range from letters indicating non-compliance to financial penalties. Reputation is very much on the line if there is non-compliance with financial legislation or regulation. Example: Financial Services Commission of Ontario regulation of pensions. Effective with the transfer of assets to the UPP, the responsibility for legal and regulatory compliance will transfer from the University to the UPP Board of Trustees. Example: changes to trade agreements have increased prescribed procurement requirements.

Mitigating Factors
Policies and procedures; educational activities; compliance activities; insurance; auditing by regulatory agencies and funding agencies; lobbying activities.

How Does Risk Interface With Other Portfolios
There are legal and regulatory risks in all portfolios.

How Does Risk Interface With Governance Committee
Key policies are approved by Governing Council boards and committees. Example: Pension Statement of Investment Policies and Procedures (SIPP) which includes a number of regulatory requirements is approved by the Pension Committee. Regular reporting is provided to governance bodies.

How is Risk Communicated
Ongoing.
How Often is Risk Reviewed
Ongoing.

Financial

Investment Risk: Capital Market & General Economic
Risk Significance = High = Action and review by President
Risk Likelihood = Possible 36-65%

How is Risk Identified (where & who does info. come from, include titles and departments)
With respect to investment markets, CFO, UTAM and the Investment Committee (a committee of management that works on behalf of the President of the University) work together to develop investment return and risk targets. UTAM and Investment Committee jointly develop investment strategy, including the Reference Portfolio (the policy asset allocation for pension and long-term assets) for approval by the President (university funds) or the Pension Committee (pension funds). With respect to endowment spending, the Policy for Preservation of Capital of Endowment Funds provides for maintenance of purchasing power and reserving of funds in years of good investment returns to be paid out in years when investment returns are poor. Ontario government regulation. With respect to pensions, assets and liabilities of the University of Toronto Pension Plan will be transferred into the University Pension Plan (a defined benefit, jointly sponsored pension plan) on the conversion date, estimated to be July 1, 2021 (other other date reflecting approval by the regulator); however, the University will be responsible for any deficit outstanding as of the conversion date, and will continue to be responsible for 100% of U of T related past service pension funding requirements in respect of pre-conversion service for 10 year following conversion, and on a declining basis, at the rate of a decline of 5% per year, for the next 10 years, such that, at the end of 20 years and ongoing from then, the university will be responsible for 50% of all pension funding requirements. However, it is important to note that effective from the conversion date, the UPP Board of Trustees (not the University) will be responsible for establishing the return and risk parameters and the Pension SIPP in respect of all UPP pension assets. The University will continue to be responsible for investment of university assets (long-term capital appreciation pool, or LTCAP, and expendable funds investment pool, or EFIP) after the pension assets will have been transferred to the UPP. At this time, there is some uncertainty regarding the organization structure that will be in place to manage investment activities.

Why is Risk Happening - Contributing Factors
The University is affected by the general economic condition and the performance of capital markets. University funds and pension funds hold investments, the value of which is affected by the performance of capital markets. Changes in interest rates affect the amount of risk required to earn a given investment return, affect the cost of debt, and impact pensions. Additionally, poor economic conditions constrain government revenues which could result in reductions in government funding.

What Are The Consequences /Impacts of This Risk
Given the nature of investment markets, fluctuations in investment returns are expected from year to year, and it is important to consider and manage investment expectations for the long-term on a multi-year basis. With respect to investment markets, investment returns that are lower than target returns can require that the University’s operating fund provide funding to meet required spending (university funds) or to meet required pension funding imposed by government regulation.
**Mitigating Factors**
Impacts on pension and endowment funds may be managed on a multi-year basis through reserving and smoothing mechanisms. Investment policy takes volatility risk into account in setting target investment returns. With respect to the transfer of assets to the UPP, pension regulations for jointly sponsored pension plans, which will include the UPP, provide for multi-year funding mechanisms for funding of plan deficits. With respect to the continuing investment management of university assets after the transfer of pension assets to the UPP, and number of options for the future have been identified.

**How Does Risk Interface With Other Portfolios**
In the event that negative investment returns would generate losses that would not be earned back in future years would need to be replaced from operating funds, thus necessitating cuts in academic activities.

**How Does Risk Interface With Governance Committee**
Business Board approves investment policy for university funds. Pension Committee approves pension statement of investment policies and procedures (SIPP). Regular reporting by UTAM to its, board, to the University administration and to Business Board and Pension Committee. Effective with the transfer of assets to the UPP, the governance responsibility will transfer from the University of Toronto to the UPP Board of Trustees; however, as noted above, the U of T’s current responsibilities in respect of past service funding on pre-conversion assets will continue in full at 100% for 10 years, and then decline slowly for another 10 years to an ongoing responsibility of 50%.

**How is Risk Communicated**
Via the investment policies and via reporting by UTAM. Effective with the transfer of assets to the UPP, pension reporting it will be the University's expectation that the UPP will provide needed reporting.

**How Often is Risk Reviewed**
Pension SIPP is reviewed and approved annually by the Pension Committee. Endowment and pension return targets are reviewed every few years. Risk is monitored and reported on by UTAM on an ongoing basis. Effective with the transfer of assets to the UPP, responsibilities related to pension will be transferred to the UPP Board of Trustees. Work is ongoing with respect to the investment management of university assets following the transfer of pension assets to the UPP.

**Cash Flow**
Risk Significance = Low = Requires no attention apart from monitoring
Risk Likelihood = Unlikely 11-35%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
All divisions manage this risk through their management of their budget and expenditures. Financial Services provides policy and process guidance and controls key functions of cash management, banking, cheque production and cashier’s office.

**Why is Risk Happening - Contributing Factors**
The University received about $3.6 billion in 2019, a portion of which was cash or cash equivalents, and all of which must be received and accounted for. There are millions of expenditure decisions and accounts payable transactions being entered into by divisions across the University. There is room for poor decisions, duplicate payments, data entry errors, etc. Cash on hand must be managed to ensure that there are funds available on a daily basis to meet the University’s required cash outflows, Example: availability of cash in bank account to fund monthly and biweekly payrolls, regular accounts payable payments.

**What Are The Consequences /Impacts of This Risk**
Could reduce funds available for academic activities and lead to unnecessary program cuts.
Mitigating Factors
The majority of University revenues are transferred via wire payment and managed and processed by a small number of central departments. Receipts: most cash is received via wire, bank payment, or credit card payment (student fees, government grants, most research grants). Donations receipts are processed by Donations management. Divisions process receipts for cash collected and credit card payments processed in divisions ($228 million for 2019) and deposit them through the cashier's office or via specialty deposit bank accounts.

How Does Risk Interface With Other Portfolios
All portfolios are involved in expenditure decisions.

How Does Risk Interface With Governance Committee
Internal Audit provides reporting to the Audit Committee on departmental audits.

How is Risk Communicated
Guide to Financial management; training programmes.

How Often is Risk Reviewed
Ongoing.

Credit
Risk Significance = Low = Requires no attention apart from monitoring
Risk Likelihood = Rare 0-10%

How is Risk Identified (where & who does info. come from, include titles and departments)
Financial Services is responsible for collecting student fees.

Why is Risk Happening - Contributing Factors
This risk is identified as potential non-payment of fees by students.

What Are The Consequences /Impacts of This Risk
Potential loss of revenue to the University, and specifically to faculties, which are the main revenue generators.

Mitigating Factors
There were over 91,286 students in 2019, each contributing a relatively small proportion of the total student fees. Fees assessment and collection policies, procedures and processes. Example: A&S students de-registered if 50% of fees not paid by cut-off date; no registration for subsequent year of program until previous year fees paid; transcripts withheld if fee not paid in full; unpaid fees turned over to collection agency. New student accounting module was implemented Fall 2016.

How Does Risk Interface With Other Portfolios
All faculties have students and potential fee losses.

How Does Risk Interface With Governance Committee
Governing Council approved policy on academic sanctions for students who have outstanding university obligations.

How is Risk Communicated
Information is provided to student on what is expected in terms of payment.

How Often is Risk Reviewed
Ongoing.
**Integrity**
Risk Significance = Low = Requires no attention apart from monitoring  
Risk Likelihood = Rare 0-10%

*How is Risk Identified (where & who does info. come from, include titles and departments)*
Reporting by individuals (there is a whistle blower policy entitled Report incidences of Suspected Financial Impropriety); Internal Audits.

*Why is Risk Happening - Contributing Factors*
This is the risk that fraudulent activities perpetrated against the University for personal gain expose the University to financial loss, loss of reputation.

*What Are The Consequences /Impacts of This Risk*
Financial losses; reputation issues.

*Mitigating Factors*
Financial management is decentralized, with financial management decisions occurring in more than 300 academic departments and other budget units, thus limiting the size of potential frauds. Insurance coverage. Financial accountability reports. Budgets and their monitoring along with system controls limiting spending. Accounts payable expenditures of $50,000 and greater are individually scrutinized and signed.

*How Does Risk Interface With Other Portfolios*
All divisions are expected to manage this risk.

*How Does Risk Interface With Governance Committee*
Audit Committee reviews Internal Audit Plan and regular reports; President's accountability report.

*How is Risk Communicated*
Guide to Financial Management; training programs; training advice and consultation provided by FAST (Financial Advisory Services and Training) Team; requirement that all individuals with financial management responsibilities sign annually a Financial Accountability Report.

*How Often is Risk Reviewed*
Ongoing.

**Liquidity**
Risk Significance = Low = Requires no attention apart from monitoring  
Risk Likelihood = Rare 0-10%

*How is Risk Identified (where & who does info. come from, include titles and departments)*
CFO and UTAM are responsible for managing the Expendable Funds Investment Pool (EFIP) to safeguard the University’s expendable assets and to ensure that funds will be available when needed. UTAM manages LTCP and pension funds to ensure necessary liquidity within constraints imposed by investment policy and by the Investment Committee.
**Why is Risk Happening - Contributing Factors**
Safeguarding issues can arise because the funds are held with third parties, which in itself introduces the risk of loss (e.g. possible counter party losses. Banks in which funds are deposited are examples of counter parties.). To the extent that expendable funds are invested with parties other than banks, additional risk of loss through potential investment loss is introduced. For pension and LTCAP funds, some investment strategies require settlement of differences, requiring cash.

**What Are The Consequences /Impacts of This Risk**
Any permanent investment losses of expendable funds must be replaced by allocation from the Operating Fund. If funds are not available when needed, University obligations for payroll and other payments might not be made on time. Any requirements to settle losses on e.g. bond swap arrangements, currency hedging, require cash to be available for settlement. If sufficient cash is not available when required, then other investments may need to be sold, possibly at inopportune moments.

**Mitigating Factors**
EFIP short-term investments are currently concentrated in money market vehicles at numerous institutions, thus minimizing risk and maximizing liquidity. Investment policy that minimizes risk for EFIP investment to those with low risk. However, it is important to note that there are no vehicles that are completely risk free. Even bank deposits comes with the attendant risk, however minimal, of bank failure. A new EFIP medium term portfolio has been approved in 2019 and implementation has recently begun. This pool has an objective of avoidance of permanent impairment of capital, with modestly higher risk than the minimal risk articulated for the short-term portfolio. Depending on the specific investment strategies undertaken, investments in this portfolio may also increase the liquidity requirements. Liquidity constraints are placed on UTAM with respect to LTCAP and pension.

**How Does Risk Interface With Other Portfolios**
Permanent investment losses in EFIP would have to be replaced by funds that would otherwise be used for academic activities.

**How Does Risk Interface With Governance Committee**
Investment policy for university funds includes investment policy for EFIP, LTCAP and is approved by the Business Board. Pension Statement of Investment Policies and Procedures includes liquidity constraints around investment of pension funds and is approved by the Pension Committee. Effective with the transfer of pension assets and liabilities to the UPP, liquidity requirements will become the responsibility of the UPP Board of Trustees.

**How is Risk Communicated**
Investment policy; investment strategy.

**How Often is Risk Reviewed**
Actual liquidity for LTCAP and Pension is monitored by UTAM on an ongoing basis and reported to Investment Committee. EFIP liquidity and management and monitoring of cash on hand to satisfy requirements are managed and monitored by Financial Services and UTAM.

**Opportunity Loss**
Risk Significance = Low = Requires no attention apart from monitoring
Risk Likelihood = Rare 0-10%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
Financial Services manages accounts payable processing and monitors accounts receivable and accountable advances. The underlying activities are initiated by divisions.
**Why is Risk Happening - Contributing Factors**
This risk is defined as the risk that funds are not collected when expected (aged accounts receivable or accountable advances) or that funds are disbursed sooner than expected (accelerated accounts payable processing).

**What Are The Consequences /Impacts of This Risk**
At the present time, with very low interest rates for money market investments, the risk that funds are not received and invested immediately result in minimal losses.

**Mitigating Factors**
This activity occurs in divisions across the University, meaning that individual transactions are not usually large in comparison to total revenue. Financial Services monitors accounts receivable and accountable advances and works with divisions on collection.

**How Does Risk Interface With Other Portfolios**
All divisions enter into transactions and share in the investment earnings generated through investment of expendable funds in EFIP (see liquidity risk).

**How Does Risk Interface With Governance Committee**
Budgets are approved by Governing Council boards and committees.

**How is Risk Communicated**
Guide to Financial Management; advice and consultation to divisions via FAST Team training courses.

**How Often is Risk Reviewed**
Ongoing

**Procurement**
Risk Significance = Moderate = Immediate attention - Management to monitor  
Risk Likelihood = Possible 36-65%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
All divisions.

**Why is Risk Happening - Contributing Factors**
At the current time, there is no mandating of purchases. that is, the individuals making the buying decisions are not restricted to certain suppliers, but rather may acquire goods and services from their choice of supplier, provided that legislation and regulation, including trade treaties and the Ontario Government procurement directive rules around multiple quotes and public tendering are followed. At some point in the future that may change for certain types of purchases. The Ontario Government has introduced the Supply Chain Centralization initiative that includes centralized buying opportunities and a planned centralized procurement system which they will expect all government and Broader Public Sector entities (including universities) to use. At this point, no timing has been provided for this initiative but it is expected to be a multi-year effort.

**What Are The Consequences /Impacts of This Risk**
If goods and services are procured uneconomically, purchasing power is reduced. There are also ethical issues around fairness in awarding contracts, and legal and regulatory risk issues around compliance with legislation and regulation, including trade agreements.
Mitigating Factors
Purchases of $100,000 and higher must be publicly tendered, thus necessitating a controlled process. Procurement Policy requires compliance with the Ontario government directives and other procurement legislation and regulation. Recently there have been extensive changes to trade agreements that have resulted in major review and change to procurement processes, documentation and external reporting. Extensive web based purchasing guidance. Controlled processes for large purchases via St. George, Scarborough and Mississauga purchasing and construction departments.

How Does Risk Interface With Other Portfolios
Poor procurement decisions result in economic impact on faculties and other divisions. Non-compliance with legislative and/or regulatory requirements, including trade agreements, is a legal/regulatory risk that could also cause reputational damage to the University.

How Does Risk Interface With Governance Committee
Business Board approves procurement policy.

How is Risk Communicated
Procurement Policy, extensive web guidance; advice and assistance from procurement departments.

How Often is Risk Reviewed
Ongoing.

Operational

Authority/Limit
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Unlikely 11-35%

How is Risk Identified (where & who does info. come from, include titles and departments)
For financial matters, each division must decide on and implement delegation of authority coupled with accountability, based on its definition of roles and responsibilities. Finance Services provides guidance on proper delegation for financial matters.

Why is Risk Happening - Contributing Factors
The University operates on a decentralized management model for financial management, with responsibility and accountability for decision-making delegated to individual academic departments and other budget units.

What Are The Consequences /Impacts of This Risk
Improper delegation of authority coupled with lack of segregation of duties could result in loss of funds.

Mitigating Factors
Decision-making is distributed across divisions, thus making individual decisions less significant with respect to the institution as a whole. Definition of roles and responsibilities, training with emphasis on delegation and segregation of duties; monitoring; Internal Audit; financial accountability reports. Definition of responsibilities and accountability for contracts and documents, and implementation of new procedures has further improved mitigation of this risk.

How Does Risk Interface With Other Portfolios
Affects all portfolios.
How Does Risk Interface With Governance Committee
Governing Council approves Policy on Approval and Execution of Contracts and Documents. Internal Audit reports on departmental audits to the Audit Committee.

How is Risk Communicated
Guide to Financial Management provides guidance on appropriate delegation and segregation of duties for financial management. There are regular training courses that emphasize these elements of good financial management. The Provostial Guideline for Academic Divisions on Contracts provides direction for academic divisions implementing the Policy on Approval and Execution of Contracts and Documents.

How Often is Risk Reviewed
When audits are done.

Data Integrity
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Unlikely 11-35%

How is Risk Identified (where & who does info. come from, include titles and departments)
Financial Services, Research Services, Donations Management, Planning and Budget, utilize financial data generated around the university and monitor and assess its quality on a regular basis.

Why is Risk Happening - Contributing Factors
For financial management, completeness and accuracy of information, proper management trails and data security and safeguarding are crucial for proper financial reporting, budget control, etc. The decentralized nature of the University, with many initiators, approvers, and recorders of financial transactions, increases this risk but decreases its potential impact on the institution as a whole. There are extensive controls over who can enter what into the financial system, and all transactions are logged.

What Are The Consequences /Impacts of This Risk
Incomplete or incorrect financial reporting to contributors; impacts on management decision-making.

Mitigating Factors
Decentralization means that errors by one individual or department are unlikely to have a material impact on the institution as a whole. Budget control, system controls over non-salary spending; policies and procedures; Guide to Financial management; training programs; internal and external auditing; auditing by third party agencies representing various sources of funding.

How Does Risk Interface With Other Portfolios
All divisions need to manage this risk.

How Does Risk Interface With Governance Committee
Audit Committee reviews Internal Audit reports, and other reports periodically, on key controls.

How is Risk Communicated
Guide to Financial Management; Research guidance; training programs.

How Often is Risk Reviewed
Ongoing.
Governing Council

Compliance

Grant Sponsors / Donation Compliance
Risk Significance = Low = Requires no attention apart from monitoring
Risk Likelihood = Possible 36-65%

How is Risk Identified (where & who does info. come from, include titles and departments)
The Internal Audit Department conducts continuous auditing of expenditures charged to Tri-Agency grants as part of its annual compliance verification program. The risk is also evident in the routine monitoring reports produced by the Tri-agency monitoring teams which are publicly available.

Why is Risk Happening - Contributing Factors
Compliance risk occurs primarily due to lack of awareness about the detailed documentation requirements but also due to the frequent charging of specific non-eligible expenses to the grants e.g. indirect costs of research, business class airfare etc.

What Are The Consequences /Impacts of This Risk
Impact includes but is not limited to resource consumption necessary to remedy the non-compliant transactions as well as repayment of ineligible expenses personally from researchers and/or reallocation from other less restrictive grants.

Mitigating Factors
Internal controls directed at compliance include one-level-up authorization of expenses, availability of agency guides, separation of duties between PI's and financial administrators, redesign of expense reimbursement claim forms and training sessions put on by VPRI portfolio e.g. STARR Conferences.

How Does Risk Interface With Other Portfolios
VPRI/ROCO

How Does Risk Interface With Governance Committee
Internal Audit routinely reports on the results of the expenditure compliance program to the Audit Committee.

How is Risk Communicated
Through the VPRI and CFO and the Audit Committee

How Often is Risk Reviewed
Continually

Legal & Regulatory
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Almost Certain 91-100%
How is Risk Identified (where & who does info. come from, include titles and departments)

ADFG is responsible for helping administer the University's quasi-judicial processes, and as such, ADFG staff are responsible for flagging these types of risks, as they relate to these judicial affairs issues. The Senior Chair(s) or Chairs of the judicial processes, through their decision-making, are the adjudicators. It is their reasons that may identify or militate against these types of risk. To a lesser extent, governance bodies such as the Executive Committee, counsel in the Provost’s Office, the Office of the Ombuds, as well as the FIPP Office, also identify such risks.

Why is Risk Happening - Contributing Factors

Regardless of how well Chairs conduct hearings and well-written are their reasons, there is little control over what parties raise at these internal hearings. Further, there is little control over what issues parties to these processes can pursue, when taking further legal action (e.g. to the courts), should they be dissatisfied with a particular outcome in a case. Parties to a dispute, therefore, are free to argue before our quasi-judicial bodies and outside judicial bodies, that there was non-compliance with a process or a law, as the parties control their own arguments and what they present. These arguments can then be reflected in the public reasons. Further, members of the public and media may also attend hearings, which can lead to publicity about various cases.

What Are The Consequences /Impacts of This Risk

Given that these quasi-judicial proceedings are almost always public in some way - e.g. reasons are often published or decisions are picked up by the media - any non-compliance issue(s) can become public. Even if arguments regarding non-compliance are rejected, the fact they were raised remains public. Further, if there is a belief that one of our bodies has breached the law, a party can file complaints with various government bodies (e.g. Privacy Office, Ombuds Office, Human Rights Tribunal). Both of these possibilities above, can result in a high-profile embarrassment to the University's reputation, and increase costs and the use of resources.

Mitigating Factors

What is within our control, are well-developed processes and procedures that help to anticipate legal actions, while also militating against the likelihood of losing such actions, where parties seek recourse outside the University. For example, the Rules of Practice and Procedures for the University Tribunal clarify complicated procedural issues which, in the absence of such Rules, might have become subject to dispute. The quasi-judicial processes are lead by very experienced Chairs, who are familiar with case law, litigation, and complicated procedural issues. It is their solid, informed, and experienced decision-making that militates against the risk of cases making their way into external legal processes or government bodies. Strong quasi-judicial decision-making might not necessarily prevent a party from pursuing outside legal action, but it can buffer against losing said legal action. The management of the risk is in the strong decision-making of our Chairs and panels. All panel members receive intensive regular training. Our Senior Chairs are also involved in assisting with complicated quasi-judicial issues that are not before an actual panel. There are also regular Chairs’ meetings to discuss issues of concern and any potential trends, in order to reduce the likelihood of, and prepare for such trends in the future.

How Does Risk Interface With Other Portfolios

Our processes interface with faculties, divisions, UTFA, the Provost’s Office, the President's Office, various governance bodies, as well as other offices with specific expertise (e.g. FIPP and Ombuds). As there are over a dozen quasi-legal processes, each interfaces with different stakeholders and portfolios. For example, the approval process for expulsion cases involves the President accepting the recommendation. Therefore, risks associated therein, could create difficulties for this portfolio.
How Does Risk Interface With Governance Committee
The ADFG risks above, interface with various governance bodies such as Academic Board, University Affairs Board, the Executive Committee and the Governing Council. Using the expulsion example above, any issues raised by parties, and the reasons for decision, could affect an expulsion outcome. Some cases that involve media reporting, can also come up at the Executive Committee. Official reporting about cases and statistics, are produced for the Academic Board and the University Affairs Board ((Office of VPS is the lead), and can include discussions around these types of risks.

How is Risk Communicated
Risks are raised regularly with our Senior Chairs, Chairs, counsel in the Provost’s Office, and to a lesser extent, governance bodies such as the Executive Committee. Guidance from Senior Chairs, including communications and meetings with other Chairs, assists in the communication of these types of risks. The Secretary of the Governing Council also keeps the President and the Chair of GC informed of any possible public risk - e.g. cases in the media.

How Often is Risk Reviewed
This type of risk is reviewed on an ongoing basis, and in consultation and partnership with our Senior Chairs and Chairs. This assists with identifying trends, and anticipating and preventing additional risk, especially in the context of specific difficult cases. Risk is also reviewed through yearly analysis of cases, statistics, and hence trends, to determine if changes to processes are warranted. ADFG also works with the Provost’s Office, the FIPP Office and the Office of the Ombuds regarding any trends or specific instance of risk that arises.

Non-compliance with Internal requirements
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Possible 36-65%

How is Risk Identified (where & who does info. come from, include titles and departments)
This entire section is similar to the Legal & Regulatory section, except that instead of relating to law and statutes, this section relates to internal codes and processes. The first point of review for judicial cases at our level, would be with ADFG staff, who would flag items of concern for the various relevant decision-makers. The Senior Chair or Chairs of the judicial processes, divisional offices, Provost’s Office, and to a lesser extent parties to the processes, as well as governance bodies such as the Executive Committee, also have a role in identifying these types of risks.

Why is Risk Happening - Contributing Factors
With over a dozen quasi-judicial processes, there is much that could go awry in terms of non-adherence to our processes and policies. The breadth and complications associated with all of these policies and processes, coupled with an exponential increase in the numbers of disputes, raises the possibility of a policy or procedural breach. Further complicating this, is the fact that even if there is compliance, a party can still argue there was a breach. Parties have a right to raise such issues and have them decided by impartial arbiters.

What Are The Consequences /Impacts of This Risk
Cases can become protracted, and most are public. For those that are public, this means anyone, including the media, can attend. Further, many of our cases are also publicly available. Therefore if any issues are raised, they can often be found and reproduced or referred to by others. They can also be reviewed by outside legal bodies, leading to embarrassment and greatly increased financial cost and use of resources.
**Mitigating Factors**
What is within our control, are well-developed processes and procedures to militate against the likelihood of losing an action, along with review by our Senior Chairs. This can lead to practice directions or changes to process in order to decrease the possibility of future allegations. For example, the Rules of Practice and Procedures for the University Tribunal clarify complicated procedural issues which might have otherwise become subject to a dispute. We also have very experienced and well-trained chairs, who are familiar with case law, litigation, and complicated procedures. There are also regular chairs’ meetings to discuss issues of concern. Internal ADFG process binders have been created to ensure consistency in our application of the various Codes and Rules, as well as regular updates of our information to the public.

**How Does Risk Interface With Other Portfolios**
Our processes interface with different stakeholders, depending on the process. These portfolios could include faculties, divisions, the Provost's Office, the President's Office, the FIPP Office, and the Office of the Ombuds.

**How Does Risk Interface With Governance Committee**
These risks also interface with the governors who are part of governance bodies through which we report or seek approval. For example, recommendations for expulsion are brought to the Executive Committee, where process concerns can be raised and examined. Cases and statistics are also reported to the Academic Board and the University Affairs Board, where issues can be raised and discussed.

**How is Risk Communicated**
Risks are raised regularly with our Senior Chairs, Chairs, counsel in the Provost’s Office, and to a lesser extent, governance bodies such as the Executive Committee. The Secretary of the Governing Council also apprises the President and the Chair of GC regarding any specific risks associated with cases.

**How Often is Risk Reviewed**
Risks are reviewed on an ongoing basis, in order to anticipate and prevent, especially in the context of specific difficult cases. Risks are also reviewed through yearly analysis of cases and trends, to determine if changes to processes are warranted. The ADFG Office creates multiple tracking documents to ensure cases are moving through the processes as anticipated.

**Other Compliance: Legal & Regulatory: FIPPA**
Risk Significance = Major = Action and review by risk owners
Risk Likelihood = Almost Certain 91-100%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
The FIPP Office works with various types of risks related to access and privacy, arising from legal and ethical obligations. The key legislative requirements come from: • The Freedom of Information and Protection of Privacy Act (FIPPA) • The Personal Health Information Protection Act (PHIPA) • The European General Data Protection Regulation (GDPR) Additionally, in the research context, the University follows the Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans [TCPS 2 (2018)]

ACCESS RISKS: The FIPP Office is the primary recipient of formal access requests at the University. Access risk is primarily identified directly by the FIPP Office, relevant Freedom of Information Liaisons (FOILs), and the Touch Base group (which meets weekly on a privileged basis for legal advice on access, privacy, and related matters.) The Touch Base Group fundamentally comprises University Senior Legal Counsel and FIPP Office staff, as well as representation from the Offices of the President, Provost, Governing Council, and Strategic Communications. A few access matters are communicated to the FIPP Office by University officials/offices approached directly by requesters. There is a clear institutional understanding that these matters go to the FIPP Office, and they are almost never missed or substantially delayed.
The University follows a highly aligned, integrated, and collaborative process for access matters. There is a strong emphasis on detailed briefing and consensus-based decision-making, which helps with identification of access risk, and also with its communication to key officials/offices and with its management. Access matters comprise the risks of possible externalization of records and information that would otherwise remain internal to the University and its operations. This risk is identified and assessed as requests are processed, in consultation with FOILs and other officials responsible for the records, in discussion with the Touch Base Group, and finally, as necessary, with advice from legal counsel. The University has seen a historically gradual climb in the number of access matters. In the last year, the absolute caseload has fallen, but a very large proportion of recent request have been connected to increasingly sensitive and complex issues for the University. Many have also involved large volumes of records or searches through large volumes of records. Although the absolute number of requests has fallen, the issues in the requests continue to increase and/or represent high risk for the University.

PRIVACY RISKS: Privacy risks are identified by FIPP Office staff, University leaders, staff at Simcoe Hall offices and other administrators throughout the University, including, but not limited to legal counsel, registrarial staff, Deans’ office staff, IT security and other IT staff, faculty, and other community members on an ad-hoc basis. Because of the continually increasing importance and use of electronic records, both at the University and in the world at large, identification of privacy risk increasingly interfaces with and/or originates with IT security and the CISO and that Office’s staff. In particular: Information Security and Enterprise Architecture (ISEA) staff provide Information Risk Management Services, including Project and Information Risk and Risk Management Assessments (IRRMs) and related assessments. ISEA staff frequently identify and consult with the FIPP Office with respect to privacy requirements/law and risks associated with applications and programs that they are assessing and assessment methodologies. The University CISO and IT security staff consult on privacy issues and problems that occur -- simple matters are generally resolved through notices and communications largely handled by the FIPP Office -- more complex issues that are rooted in IT, such as major compromises, are handled by the CISO, with support from various University stakeholders, including the FIPP Office, for advice on application of privacy legislation, consideration of advice from external privacy breaches, submissions and interaction with the IPC, and so on. The Touch Base Group also discusses and strategizes with respect to privacy risks and creates and brings forward recommendations for institutional and leadership strategies and responses. Identifying and effectively addressing privacy risks is a shared responsibility for which there is a high degree of organizational awareness, and there is a clear expectation that possible strong encouragement to report to the FIPP Office, FOILs, and/or legal counsel. This direction is repeated explicitly and emphatically at frequent training sessions. PHIPA: PHIPA regulates personal health information in the custody/control of health information custodians (health & wellness services / clinics / regulated health professionals involved in the provision of health care). Compliance comprises rigorous tracking of personal health information, with rigorous training of staff/clinicians, full audit, prompt notice to subjects when there is a breach, and reporting to the IPC – both annual for all breaches, and immediate for specified serious breaches by health information custodians. GDPR: GDPR applicability is a developing legal field in which uncertainties exist, particularly respecting extra-jurisdictional (outside the EU) application. Generally, GDPR regulate the treatment of personal information of EU residents, and intersects with U of T activities in arrangements with EU Universities, and in certain circumstances when EU residents make specific requests of the University. RESEARCH: Research privacy risk touching on personal privacy, issues of consent and notice are regularly brought to the FIPP Office for advice by various research officials in different contexts.
Why is Risk Happening - Contributing Factors
LEGISLATION: The University is governed by the Freedom of Information and Protection of Privacy Act (FIPPA), as well as (for health information custodians) PHIPA (as explained above), which create explicit legal requirements for access to University records, and protection of privacy/handling of personal information and personal health information. The head of the institution is the official directly responsible for the risk under FIPPA—for universities, this official is the president. Additionally, even for excluded or non-FIPPA regulated privacy and confidentiality expectations and requirements (including, for example, research and HR functions), effective privacy and confidentiality protections, rights, and processes are necessary (to the extent practicable and consistent with other institutional requirements, obligations, and rights). These should (again, to the extent practicable) be consistent and harmonized with parallel legal requirements/expectations in FIPPA/PHIPA. As described above, in “Identify”, there is also a need to consider external legislation that may affect the University, such as the GDPR. IT: There is a constant increase in reliance on IT-based information, with a concomitant reduction in the use/reliance of hard copy or paper based information as time goes by. Concomitantly, security, exploits, and the general interface between people and data is increasingly electronic/IT-based. Consequently, IT information and privacy risks continually increase. Additionally, the methods for handling electronic information and records evolve based on convenience and efficacy, with increasing numbers of new programs/apps appearing as time goes by, and with a natural interest from faculty to use these in their work. Some have been assessed by IT security staff and other have not - this can create risk to personal and other confidential information that is shared/externalized from the University with these resources. Malware/ransomware and cyber exploits of various kinds also appear to be occurring with increasing frequency and potential impact for the University. These range from nation state threats to exploits designed to find financial information or to compromise specific accounts. These are highly variable in the information and individuals affected, and continually adapt and evolve to best exploit available opportunities/weaknesses. HEALTH INFORMATION: Health information custodians are responsible for PHIPA compliance. The University is currently reexamining its approach/relationship with its health information custodians (HICs). Currently, clinics and individual practitioners are HICs. The possibility that the University might become a HIC itself is currently under consideration. The characterization/identity of the HIC(s) affects risk, for example around agent agreements between HIC(s) and agent(s), who are individuals who carry out actions for HICs and whose duties should be properly documented in agent agreements.

What Are The Consequences /Impacts of This Risk
Privacy complaints or appeals to the Information and Privacy Commissioner of Ontario can result in Public Orders for access matters and Public Investigation Reports for privacy matters. These can considerable reputational risk. Because of the nature of media exposure and ex post facto analysis, release (pursuant to access legislation or otherwise) of University records can also have reputational impact on the University, particularly if those records have not been created/maintained with rigorous professionalism. Statutory penalties are set out in legislation for egregious privacy/access offences. These are exceedingly rare, as they require an intent to deceive, willful destruction of records, and so forth, so the risk of their occurrence is very low, but their impact would be significant. The University also has responsibility to assist potential victims in certain privacy issues, sometimes explicitly required by law (notice requirements in PHIPA) and sometimes as a matter of good practice (notice, credit monitoring, etc. for FIPPA issues). Civil liability for privacy problems is a developing area with ongoing definition of liability and damages.
**Mitigating Factors**
Access risk is primarily managed by the FIPP Office, relevant Freedom of Information Liaison (FOIL), and the Touch Base group (which meets weekly, and includes representation from the Offices of the President, Provost, Governing Council, Communications, Legal Counsel, and FIPP Office). The primary purpose of the Touch Base Group is to provide legal advice and guidance on access and privacy matters, and materials for the Group, as well as records for and of its meetings, are solicitor-client privileged. Access requests are circulated on receipt among Touch Base Group members for legal advice and guidance on exact legal interpretation of the request, details of processing, University portfolios affected. In processing and issuing decisions for access requests, the FIPP Office and Touch Base Group seek optimum alignment institutionally, and critically with affected portfolios. The processing and close work with FOILs specifically follows legal request time requirements, while ensuring full participation from affected areas and leaders in the request response. Likewise, the FIPP Office works closely with FOILs to identify and quickly address privacy questions and concerns. The caseload/complexity of the FIPP Office has been addressed through staffing. One Coordinator has been added at the FIPP Office. Additionally, process redesign and streamlining is ongoing, with increasing use of properly secured online resources, including one-drive and encryption. The FIPP Office works closely with the CIO, CISO, and other IT and IT security staff. The FIPP Office also participates on the ISC, and working groups and projects as requested. Key activities include full support for ISEA, including guidance for assessing IT for IRRM and related purposes, helping to craft solutions and approaches to IT privacy/security challenges, and working through breaches and compromises when they occur.

**How Does Risk Interface With Other Portfolios**
The FIPP Office works closely with FOILs. There is a FOIL at each division, as well as sub-FOILs for some major operational units within divisions. Work with FOILs spans all aspects of access and privacy, and the FIPP Office endeavours to responsively and effectively address, and to the extent possible, resolve issues and questions brought to it by FOILs and others. The FIPP Office works closely with the CISO and with other IT and IT security staff. The FIPP Office issues weekly updates through a formalized report, distributed by email to an expanded VP group. The FIPP Office conducts weekly meetings of its Touch Base Group, described above, comprising legal counsel and representatives from Offices of the President, Provost, Governing Council Secretary, Strategic Communications, and FIPP Office. The FIPP Office works closely with the CIO, CISO, ISC, and other IT staff as described above in "Manage". The FIPP Office welcomes all access and privacy questions from all faculty, staff and students.

**How Does Risk Interface With Governance Committee**
The FIPP Office interfaces through senior legal counsel, Offices of the President, Provost, Governing Council Secretary, and Vice Presidents, with which the FIPP Office interacts, and to which it reports as requested. Additionally, the Director of the FIPP Office reports directly to the Secretary of Governing Council. The Audit Committee receives information respecting privacy and related security risks, on request.

**How is Risk Communicated**
Weekly meetings and weekly reports, as described above, as well as ad-hoc communication throughout and outside the University as necessary.

**How Often is Risk Reviewed**
Risks are reviewed, assessed, and mitigated continually and as they arise, and as requested. Risks are also regularly discussed in depth with the Touch Base Group, with other stakeholders, and in the context of annual IPC statistical reporting. Periodic discussion with affected/responsible areas and units within the University occur as necessary, including risk review and strategies for future mitigation. FIPP Office staff hold regular bi-weekly meetings with the University CISO.
Financial

Cash Flow
Risk Significance = Low = Requires no attention apart from monitoring
Risk Likelihood = Rare 0-10%

How is Risk Identified (where & who does info. come from, include titles and departments)
The Office of Convocation provides services/documents for a fee - diploma replacements, diploma delivery and certification of degrees. Payment for the diploma replacement service is by cash/certified cheque only and is a cost-recovery operation. The other services can be paid by cash/certified cheque or by online credit card payments.

Why is Risk Happening - Contributing Factors
Security: cash in the office carries a risk of theft; Financial/Economics: if not deposited in a timely manner, it cannot generate income nor cover cost of doing business; Cash for services must be collected, securely monitored and accounted for until deposit. Lost revenue due to improper protocols could adversely affect revenue for this cost-recovery service.

What Are The Consequences /Impacts of This Risk
This is a cost-recovery service, if cash flow is not tracked accurately and properly monitored, could result in lost revenue which will adversely affect the office operations and the quality of service.

Mitigating Factors
- cash/cheques are securely stored and deposited in a timely manner;
- duties are delegated to ensure proper segregation of duties;
- system in place to monitor compliance;
- controls for reasonable assurance that we are adhering to University policies & procedures with respect to cash funds and banking;
- financial transactions are recorded;
- cash reconciliation between cash collected and cash deposited

How Does Risk Interface With Other Portfolios
N/A

How Does Risk Interface With Governance Committee
N/A

How is Risk Communicated
N/A

How Often is Risk Reviewed
Internal controls are monitored on a continuous basis as part of our operation.

Integrity
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Possible 36-65%

How is Risk Identified (where & who does info. come from, include titles and departments)
There is no enterprise approach to identifying and assessing Integrity risk as the University does not perform a Fraud Risk Assessment. Integrity/fraud risk is assessed at the local level through Internal Audit assessments when conducting a Departmental Audit. An enterprise wide Fraud Risk Assessment is included in the Internal Audit work plan in 2020.
Why is Risk Happening - Contributing Factors
Integrity/fraud risk typically occurs due to ineffective and/or inconsistent functioning or lack of internal controls which creates the opportunity to perpetrate and conceal impropriety. It occurs primarily due to ineffective segregation of incompatible duties, lack of management oversight, over-delegation of authority, lack of monitoring and reconciliations, ineffective safeguarding of assets, ineffective procurement controls and vendor set-up processes, ability to override system controls and the lack of a reporting and safe disclosure policy and process.

What Are The Consequences /Impacts of This Risk
Consequences typically includes but is not limited to financial loss, requirement to payback sponsor funds, negative impact on the reputation of staff, faculty and the University and also decreased employee morale. It also results in extensive consumption of internal and external financial and human resources that are required to investigate and resolve the matter. Where the financial loss is insurable the preponderance of claims results in insurability issues, increased premiums and the claim deductible amount.

Mitigating Factors
Policies and procedures, system controls, manual processes and management oversight exist centrally and at the divisional, departmental, program and functional level that assist with mitigating integrity risk. Policies and the GTFM identify compliance requirements as well as the minimum level of internal control and procedures that decentralized academic and administrative areas and functions are expected to have in place. With the exception of manual signing of cheques for amounts greater than $50K, there is little to no continuous central monitoring for compliance and/or internal control effectiveness. As a result extensive reliance is placed on all operations to implement and manage in accordance with the policies and guidance with self-reporting of compliance through the Annual Accountability Reporting process.

How Does Risk Interface With Other Portfolios
All portfolios have responsibility for effectively managing this risk.

How Does Risk Interface With Governance Committee
Incidents of fraud and misappropriation are reported to the Audit Committee as outlined in the Internal Audit Procedure for Reporting Allegations of Suspected Financial Impropriety.

How is Risk Communicated
Incidents of fraud and misappropriation are reported on a needs-to-know basis typically to the President, Secretary of the Governing Council, HR and Labor Relations, Legal, Insurance and Risk Management, the CFO and the respective VP whose portfolio is impacted. It may also involve reporting to the Tri-council where their sponsored research funding was affected and/or law enforcement. During the course of internal audits where integrity risk is considered as not sufficiently mitigated the department head is provided with recommendation(s) to improve control and oversight. Furthermore internal audit provides fraud awareness and prevention training to interested groups of business officers upon request.

How Often is Risk Reviewed
As noted previously, the University does not undertake an enterprise fraud risk assessment. It is assessed however at the local level by internal audit during the course of its departmental audit program.

Operational

Data Integrity
Risk Significance = Low = Requires no attention apart from monitoring
Risk Likelihood = Rare 0-10%
**How is Risk Identified (where & who does info. come from, include titles and departments)**

ADFG produces public statistics for student discipline, and also creates internal documents and systems to monitor reliability of internal data and reporting. Therefore there is regular analysis of trends and modeling through ADFG databases and statistical reporting. ADFG is also in the process of bringing on board a new case management system, that will cover most of the judicial processes that fall within its portfolio.

**Why is Risk Happening - Contributing Factors**

Statistics for certain processes are public. This sometimes leads to requests from the public, including the media, regarding trends and in-depth details pertaining to student discipline.

**What Are The Consequences /Impacts of This Risk**

If there is a public request, especially from media sources, it is imperative we be able to explain and have confidence in, our publicly available statistics.

**Mitigating Factors**

The statistics are reviewed by multiple people in both the ADFG Office, and the Provost's Office. This creates confidence in the reliability. Changes are regularly made to our database, which lead to more accurate reporting and modeling. We are also currently moving to a case management system, that will be much more updated and sophisticated. This will provide a better tracking mechanism, will be more nuanced in statistical modeling and measuring, and overall provide much better data integrity processes.

**How Does Risk Interface With Other Portfolios**

The statistics that are reported, are on behalf of the Provost's Office. Requests can also lead to interaction with the FIPP Office, in order to determine what, if any further information can be disclosed. We also work with media relations should we be able to disclose further information, in order to appropriately relay said information.

**How Does Risk Interface With Governance Committee**

These statistics are reported to the Academic Board and the University Affairs Board.

**How is Risk Communicated**

Internally it is communicated in consultation with, and sometimes in conjunction with, the Provost's Office and media relations. Discussions are also held with the Senior Chair.

**How Often is Risk Reviewed**

Ongoing review in addition to detailed intense review when pulling together our yearly statistics.

**Data Security**

Risk Significance = Major = Action and review by risk owners  
Risk Likelihood = Unlikely 11-35%

**How is Risk Identified (where & who does info. come from, include titles and departments)**

Director of Operations at the Office of the Governing Council; SharePoint Administrator at EASI

**Why is Risk Happening - Contributing Factors**

The Office of the Governing Council moved all of its electronic files to SharePoint Online as of September 2019 (ADFG scheduled for February 2020) from the legacy SharePoint 2010 system. The Office of the Governing Council is the office of record for the institution. It also receives requests for information contained in governance meeting reports, or other documents, to provide additional context on decisions that were taken. Should this data be lost - either through Microsoft security issues or via ransomware - these searchable records would be lost. UTARMS is in possession of some of these hard copy documents, but not all met archival requirements, and were therefore disposed.
What Are The Consequences / Impacts of This Risk
Loss of institutional records.

Mitigating Factors
The OGC has requested that MFA be setup to mitigate risk of ransomware. Education to staff members. Publicly available governance documentation is also posted on the website and, therefore, held in a separate database - effectively a backup.

How Does Risk Interface With Other Portfolios
CIO/CESO

How Does Risk Interface With Governance Committee
Documents are related to governance committee business but there is no current direct interface with a specific body

How is Risk Communicated
The OGC has requested that MFA be setup to mitigate risk of ransomware. Education to staff members via email and in person meetings.

How Often is Risk Reviewed
Bi-annually

Social Activism
Risk Significance = Major = Action and review by risk owners
Risk Likelihood = Possible 36-65%

How is Risk Identified (where & who does info. come from, include titles and departments)
On occasion, there are demonstrations prior to, or during, governance meetings. These demonstrations can be on a range of matters - e.g., tuition fees, employment matters, freedom of speech, etc., Normally the Secretariat is aware in advance that a demonstration is planned as Campus Police and University of Toronto Communications monitor social media in order to be aware in general of activities on the three campuses. In addition, the Office of the Vice-Provost, Students is sometimes made aware of plans for demonstrations as the leaders of the various student governments sometimes reach out to provide notice to the administration. Typically there are also often posters up around campus advertising the plans for a demonstration.

Why is Risk Happening - Contributing Factors
These demonstrations arise on matters where there is a major difference of opinion between the University administration and particular members of its community with regard to a University initiative, policy, report or decision.

What Are The Consequences / Impacts of This Risk
In some cases demonstrations disrupt governance meetings, and in rare cases have prevented a meeting from proceeding (which can result in delay in consideration of the matter). Depending on the issue under scrutiny and the size of the demonstration, there can be significant damage to the University's reputation. In addition, there can be concerns around public safety. There are also risks to the relevant relationships (e.g., between a student government and the University administration, between a collective bargaining unit and the University administration, etc.).

Mitigating Factors
When there is advance knowledge of a demonstration, as well as when there is not, measures are put in place to try to ensure that there is: - no disruption to University business (e.g., governance or management meeting continues to be held, staff are not prevented from accessing their offices); - no risk to personal safety.
How Does Risk Interface With Other Portfolios
The following portfolios are involved whenever such a matter arises - Office of the Governing Council, Office of the President, Office of the Vice-President and Provost, Senior Legal Counsel, University of Toronto Communications and Campus Police. In addition, depending on the specific issue, the following portfolios may also be involved - Office of the Vice-President, University Operations; Office of the Vice-President, Human Resources & Equity; Office of the Vice-Provost, Students; and, Office of the Vice-President, University Advancement.

How Does Risk Interface With Governance Committee
If the demonstration is in relation to a meeting of a governance body this has implications for logistics related to the meeting as well as for the members and guests.

How is Risk Communicated
When there is advance notice of a demonstration, when appropriate members and guests, as well as occupants of Simcoe Hall, are provided with information about restricted access measures.

How Often is Risk Reviewed
Every cycle of governance (6 cycles per year) as well as on an ad hoc basis as needed.

Strategic

Reputation
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Unlikely 11-35%

How is Risk Identified (where & who does info. come from, include titles and departments)
The UofT Diploma Parchment: 1. Risk of Loss/Theft 2. Risk of Counterfeit or Fraud The Office of Convocation prints over 19,000 degrees, diplomas and certificates annually. During production & distribution, the integrity & security of all parchments must be maintained. The risk exists that the brand and reputation of the University could be negatively impacted by the proliferation of fake/counterfeit UofT degree

Why is Risk Happening - Contributing Factors
- there is the high demand for good quality counterfeit diplomas; - black market exists for counterfeit diplomas; - over the years, a large growth in the underground market of fake academic credentials in response to the increased demand for fakes have promoted the growth of diploma mills around the world; - high quality fakes can be used for immigration fraud; impersonating professionals (e.g. doctor, lawyer); to falsify qualifications for employment purposes;

What Are The Consequences /Impacts of This Risk
- the parchment can be considered the “currency” of the University; a blank parchment has great financial value for criminal elements involved in document fraud; - the demand for a University degree (and other falsified documents) is on the rise; - third party companies using the University’s online degree verification service contacted our office to authenticate diplomas which turned out to be fakes; - falsified diplomas harm the brand and reputation of the University; - proliferation can significantly impact society; and can harm potential employers who hire individuals with false documents;
Mitigating Factors
- The OC has strict controls in place to protect the parchment, the seal, and the signatures on the parchment;
- The parchment is tracked and securely stored during all stages of production: from printing, to storage, and use until it is released to graduates;
- Segregation of duties; those taking the order are not the same as the person printing the diplomas;
- Very restricted access to the print program and the parchment;
- Onsite at UofT: parchment control done when new delivery arrives; access to the parchment is restricted to authorized staff;
- Parchment is locked in a secure area; 4 levels of access required to reach the parchment; it is continually tracked during printing;
- All diplomas printed - including replacement diplomas, are tracked. List of all graduates maintained and all alumni who request replacements;
- Rigorous records checks on ROSI and other official documents before replacement diplomas are printed;
- Signature templates are securely stored by a separate office on University server to ensure safety and separation of duty;
- Security features embedded in the parchment;

How Does Risk Interface With Other Portfolios
1. Alumni: we offer services to alumni for a fee (replacement diplomas; certification of degrees:
2. Registrar Offices: we partner closely with registrars during convocation to ensure the graduation rolls are accurate and programs complete.
3. VP & Provost: we support the University’s online Confirmation of Degree site used by third parties to confirm degree conferrals of alumni.

How Does Risk Interface With Governance Committee
N/A

How is Risk Communicated
N/A

How Often is Risk Reviewed
This is reviewed on a continuous basis as part of our diploma production operations. Periodic audits are conducted as part of our operations to ensure security controls are meeting standards.
Human Resources & Equity

Compliance

Other Compliance: Legal & Regulatory: Non-compliance with laws & government regulations
Risk Significance = Low = Requires no attention apart from monitoring
Risk Likelihood = Almost Certain 91-100%

How is Risk Identified (where & who does info. come from, include titles and departments)
New and revised legislation risk is identified by the Director, HR Strategic Initiatives for HR and immigration legislation, the Executive Director, CAHRS & WI for workplace civility and harassment requirements, the Executive Director, Labour Relations for Labour Relations Act adjustments. Senior Legal Counsel, Labour & Employment provides counsel in all these cases.

Why is Risk Happening - Contributing Factors
Provincial government pass revisions to legislation and/or craft new legislation to better support their party's position on a number of issues including labour. Federal regulations regarding immigration changes were made in 2015 to protect the Canadian workforce and ensure as many jobs were filled by Canadians as possible. Risk in this area results from misalignment of University policies, collective agreements, and processes with new requirements.

What Are The Consequences /Impacts of This Risk
Both federal and provincial governments have implemented auditors for respective legislation, and have empowered them to conduct workplace audits and visits. Failure to ensure compliance can lead to monetary and administrative penalties, including penalties under the Employment Standards Act and the Provincial Offences Act.

Mitigating Factors
Immigration risk has been mitigated by consolidating access to Federal Immigration systems to institutional units; these units work with divisions and departments to ensure engagement and employment of foreign nationals is compliant with the Immigration, Refugee, and Citizenship Canada Act. Training roadshows and support documentation are provided to the broader community. Changes to provincial legislation are accounted for prior to formal updates of employment policies and collective agreements because all agreements and policies operate under the premise that policies and agreements can only set out conditions that exceed the minima in the legislation. In the event legislation provides a better benefit, those terms and conditions apply automatically.

How Does Risk Interface With Other Portfolios
Intersection with Vice-President & Provost (in particular Vice-Provost, Faculty and Academic Life as it relates to employment of faculty, and Vice-Provost, Students as it relates to immigration of foreign nationals). Regular communication with Vice-President, UOREP via EASI to ensure system configuration aligns with legislated requirements.

How is Risk Communicated
Regular and frequent communication about changes and the risk impact to HR professionals across the University. Regular communication with business officers to ensure appropriate ground-level implementation of new processes. Communication through formal governance to approve changes to Policies and to advise of changes to collective agreements.
Human Resources & Equity

**How Often is Risk Reviewed**
Periodic reviews concurrent with updates to collective agreements and policies, as well as reviews upon notification of potential legislated changes.

**Legal & Regulatory**
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Almost Certain 91-100%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
New and revised legislation risk is identified by the Director, HR Strategic Initiatives for HR and immigration legislation, the Executive Director, CAHRS & WI for workplace civility and harassment requirements, and the Executive Director, Labour Relations for Labour Relations Act adjustments. Senior Legal Counsel, Labour & Employment provides counsel in all these cases.

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Both federal and provincial governments have implemented auditors for respective legislation, and have empowered them to conduct workplace audits and visits. Failure to ensure compliance can lead to monetary and administrative penalties, up to and including penalties under the Employment Standards Act, and Provincial Offences Act.

**Mitigating Factors**
Immigration risk has been mitigated by consolidating access to Federal Immigration systems to institutional units; these units work with divisions and departments to ensure engagement and employment of foreign nationals is compliant with the Immigration, Refugee, and Citizenship Canada Act. Training roadshows and support documentation are provided to the broader community. Changes to provincial legislation are accounted for prior to formal updates of employment policies and collective agreements because all agreements and policies operate under the premise that policies and agreements can only set out conditions that exceed the minima in the legislation. In the event legislation provides a better benefit, those terms and conditions apply automatically.

**How Does Risk Interface With Other Portfolios**
Intersects with Vice-President & Provost (in particular Vice-Provost, Faculty and Academic Life as it relates to employment of faculty, and Vice-Provost, Students as it relates to immigration of foreign nationals). Regular communication with Vice-President, UOREP via EASI to ensure system configuration aligns with legislated requirements.

**How is Risk Communicated**
Regular and frequent communication about changes and the risk impact to HR professionals across the University. Regular communication with business officers to ensure appropriate ground-level implementation of new processes. Communication through formal governance to approve changes to Policies and to advise of changes to collective agreements.
How Often is Risk Reviewed
Periodic reviews concurrent with updates to collective agreements and policies, as well as reviews upon notification of potential legislated changes.

Non-compliance with Internal requirements
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Likely 66-90%

How is Risk Identified (where & who does info. come from, include titles and departments)
Quality control measures identify areas of risk – either audit of HRIS systems when a discrepancy is noted, or formal audit requirements including payroll and vacation liability. Issues are escalated to Director, HR Strategic Initiatives, and where non-compliance with collective agreement exists, the Executive Director, Labour Relations.

Why is Risk Happening - Contributing Factors
The decentralized nature of the University leads to inconsistency in application and interpretation of internal requirements such as collective agreements, policies, and HR guidelines.

What Are The Consequences /Impacts of This Risk
Where inconsistencies are linked to pay or financial well-being of an employee or group of employees, the University would be responsible for paying any monies owed as well as any penalties assessed under the relevant Act.

Mitigating Factors
Mitigating Factors: internal controls, financial controls, separation of duties, etc. Recurring review of HR financial matters including payroll and vacation helps identify issues before they escalate. Labour relations and Strategic Initiatives have broader line of sight over how various employment provisions are interpreted, and can guide divisional HR professionals through any issues that arise to ensure ongoing compliance and consistency in interpretation.

How Does Risk Interface With Other Portfolios
Intersects with the Office of the Vice-Provost, Faculty & Academic Life on matters relating to faculty. Interacts with Financial Services and EASI and other portfolios as appropriate

How is Risk Communicated
Regular communication with, and training of, HR professionals across the University to ensure consistency

How Often is Risk Reviewed
Ad-hoc basis; full review of policies and internal requirements when legislation changes occur.

Other Compliance: Legal & Regulatory: FIPPA
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Possible 36-65%

How is Risk Identified (where & who does info. come from, include titles and departments)
Ontario’s Freedom of Information and Protection of Privacy Act (FIPPA).

Why is Risk Happening - Contributing Factors
Lack of awareness or understanding of obligations by individuals working with private information, or in some cases carelessness or lack of attention.
What Are The Consequences /Impacts of This Risk
Fines or reputational consequences.

Mitigating Factors
Oversight by internal legal counsel with respect to internal or external requests that may result in a breach of privacy.

How Does Risk Interface With Other Portfolios
Depending on the breach, could involve other portfolios such as VPP, VPRI.

How is Risk Communicated
Regular meetings with central HR and divisional HR Directors, as well as Equity officers; on-boarding of new staff includes Privacy guideline training.

How Often is Risk Reviewed
Ongoing review

Financial

Collective Bargaining Risk
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Possible 36-65%

How is Risk Identified (where & who does info. come from, include titles and departments)
VP HR&E, Executive Dir. LR, Dir. LR, divisional HR offices, management and faculty members, union leadership, employees

Why is Risk Happening - Contributing Factors
Contentious issues up for negotiation or renegotiation, strike history and/or problematic relationships with some union locals and/or representatives, recent legislative changes in respect of compensation restraint, i.e. Bill 124.

What Are The Consequences /Impacts of This Risk
Potential negative impact on students, faculty, staff and operations in the short term and risk of reduced enrollment, revenue, research funding and reputational damage in the medium and longer term.

Mitigating Factors
Implement and communicate key strategic changes prior to bargaining, improve communication and key relationships with union leadership, effective negotiating strategy, contingency and continuity planning, rigorous preparation and consultation with all stakeholders

How Does Risk Interface With Other Portfolios
Risk directly interfaces with and impacts most if not all portfolios, depending on which bargaining unit(s) experiences a labour disruption and the duration of such disruption.

How Does Risk Interface With Governance Committee
Risk directly interfaces with Governance Committee through presentations by VP HR&E, Provost, VP FAL, Exec. Dir LR, as appropriate

How is Risk Communicated
Communicated by VP HR&E, Exec. Dir. LR, union leadership
Human Resources & Equity

**How Often is Risk Reviewed**
Ongoing

**Operational**

**Authority/Limit**
Risk Significance = Low = Requires no attention apart from monitoring
Risk Likelihood = Likely 66-90%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
Indirect identification of risk via retrospective reviews of contracts, payroll and financial records, or queries sent to divisional HR professionals which result in identification of issues. These are escalated to Cherilyn Nobleza, Director, HR Strategic Initiatives, and Erin Jackson, Chief Human Resources Officer as it relates to improperly executed HR contracts.

**Why is Risk Happening - Contributing Factors**
Decentralized administration of contracts, turnover in staff and improper management of staff can lead to incomplete knowledge of appropriate procedures and processes.

**What Are The Consequences /Impacts of This Risk**
Failure to ensure appropriate management of work teams can lead to loss of resources and potential violations of legislation and requirements.

**Mitigating Factors**
Template contracts for various work arrangements are in place, and HR professionals have been given training to ensure they know where to access resources when their clients have questions.

**How Does Risk Interface With Other Portfolios**
Intersection with Provost's Office where faculty member is the individual exceeding limits. Divisional signing authority guidelines in academic units set out parameters for agreeing to contracts.

**How is Risk Communicated**
Divisional HR staff are provided resources and training.

**How Often is Risk Reviewed**
Periodic reviews to ensure template contracts are aligned to legislation.

**Business Interruption**
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Almost Certain 91-100%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
Potential labour disputes are identified by the Executive Director, Labour Relations. Identification of natural disasters or other events that may impact delivery of business is generally identified via the Issues Management Group.

**Why is Risk Happening - Contributing Factors**
Various situations can prevent some or all employees from performing work activities and/or entering the workplace such as snowstorms, loss of electricity, floods, and labour disputes.
What Are The Consequences /Impacts of This Risk

Inability for employees to conduct work activities can lead to loss of resources.

Mitigating Factors

Essential services such as those directly responsible for animal care and campus police, are identified as part of the collective bargaining process. This allows the most critical processes to continue even during a labour dispute. Where applicable, modified, streamlined payroll processes for non-salaried staff can be implemented (e.g. CUPE 3902, Unit 1), to ensure no disruption to payroll where business and payroll officers may be on strike. Flexible work guidelines have been launched that can be applied, where possible, in the event the workplace is subject to natural disaster that prevents employees from physically attending.

How Does Risk Interface With Other Portfolios

Interaction with all portfolios involved in Issues Management.

How is Risk Communicated

Direct communication to University community using various channels.

How Often is Risk Reviewed

Ongoing review of labour climate, and ongoing review of potential factors that could lead to business disruption (e.g. snow).

Data Integrity

Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Almost Certain 91-100%

How is Risk Identified (where & who does info. come from, include titles and departments)

Data Integrity risks are identified via:
• Data verification reports in HRIS, where Business Officers are responsible for running and making corrections where identified.
• Payroll errors
• Data cleanup activities required for HR Technology projects.
• Payroll Errors identified by staff members. Key contacts who identify risks include the HRIS team under EASI, Integrated HR, and the Office of the Vice-Provost, Faculty & Academic Life.

Why is Risk Happening - Contributing Factors

• The existence of a highly customized HRIS system and multiple workflows that vary by employee/payroll group.
• Limited ability to foresee the relevance of a particular entry in HRIS and how it might impact the institution and future project success.

What Are The Consequences /Impacts of This Risk

• Delay of or less than desirable outcomes of future projects and operations.
• Employee satisfaction and reputational risk.
• Enhanced complexity and workload associated with cleanup activities.

Mitigating Factors

Data verification reports in HRIS, where Business Officers are responsible for running and making corrections where identified. The HRIS support team also conducts regular training for users to ensure proper data entry.

How Does Risk Interface With Other Portfolios

HRIS data and its associated data integrity risks are propagated across almost every portfolio and division within the institution. It is being used for operations and decision making, and as such the risk is extended to these parties.
**How is Risk Communicated**
Risks are communicated via Payroll newsletters to AMS users, regular communication with AMS users regarding regular operations or special projects, and during training sessions related to HR systems.

**How Often is Risk Reviewed**
Reviewed on an ad-hoc and as needed basis.

**Emergency Communication**
Risk Significance = Major = Action and review by risk owners
Risk Likelihood = Possible 36-65%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
Because emergencies are incidents that exist outside of the normal business and operational capacity of the University, there is no ‘typical’ origin point of this type risk. Instead, the Office of Safety and High Risk on-call staff are typically informed, and provide advice to University leadership based on the nature of the incident. (Please note that this process is often parallel to, but separate from, the Issues Management Group process, managed by Bryn MacPherson in the Office of the President as Issues Steward.) In previous examples requiring emergency communication, Campus Police have been the origin point of situational information, flagging concerning incidents or reports that may require some type of emergency communication strategy. Moving from incident-specific communications to the organizational strategy around emergency communications, most Vice-Presidential portfolios (namely: the Provost; Human Resources & Equity; University Operations; Communications; and Research) are represented on the University’s Incident Management Executive Team, which provides oversight on the University's response during a crisis or emergency event, including how and when to communicate emergency information. If an incident has been classified as a ‘crisis’ or ‘routine emergency’, the University's senior leadership enacts the Framework for Responding to a Crisis or Routine Emergency, which includes a Communications Team with a mandate to coordinate communications in the event of a critical incident.

**Why is Risk Happening - Contributing Factors**
Because institutional emergencies span such a wide range of areas (whether it be weather-related, facilities-based, or rooted in human behaviour), contributing factors to risk are similarly broad. Risk can happen as the result of human actions, facility failures, inclement weather and more.

**What Are The Consequences /Impacts of This Risk**
Given the range of emergency issues, the consequences and impacts exist along a broad continuum. The types of risk can typically be categorized as: • safety risks (to U of T community members, research, and property), and • reputational risk

**Mitigating Factors**
on what institutional structures facilitate effective University response (given that an ineffective communications response can exacerbate the impact of a crisis or emergency). MITIGATING TOOLS: • The University of Toronto currently operates a mass-notification tool – UTAlerts – with the ability to notify all staff, faculty, and students across all University of Toronto campuses. The tool notifies all active U of T students, staff, and faculty via e-mail, and has the ability to notify those individuals who’ve opted in to receive notifications via text message. • The University of Toronto St. George campus is also exploring what options are available to convey emergency information via a third party application used by a number of universities: AppArmour.
MITIGATING PROCESSES: •To ensure clarity on roles and responsibilities, the University has prescribed the role of the Communications team in the Framework for Responding to a Crisis or Routine Emergency. As part of implementing this Framework across all divisions, the Office of Safety and High Risk will be providing training to divisional staff (including those working in Communications at the divisional level) on what may be expected of them in the event of a crisis or emergency. •As part of the divisional preparedness planning, all divisions will articulate communications channels and conduits available at the local level. This helps the University assess which communications tools and avenues are most effective, given the nature of a crisis or emergency. • To also ensure a timely administrative response, the University of Toronto has on-call schedules for senior leadership, the Office of Safety and High Risk, and University of Toronto Communications. This means that, at all times, the University has a mechanism to initiate and enact administrative responses.

How Does Risk Interface With Other Portfolios
The primary interface on this topic is with University of Toronto Communications. Depending on the issue, this risk could also interface with Campus Police, the Issues Management Group at the University of Toronto, and any affected departments or divisions.

How Does Risk Interface With Governance Committee
As leaders within the University of Toronto community, members of governance at the University have an articulated line of reporting during times of crisis or emergency via the Office of the President (reinforced by day-to-day practice, and also outlined in the Framework for Responding to a Crisis or Routine Emergency). As University community members, emergency communication risk impacts those individuals on governance structures also as consumers of emergency information.

How is Risk Communicated
Given the broad scope of emergency communications, this section again focuses on how the University communicates its own protocol around emergency communications, rather than the content of a past or hypothetical incident requiring an emergency response. Because urgent issues occur periodically throughout the year, expectations, roles, and responsibilities live as much in the practical realm as they do in the conceptual one. In other words, because the University is required to provide emergency communication at various junctures throughout the year, internal stakeholders live and breathe the protocol and understand the risks inherent in ineffective, cumbersome, or slow emergency communications. Lastly, the very nature of emergency communications is reactive and not preventative. The ‘preventative’ measures the University takes with respect to emergency communications are to have pre-developed messages on a range of topics to expedite decision-making during times of crisis or emergency.

How Often is Risk Reviewed
Not only is the effectiveness of emergency communication tools and processes reviewed annually, but it is also reviewed each time emergency conduits are used by the University. (Functionally, this results in about a quarterly review.)

Health & Safety
Risk Significance = Major = Action and review by risk owners
Risk Likelihood = Almost Certain 91-100%

How is Risk Identified (where & who does info. come from, include titles and departments)
AVP Facilities and Services; AVP Student Life; Divisional HR Directors; CAOs of UTM and UTSC; Campus Police and Executive director, Personal Safety, High Risk and Sexual Violence Prevention and Support; Environmental Health & Safety
**Why is Risk Happening - Contributing Factors**
Hundreds of buildings (some of which are heritage and in need of some preventive maintenance); thousands of employees; thousands of students; St George blends seamlessly into the City of Toronto; UTM and UTSC are more isolated, especially at night. Numerous residences. Workplace hazards would be those associated with typical office environment – including allegations of harassment, research intensive labs and construction/industrial environments. North American post-secondary institutions, including UofT, have been reporting an increase in threats of violence to self or others over the past several years.

**What Are The Consequences /Impacts of This Risk**
Potential work stoppages, increases sick leaves for employees in situations they deem to be harassing. Increased grievances. Critical injuries/fatalities, Punitive actions by the Ministry of Labour and other applicable regulatory bodies (against the University causing negative financial impact and disruption to operations, increased WSIB claims, negative media impact).

**Mitigating Factors**
Systematic Institutional Reporting Processes across all the campuses with robust follow up procedures (EHS), multi-faceted Internal Responsibility System including Joint Health and Safety Committees (JHSCs), Institutional oversight committees (e.g. Institutional Biosafety Committee), Policies and Guidelines address all aspects of safety in the workplace, including Violence in the Workplace Process for dealing with Potential High Risk Cases, establishment of Sexual Violence Prevention & Support Centre.

**How Does Risk Interface With Other Portfolios**
Provost and other members of the Provost’s office consulted on all significant cases. Other senior portfolios and Deans involved on an as needed basis.

**How Does Risk Interface With Governance Committee**
Quarterly health and safety report presented to Business Board.

**How Often is Risk Reviewed**
Ongoing

**Leadership**
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Likely 66-90%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
A variety of channels can provide this information including - Exit interviews - Administrative reviews - Questions or issues raised to HR leadership that reveal poor practices

**Why is Risk Happening - Contributing Factors**
Managers may not feel empowered to directly manage their teams (fear of grievances), and/or may not have received adequate training to take on people leadership roles.

**What Are The Consequences /Impacts of This Risk**
Ineffective leadership can lead to disengagement of staff, poor work unit performance where the team is unclear as to what expectations there are, and poor morale within the work team.

**Mitigating Factors**
Managers can attend management training courses run through Learning & Leadership Culture to help them better understand what is obligated. Mentoring programs are in place that can partner managers with more senior leaders to better develop leadership skills.
Human Resources & Equity

How Does Risk Interface With Other Portfolios
Intersects all portfolios, depending on where the lack of leadership is occurring.

How is Risk Communicated
HR identifies key risks that may be uncovered in the course of exit interviews or administrative reviews. Key risks are escalated to HR leadership, and other portfolios as applicable.

How Often is Risk Reviewed
Ad-hoc, unless a formal administrative review is requested.

Loss of Key Staff/Succession Risk
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Likely 66-90%

How is Risk Identified (where & who does info. come from, include titles and departments)
President, Provost, VPs, and divisional leadership.

Why is Risk Happening - Contributing Factors
All large organizations face the potential loss of key staff – although staff turnover at U of T is low. Some key staff are known nationally for their expertise and are actively head hunted. Current Provincially legislated compensation freezes for all Senior Executives (n = approximately 40) has significantly increased the risk of loss of VPs, Principals, Deans, and senior Professional staff.

What Are The Consequences /Impacts of This Risk
The loss of staff especially in areas where ineffective knowledge transfer occurs puts operations at risk, when remaining staff are unable to support interim coverage.

Mitigating Factors
The President identified succession planning for senior leadership as a priority this past year and implemented measures. The Vice-President, HR & Equity appointed a Director, Talent Management to begin implementing a broader plan for senior administrative staff.

How Does Risk Interface With Other Portfolios
Intersection with all portfolios as it relates to leadership across the institution.

How is Risk Communicated
Divisional HR professionals work with their clients across divisions to identify positions at risk. HR has engaged an external knowledge transfer service for critical positions (e.g. Director, Pension, Benefits, Payroll; HR Research &; Reporting Specialist) pending implementing of a full succession plan more broadly.

How Often is Risk Reviewed
Ad-hoc, as positions are identified.

Individual Behaviour
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Likely 66-90%
**Human Resources & Equity**

**How is Risk Identified (where & who does info. come from, include titles and departments)**
Concerns around risks related to student, staff or faculty behavior may be identified several ways: self-report, faculty/staff concerned about a student’s attendance, well-being or feeling threatened by their behavior; student’s reporting a faculty member appears unwell; requests by divisions to intervene on problematic behavior of a student; faculty or staff exposed to domestic violence or workplace harassment and report this to Campus Police, or Community Safety offices. In some or all of these situations the following offices may be involved to substantiate the risk such as Student Crisis and Support; High Risk and Community Safety, Sexual Violence Prevention and Support and or Campus Police.

**Why is Risk Happening - Contributing Factors**
Post-secondary institutions are considerably more diverse and are expected to provide a range of services and supports to their community. Stressors (financial, academic, mental health, family obligations) in the lives of students, staff and faculty is at its highest in the past 15 years. Typically, community outreach organizations and University communities have worked in isolation in trying to manage issues. Universities are not equipped to manage the complexity and severity of cases that come through its doors at various points of entry with the expectation of an urgent care wrap around model of elite service delivery.

**What Are The Consequences /Impacts of This Risk**
Risk of serious injury by students, staff, faculty to themselves or others, reputational risk. Significant financial costs with short term leaves, absenteeism, psychological/psychiatric assessments, security and safety resources, litigation via private lawyer, Ontario Human Rights or public scrutiny (i.e. lowered enrolment) on how well the University is serving its community.

**Mitigating Factors**
Offices of The Office of Safety and High Risk/Community Safety, Sexual Violence Prevention and Support, High Risk Committee, Issues Management Group (IMG)

**How Does Risk Interface With Other Portfolios**
Vice-Provost Students, Student Life, VP Academic, Campus Police, Facilities

**How is Risk Communicated**
Through the High Risk Committee, IMG, President’s Office and other VP’s as necessary

**How Often is Risk Reviewed**
On an ongoing basis

**System Access**
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Likely 66-90%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
Systems risks are identified via: • The maintainer of access upon access request. Currently this is managed by the AMS team at EASI, who will consult with Payroll in the event clarification is required. • Institution-wide offboarding activities, largely actioned by EASI with support from the Division of HR & Equity.

**Why is Risk Happening - Contributing Factors**
• The existence of shadow systems across departments with no visibility to robust data access protocols. • Limited knowledge by the approver of appropriate access levels when assessing access requests.

**What Are The Consequences /Impacts of This Risk**
• Access to sensitive information by individuals who should not have appropriate access.
Mitigating Factors
Currently there exists: • Standard, role-based security for access to the University’s HR systems applied to nearly all University users including HR professionals and Business Officers. • Access provided based on position, not person to ensure access does not follow an employee through their career at the University.

How Does Risk Interface With Other Portfolios
Linkages exist across all divisions utilizing AMS, as the process for granting access is similar. This includes the Office of the CFO and the Office of the Vice-President, Research & Innovation.

How is Risk Communicated
Communication exists on a case-by-case basis when issues with access are identified.

How Often is Risk Reviewed
Reviewed on an ad-hoc and as needed basis.

Performance Incentive
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Possible 36-65%

How is Risk Identified (where & who does info. come from, include titles and departments)
• Risks related to improperly defined goals are identified at employee or supervisor level. • Performance assessment feedback not provided.

Why is Risk Happening - Contributing Factors
• Lack of preparation on setting appropriate goals during Performance Assessment Process. • Lack of organizational awareness of University strategies and the need to align to those of the university • Performance Assessment Process not used as a tool to develop employees but just as an administrative task • Managers lacking skills and preparation to have a constructive discussion with direct employees

What Are The Consequences /Impacts of This Risk
• Goals not clearly defined, not realistic, subjective or with non-actionable performance measures may cause managers and employees to act in a manner inconsistent with the units/university objectives, strategies, ethics or with prudent business standards. • Employees that do not understand their goals, lack of engagement and motivation to improve performance • Performance assessment becomes a burden to be avoided or resented. • Employees with lack of direction and feedback become frustrated or not providing value added to their job.

Mitigating Factors
• Internal feedback to managers regarding the goal setting process. • For some groups we provide historical rating information that can serve as a reference • Change the Performance Assessment Platform as an opportunity to engage and train UofT community on Performance Assessment

How Does Risk Interface With Other Portfolios
• Poor Performance assessment will have an impact on all areas as it has to do with the performance of the employee.

How is Risk Communicated
• At the moment of launching the Process, there is an effort to communicate at different levels and by appropriate channels what the process is about and provide other relevant information.

How Often is Risk Reviewed
• Annually, in most cases.
Human Resources & Equity

**Social Activism**
Risk Significance = Major = Action and review by risk owners  
Risk Likelihood = Likely 66-90%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
Risk can be identified by multiple offices regarding Social Activism due to the nature of the work in our various portfolios. The Office of Safety &; High Risk (Director), Equity Diversity &; Inclusion (ED, EDI) and the Equity Specific Offices such as ARDGO, AODA, SGDO, SVPC (Directors) and Central Administration Human Resources Services (Executive Director, Workplace Investigations). This would potentially also include the Provost office, Student Life if they were student based.

**Why is Risk Happening - Contributing Factors**
There are potential risks associated with complaints that come into equity offices. Complaints of discrimination and harassment, unsatisfactory interventions/ investigations, reprisals can affect students, staff, and faculty.

**What Are The Consequences /Impacts of This Risk**
The impacts of the risk can affect our reputation, climate, legal and safety risks of our university community. There may be media attention or social media.

**Mitigating Factors**
Preparing for these situations through training staff with de-escalation/conflict resolution in addition to designing new training for staff.

**How Does Risk Interface With Other Portfolios**
Social activism interfaces with many portfolios depending on severity and frequency. All the parties above in addition to where the activism is being taken place would be impacted.

**How Does Risk Interface With Governance Committee**
During university policy roll-outs, controversial issues or political situations social activism could impact governing bodies/committee.

**How is Risk Communicated**
Internally within Equity Offices: Risk is prevented and communicated through EDI on complaints. It is prevented by response, communication and delivery/facilitation of supports.

**How Often is Risk Reviewed**
Internally risk is reviewed during quarterly reports and yearly trends and statistics.

**Other Operational: Collective Bargaining (Operational)**
Risk Significance = Moderate = Immediate attention - Management to monitor  
Risk Likelihood = Possible 36-65%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
Collective Bargaining - Lack of negotiated settlements may lead to strikes or lockouts leading to operational and/or academic disruption and reputational/strategic (medium and longer term) risk for the University. Info comes from VP HR&E, Executive Dir. LR, Dir. LR, divisional HR offices, management and faculty members, union leadership, employees.
**Human Resources & Equity**

**Why is Risk Happening - Contributing Factors**
Contentious issues up for negotiation or renegotiation, strike history and/or problematic relationships with some union locals and/or representatives, recent legislative changes in respect of compensation restraint, i.e. Bill 124.

**What Are The Consequences /Impacts of This Risk**
Potential negative impact on students, faculty, staff and operations in the short term

**Mitigating Factors**
Implement and communicate key strategic changes prior to bargaining, improve communication and key relationships with union leadership, effective negotiating strategy, contingency and continuity planning, rigorous preparation and consultation with all stakeholders

**How Does Risk Interface With Other Portfolios**
Risk directly interfaces with and impacts most if not all portfolios, including academic and University operations depending on which bargaining unit(s) experiences a labour disruption and the duration of such disruption.

**How Does Risk Interface With Governance Committee**
Risk directly interfaces with Governance Committee through presentations by VP HR&E, Provost, VP FAL, Exec. Dir LR, as appropriate

**How is Risk Communicated**
Communicated by VP HR&E, Exec. Dir. LR, union leadership

**How Often is Risk Reviewed**
Ongoing

**Strategic**

**Non-compliance with Governance Requirements**
Risk Significance = Low = Requires no attention apart from monitoring
Risk Likelihood = Likely 66-90%

**Reputation**
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Possible 36-65%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
Across various HR offices and divisional HR offices, as well as equity offices. through issues management.

**Why is Risk Happening - Contributing Factors**
Through issues happening across the three campuses involving faculty, staff, or students, involving factors such as racism, homophobia, controversial events, mental health etc., Internal stakeholder issues may involve retention or recruitment.

**What Are The Consequences /Impacts of This Risk**
Damage to university's reputation as employer of choice, or in the case of equity issues as an institution with a commitment to the values of equity and diversity.
Mitigating Factors
There is a process of managing institutional issues through the Issues Management Group or the High Risk Committee. Each VP portfolio has representation on the IMG.

How Does Risk Interface With Other Portfolios
Other portfolios have representation on IMG or the High Risk Committee, or may be stakeholders in the issue leading to the reputational risk.

How Does Risk Interface With Governance Committee
Regular reporting to the Business Board on emerging or ongoing issues.

How is Risk Communicated
Monthly IMG meetings, and daily touch-base calls or meetings with relevant portfolios when there are emerging or ongoing issues. Weekly High Risk meeting with relevant stakeholders.

How Often is Risk Reviewed
Ongoing monitoring through complaint processes arising from, among other things, the Workplace Harassment Policy and Civility Guidelines, and review on emerging and ongoing issues in regular committee meetings.

Staff Recruitment & Retention
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Possible 36-65%

How is Risk Identified (where & who does info. come from, include titles and departments)
• Staff vacancy at leadership levels PM6 and above • The information comes via HR, resignations, terminations, etc.

Why is Risk Happening - Contributing Factors
• Standard university turnover, due to retirements, resignations. • Lack of immediate successors identified for the positions create a greater gap • Hard to fill roles due to market demand for the same talent, specialized skills, sudden resignations

What Are The Consequences /Impacts of This Risk
Disruption to day to day department operation: i. Lack of leadership oversight to make decisions, coach talent, manage team conflicts, also compromised talent retention and engagement ii.Projects get delayed which might create budget issues iii.The department might be left out of decisions because of lack of a representative at certain projects or committees iv. Lack of knowledge transfer

Mitigating Factors
• Internal controls • Identification of emergency replacements to take on an acting assignment
• Transition plans with detail descriptions of job knowledge and history that a new leader or emergency replacement could use as a map to assume the role

How Does Risk Interface With Other Portfolios
It affect at the peer level, when a leader is working on special committees and the position becomes vacant without previous notice i.e. death, sudden move, etc

How Does Risk Interface With Governance Committee
High level position vacancies at the President and Provost level will have a risk interface with the Governance Committee
How is Risk Communicated
At the moment is managed at the department level, and communicate to other areas as needed, both internal and external as needed.

How Often is Risk Reviewed
At the moment there isn’t any planning or review in advance of vacancies, but new succession planning practices will allow to discuss key roles, and contingency plans. Frequency could be determined by the HR Divisional Office depending on population size, at least a yearly review of roles.
Research & Innovation

Compliance

Grant Sponsors / Donation Compliance
Risk Significance = Major = Action and review by risk owners
Risk Likelihood = Unlikely 11-35%

How is Risk Identified (where & who does info. come from, include titles and departments)
Identified by members of the University research community (academic administrators, faculty, staff) in the divisions and in central service offices in fulfilling their respective roles in the normal course of business.

Why is Risk Happening - Contributing Factors
PIs and business officers not fully aware of sponsor policies and guidelines; time constraints limit local monitoring function; honest error given enormous volume of U of T research activity; possible “rogue”; activity driven by non prioritization of rules over research agenda.

What Are The Consequences / Impacts of This Risk
Loss of Funding due to non-compliance at both sponsor &; project levels.

Mitigating Factors
Internal Audit testing of transactions for compliance; sponsor and regulatory organization monitoring visits; review and attestation by PI of financial reports; actions taken as referenced in Annual Accountability Form; targeted training/awareness initiatives.

How Does Risk Interface With Other Portfolios
Financial risk borne by academic division; legal and reputational risk management will involve other central service offices (legal, communications).

How Does Risk Interface With Governance Committee
VPRI annual updates to Governing Council committees (Audit, AP& P).

How is Risk Communicated
Risk mitigation strategies are communicated through several channels, formal and informal, including: Funded Research Digests (FReD), research website; GTFM; workshops, one-on-one communications, etc.

How Often is Risk Reviewed
Continually.

Regulatory Reporting / External Financial Reporting
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Unlikely 11-35%

How is Risk Identified (where & who does info. come from, include titles and departments)
See: “Grant Sponsors”. Risk of financial reporting identified through late submission of reports; communication from Sponsor; non-payment of funding. In addition, reporting processes are reviewed regularly with legal counsel to ensure timely reporting (e.g. reporting concerning EHS; research ethics; and research integrity).
Why is Risk Happening - Contributing Factors
Rapidly changing regulatory reporting requirements; increased accountability expectations of funding Sponsors; volume and diversification of research funding; limited resources for report preparation.

What Are The Consequences /Impacts of This Risk
Suspension of research; loss of funding; damage to reputation; cessation of capital projects; administrative and financial penalties.

Mitigating Factors
Clear processes and effective administrative procedures; introduction of calendaring data into FReD which allows for monitoring of due dates of financial reports and other deliverables which affect receipt of funding.

How Does Risk Interface With Other Portfolios
Based on legal and reputational risk, management will involve other central service offices (e.g. legal, insurance).

How Does Risk Interface With Governance Committee
VPRI annual updates to Governing Council committees (Audit, AP&P). Reported incidents as applicable and appropriate are reviewed and discussed at the applicable institutional committee e.g. Radiation, Biosafety, Senior Management Committee on Health and Safety, Asbestos.

How is Risk Communicated
Risk mitigation strategies are communicated through several channels, formal and informal, including: Funded Research Digests (FReD), VPRI website, EHS website, training programs, list serves, institutional memos, GTFM, workshops, one-on-one communications.

How Often is Risk Reviewed
Continually.

Non-compliance with research and/or commercialization agreement terms (ie NDA, MTA, Sponsor terms)
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Unlikely 11-35%

How is Risk Identified (where & who does info. come from, include titles and departments)
Identified by members of the University research and innovation community (academic administrators, faculty, staff) in the divisions and in central service offices in fulfilling their respective roles in the normal course of business

Why is Risk Happening - Contributing Factors
Researchers, business officers and/or departments not aware of obligations; time constraints limit local monitoring function; honest error given enormous volume of activity; possible “rogue”; activity driven by non prioritization of rules over research agenda.

What Are The Consequences /Impacts of This Risk
Negative impact on relationships with partner, loss of IP protection or freedom to operate, reputational risk, potential legal or financial penalty to institution; potential legal action against the University by partner or faculty member.
**Mitigating Factors**
Research policies and procedures; policies and procedures on execution of contracts; Internal Audit testing of transactions for compliance; review and attestation by PI of financial reports; actions taken as referenced in Annual Accountability Form; targeted training/awareness initiatives.

**How Does Risk Interface With Other Portfolios**
Financial risk borne by academic division; legal and reputational risk management will involve other central service offices (legal, communications).

**How Does Risk Interface With Governance Committee**
VPRI annual updates to Governing Council committees (Audit, AP&P).

**How Risk is Communicated**
Risk mitigation strategies are communicated through several channels, formal and informal, including: Funded Research Digests (FReD); Principal Investigator Undertakings (via MRA); Confidential Information & Intellectual Property (CIIP); research website; GTFM; workshops, one-on-one communications, etc.

**How Often is Risk Reviewed**
Continually.

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**Other Compliance: Legal & Regulatory: Non-compliance with laws & government regulations**
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Rare 0-10%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
OMAFRA enforces the provincial Animals for Research Act legislation during unannounced inspections, and the CCAC creates and enforces their guidelines and policies during triennial assessment visits.

**Why is Risk Happening - Contributing Factors**
U of T has a varied and robust animal research program, and as part of that program, standards must be met that pertain to provincial legislation and CCAC policies.

**What Are The Consequences /Impacts of This Risk**
If the Animals for Research Act is violated, the most serious consequence is the suspension of the entire University’s ability to conduct animal research through revocation of our license. The most serious penalty for contraventions of CCAC policies is revocation of Tri-Agency funding.

**Mitigating Factors**
A robust animal ethics and compliance program in ROCO works to ensure that U of T remains compliant with OMAFRA and CCAC standards. Animal care committees across the University also play a strong role in ensuring compliance.

**How Does Risk Interface With Other Portfolios**
ROCO/VPRI staff work closely with both researchers and vivarium staff in the divisions to ensure compliance.

**How Does Risk Interface With Governance Committee**
No regular interface with governance committee.

**How is Risk Communicated**
There is regular communication between VPRI staff and local divisional veterinary/vivarium staff.

**How Often is Risk Reviewed**
Continually
Legal & Regulatory
Risk Significance = Major = Action and review by risk owners
Risk Likelihood = Rare 0-10%

How is Risk Identified (where & who does info. come from, include titles and departments)
Audits and internal compliance monitoring visits; inspections by external regulatory bodies; institutional self-monitoring by academic divisions and departments, VPRI and other central service offices.

Why is Risk Happening - Contributing Factors
Rapidly changing regulatory environment with escalating compliance requirements, increased international activities, large and complex client groups e.g. capital projects, campus expansion.

What Are The Consequences /Impacts of This Risk
Suspension of research; loss of funding; damage to reputation.

Mitigating Factors
Institutional policies and guidelines; strong institutional accountability framework including sophisticated administrative management systems (AMS); external and internal monitoring, effective training delivery and data tracking systems.

How Does Risk Interface With Other Portfolios
Through operationalization of the institutional accountability reporting process; financial risk borne by academic division; legal and reputational risk management will involve other central service offices (e.g. legal, communications).

How Does Risk Interface With Governance Committee
VPRI annual updates to Governing Council committees (Audit, AP&P); Health & Safety reported quarterly through VPHRE at Business Board, Senior Management Committee on Health and Safety (bi-annual).

How is Risk Communicated
Risk mitigation strategies are communicated through several channels, formal and informal, including: VPRI and EHS websites, training programs and education, list serves, one-on-one communications, post incident follow up.

How Often is Risk Reviewed
Continually.

Allegations of Research Misconduct
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Unlikely 11-35%

How is Risk Identified (where & who does info. come from, include titles and departments)
Allegations of research misconduct are identified by internal and external parties; sent to VPRI to initiate and oversee processes to address the allegations under the Framework to Address Allegations of Research Misconduct.

Why is Risk Happening - Contributing Factors
Rapidly changing funders’ and regulatory requirements about dealing with allegations and overseeing processes; complex allegations of research misconduct; significantly more varied complainants alleging research misconduct; academic divisions not having the resources or experience to undertake processes.
What Are The Consequences /Impacts of This Risk
Reputational risk; legal liability; sanctions (e.g. not being able to administer funding from a funding agency); findings of misconduct may require posting on institutional or external websites.

Mitigating Factors
Communication to academic community; VPRI increasing emphasis on educating researchers on responsible conduct of research (RCR).

How Does Risk Interface With Other Portfolios
VPRI works closely with the academic divisions to coordinate inquiries and investigations.

How Does Risk Interface With Governance Committee
VPRI annual statistical updates to Governing Council and committees (Audit, AP&P) may include summary information on allegations of misconduct.

How is Risk Communicated
VPRI communication; Framework to deal with Allegations of Research Misconduct.

How Often is Risk Reviewed
Periodically.

Other Compliance: Legal & Regulatory: FIPPA
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Rare 0-10%

How is Risk Identified (where & who does info. come from, include titles and departments)
Ontario’s Freedom of Information and Protection of Privacy Act (FIPPA).

Why is Risk Happening - Contributing Factors
Due to requirements of the Canada Research Chair program, VPRI must now collect and maintain confidential personal data on faculty members from four federally designated groups: women, people with disabilities, Aboriginal peoples, and visible minorities. Human research ethics staff may also handle personal information as part of post-approval review visits of active research protocols.

What Are The Consequences /Impacts of This Risk
Violation of FIPPA obligations; disclosure of highly confidential personal information. Reputational damage.

Mitigating Factors
Limit staff access privileges (need to know basis), utilize ITS services and supports for record collection and maintenance.

How Does Risk Interface With Other Portfolios
Legal and reputational risk management will involve other central service offices (FIPP Office, legal, communications), service and access management in concert with ITS.

How Does Risk Interface With Governance Committee
No regular interface with governance committee.

How is Risk Communicated
VPRI requires that all staff complete an online training module on Confidentiality and Privacy. VPRI staff responsible for processing CRC applications and reviewing ethics applications are briefed on appropriate use of this sensitive information.
How Often is Risk Reviewed
Risk associated with information security and privacy should be reviewed whenever significant changes are made to the nature of the data collected or services utilized to collect.

Financial

Investment Risk: Capital Market & General Economic
Risk Significance = Major = Action and review by risk owners
Risk Likelihood = Possible 36-65%

What Are The Consequences /Impacts of This Risk
Market risk related to foundations and research endowments.

Cash Flow
Risk Significance = Low = Requires no attention apart from monitoring
Risk Likelihood = Rare 0-10%

How is Risk Identified (where & who does info. come from, include titles and departments)
Deficit positions of research funds due to non-payment by research sponsor; expenses not posted to research funds on a timely basis.

Why is Risk Happening - Contributing Factors
Invoices not submitted on a timely basis; economy; follow up on non-payment of sponsor on a timely basis not done.

What Are The Consequences /Impacts of This Risk
Funds in deficit to be absorbed by Academic Divisions; return of unspent funding to Sponsor; deferral in release of future year installment.

Mitigating Factors
A/R Aging Reports available to Departments/Divisions for monitoring of payment by Sponsors; detail and accuracy of data within FReDs will minimize late submission of invoices; interaction of Research Accounting with Researchers to ensure maximum expenditures posted to Fund prior to submission of financial report.

How Does Risk Interface With Other Portfolios
Financial risk borne by academic division; legal and reputational risk management will involve other central service offices (legal, communications)

How Does Risk Interface With Governance Committee
VPRI annual updates to Governing Council committees (Audit, AP&P)

How is Risk Communicated
Risk mitigation strategies are communicated through several channels, formal and informal, including: Funded Research Digests (FReD); Principal Investigator Undertakings (PIUs); CIIPs; research website; GTFM; workshops, one-on-one communications, etc.

How Often is Risk Reviewed
Continually
Credit
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Likely 66-90%

How is Risk Identified (where & who does info. come from, include titles and departments)
VPRI and divisional review of potential research sponsor (A.K.A. the customer); monitoring of current payment patterns; VPRI management of billing terms and conditions; accurate collection terms on FReD; timely billing of sponsors and prompt followup in instances of late or non-payment.

Why is Risk Happening - Contributing Factors
Spending before funding is received to meet research schedule; volume of research agreements with non-standard payment timelines, increased partnership with private sector (particularly SMEs) and increasingly diverse sponsor base.

What Are The Consequences /Impacts of This Risk
Deficits which eventually are absorbed by Operating Funds; deliverables not met - affects reputation of U of T; loss of match funding in partnered programs

Mitigating Factors
Monitoring research funds via an institutional accounts receivable “aging report”; implement standard payment terms; escalation procedures; assumption of risk by Dept/Faculty if non-payment.

How Does Risk Interface With Other Portfolios
Academic divisions absorb resulting deficit if funder does not pay.

How is Risk Communicated
In cases of non-standard payment terms, extension of credit is documented with the academic unit/division who bear the risk of non-payment.

How Often is Risk Reviewed
Monthly.

Integrity
Risk Significance = Major = Action and review by risk owners
Risk Likelihood = Rare 0-10%

How is Risk Identified (where & who does info. come from, include titles and departments)
Fraud in the context of restricted research funds - through Internal Audit Testing of Transactions; review at time of financial report preparation; reporting by departmental/divisional staff, faculty and/or academic leads; allegations of research misconduct.

Why is Risk Happening - Contributing Factors
Lack of appropriate review at time of transactional processing by Dept/Faculty; insufficient records management as it pertains to capital assets including documented disposals.

What Are The Consequences /Impacts of This Risk
Withdrawal of existing funding/future awarding of funds.

Mitigating Factors
Institutional policies and guidelines; strong institutional accountability framework including sophisticated administrative management systems (AMS); review and attestation by PI and BO of financial reports, external and internal monitoring, effective training delivery and data tracking systems.
How Does Risk Interface With Other Portfolios
Financial risk borne by academic division; legal and reputational risk management will involve other central service offices (legal, communications).

How Does Risk Interface With Governance Committee
Through Internal Audit Reports and OVPR Annual Report.

How is Risk Communicated
Through Internal Audit Reports and OVPR Annual Report.

How Often is Risk Reviewed
Continually.

Research Applications Disqualification
Risk Significance = Low = Requires no attention apart from monitoring
Risk Likelihood = Possible 36-65%

How is Risk Identified (where & who does info. come from, include titles and departments)
PIs, Depts, Faculty and/or VPRI review of sponsor terms.

Why is Risk Happening - Contributing Factors
Sponsor agreements, particularly those from NGOs and government, increasingly solicited via RFP with unfavourable terms and conditions; tight timelines may limit opportunity for in-house review of terms and conditions.

What Are The Consequences /Impacts of This Risk
Loss of funding or participation in various opportunities.

Mitigating Factors
Guidance/advocacy of VPRI staff at point of application/award.

How Does Risk Interface With Other Portfolios
Education and training (professional development) of VPRI staff and communication with researchers, academic administrators and staff in the divisions.

How is Risk Communicated
Ad hoc as required.

How Often is Risk Reviewed
Continually.

Decrease in Research Funding
Risk Significance = Major = Action and review by risk owners
Risk Likelihood = Possible 36-65%

How is Risk Identified (where & who does info. come from, include titles and departments)
Funding projections from government and research funding organizations.
**Why is Risk Happening - Contributing Factors**
Decreased budgets of government research funders due to deficits and cost containment; redirection of funds, e.g. innovation agenda, decreased funding from private sector due to state of the economy; drop in success rate of U of T applications.

**What Are The Consequences /Impacts of This Risk**
Reduced funding for research activities; reduced numbers of trainees; decrease in research standings and reputation; reduced commercialization opportunities from research.

**Mitigating Factors**
VPRI education, communication, advocacy to sustain and diversify funding sources; application support; research network facilitation for University community.

**How Does Risk Interface With Other Portfolios**
Impacts overall institution.

**How is Risk Communicated**
Strategic plans, annual reports, budgets.

**How Often is Risk Reviewed**
Continually.

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**Other Financial: Entrepreneurship**
Risk Significance = Low = Requires no attention apart from monitoring
Risk Likelihood = Unlikely 11-35%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
VPRI, UTE and the Campus-Linked Accelerators managed by the Divisions/Departments across UT.

**Why is Risk Happening - Contributing Factors**
Potential liability to the institution if the companies or their investors/partners perceive the university has endorsed or provided (unsuccessful) commercial advice to the startup or investors. Based on their association with UT, the startups may cause reputational harm to the institution if they undertake untoward or illegal activities.

**What Are The Consequences /Impacts of This Risk**
Reputational risk; potential financial or legal liability.

**Mitigating Factors**
Ongoing communications, dialogue and sharing of best practices across the entrepreneurship initiatives at UofT.

**How Does Risk Interface With Other Portfolios**
Vice Provost students.

**How Often is Risk Reviewed**
Continually.
Other Financial: Research Account Deficit
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Likely 66-90%

How is Risk Identified (where & who does info. come from, include titles and departments)
Researchers, departmental chairs, divisional business officers, divisional CFO, Research Accounting and grants management within VPRI.

Why is Risk Happening - Contributing Factors
Volume and complexity of agreements and expense eligibility, eligibility windows.

What Are The Consequences /Impacts of This Risk
Inability of the researcher to spend research funds within the eligible categories and time-frames. Alternatively, accounts may be overspent or specific expenditures deemed ineligible and/or invoicing to sponsors and ensuring timely and complete payment to university.

Mitigating Factors
Improved billing guidelines and terms; enhanced visibility of account balances to research and business officers; Ongoing RAISE initiatives to facilitate research administration planning and oversight.

How Does Risk Interface With Other Portfolios
Financial risk borne by academic division: legal and reputational risk management will involved other central service offices (legal, communications)

How Does Risk Interface With Governance Committee
Annual audit committee.

How is Risk Communicated
Risk mitigation strategies are communicated through several channels, formal and informal including: funded research digests (FReD), research website, GTFM; workshops, one-on-one communications, etc.

How Often is Risk Reviewed
Monthly.

Operational

Authority/Limit
Risk Significance = Low = Requires no attention apart from monitoring
Risk Likelihood = Unlikely 11-35%

How is Risk Identified (where & who does info. come from, include titles and departments)
See: Legal and Regulation and Authority/Limit in Research

Business Interruption
Risk Significance = Major = Action and review by risk owners
Risk Likelihood = Rare 0-10%
How is Risk Identified (where & who does info. come from, include titles and departments)
Facilities and services, Infrastructure and Space Planning groups, capital projects, business continuity plan review, animal vivaria managers and directors, etc.

Why is Risk Happening - Contributing Factors
The university has hundreds of buildings of different ages with differing infrastructure and emergency back-up capacities incurring risk should a power outage occur. With research labs often managing their own internal IT needs, there is a risk of research data loss. Increased risk of cybersecurity breach globally, could jeopardize both divisional and central operations functions.

What Are The Consequences /Impacts of This Risk
Cessation of operational activity, loss of research material, potential loss of animal life.

Mitigating Factors
Ongoing and collaborative assessment between applicable units e.g. EHS, Facilities and Services, ITS, animal facility managers and directors, etc.

How Does Risk Interface With Other Portfolios
Financial and reputational risk borne by units will involved other central service offices (risk management, communications etc). Minimizing effects on animal health due to infrastructure failures in animal vivaria will require close cooperation with the University Regulatory Vet in the VPRI portfolio.

How Does Risk Interface With Governance Committee
Senior Management Committee on Health & Safety and other applicable governance committees e.g. Business Board etc.

How is Risk Communicated
Institutional wide messaging systems and in-person communication as applicable and appropriate for the situation pending access to resources.

How Often is Risk Reviewed
Continually.

Capital Project
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Unlikely 11-35%

How is Risk Identified (where & who does info. come from, include titles and departments)
Throughout planning and construction process by EHS, Capital Projects, Infrastructure and Planning, Facilities and Services etc. as applicable.

Why is Risk Happening - Contributing Factors
Multiple projects occur concurrently across our campuses affecting multiple buildings, occupants, operations etc.

What Are The Consequences /Impacts of This Risk
Delay, possible cessation on operational activities based on nature of delay. Potential for loss or disruption of CFI funding when it contributes to Capital Projects.

Mitigating Factors
Review of project proposals ensuring accuracy and compliance requirements throughout the planning process involving units as applicable, EHS, Capital Projects, Infrastructure and Planning, Facilities and Services etc.
**How Does Risk Interface With Other Portfolios**
Financial and reputational risk borne by units will involve other central service offices (risk management, VPR, VPHRE, VPUO, VP Communications etc)

**How Does Risk Interface With Governance Committee**
Based on the nature of delay multiple institutional committees may be involved e.g. Senior Committee on Health and Safety, Business Board etc.

**How is Risk Communicated**
Depending on the nature of the circumstance risk may be communicated through unit listserves, one-on-one communication, project group committees etc.

**How Often is Risk Reviewed**
Continually.

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**Compliance**
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Rare 0-10%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
Individual researchers, company partners/licensees and VPRI.

**Why is Risk Happening - Contributing Factors**
Companies may be unaware of or misinterpret terms in agreements with the university.

**What Are The Consequences /Impacts of This Risk**
Potential financial loss to the university, legal proceedings, reputational harm.

**Mitigating Factors**
VPRI has a dedicated role to ensure compliance with licensing terms and to track obligations on our license companies (and the university). SciNet researchers sign the Acceptable Usage Policy of Compute Canada and SciNet.

**How Does Risk Interface With Other Portfolios**
This risk is primarily managed within the VPRI, however there can be significant reliance on the inventors and researchers for monitoring and compliance at the university.

**How is Risk Communicated**
Depending on the nature of the circumstance risk may be communicated through unit listserves or one-on-one communication.

**How Often is Risk Reviewed**
Periodically.

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**Data Integrity**
Risk Significance = Major = Action and review by risk owners
Risk Likelihood = Unlikely 11-35%
How is Risk Identified (where & who does info. come from, include titles and departments)
Identified by members of the University research community (academic administrators, faculty, staff) in the divisions and in central service offices in fulfilling their respective roles in the normal course of business.

Why is Risk Happening - Contributing Factors
Volume and complexity of funding agreement and changes thereto throughout the life of the agreement.

What Are The Consequences /Impacts of This Risk
Incomplete or inaccurate data recorded at or after establishment of research fund, could jeopardize downstream research processes.

Mitigating Factors
Data verification tools and in house review.

How Does Risk Interface With Other Portfolios
Working closely with Information Security staff in ITS. Funded and unfunded research data in RIS and FIS is foundational to activities in academic divisions and other shared services. Research data held/processed within SciNet/SOSCIP infrastructure integrates with work of researchers and Divisions.

How Does Risk Interface With Governance Committee
Subject to regular external and internal audit.

How is Risk Communicated
Through various reports available to the research community outside of VPRI. Staff training to ensure understanding of data risks.

How Often is Risk Reviewed
Continually.

Data Loss
Risk Significance = Major = Action and review by risk owners
Risk Likelihood = Unlikely 11-35%

How is Risk Identified (where & who does info. come from, include titles and departments)
Identified by members of the University research community (academic administrators, faculty, staff) in the divisions and in central service offices in fulfilling their respective roles in the normal course of business.

Why is Risk Happening - Contributing Factors
Increased digital activities; decentralized data back up systems.

What Are The Consequences /Impacts of This Risk
Suspension of research programs; loss of funding; damage to reputation; loss of critical data.

Mitigating Factors
Data verification tools and in house review; utilizing central IT resources for storage/backup.

How Does Risk Interface With Other Portfolios
Working closely with Information Security staff in ITS. Funded and unfunded research data in RIS and FIS is foundational to activities in academic divisions and other shared services. Research data held/processed within SciNet/SOSCIP infrastructure integrates with work of researchers and Divisions.

How Does Risk Interface With Governance Committee
Based on the nature of the loss, multiple institutional committees may be involved.
How is Risk Communicated
There are a variety of messages across campus to promote awareness to hacking and phishing activities. Staff training to ensure understanding of data risks. Researchers and faculty made aware of data that is backed up and their responsibility for their research data.

How Often is Risk Reviewed
Continually.

Data Security
Risk Significance = Major = Action and review by risk owners
Risk Likelihood = Rare 0-10%

How is Risk Identified (where & who does info. come from, include titles and departments)
Identified by members of the University research community (academic administrators, faculty, staff) in the divisions and in central service offices in fulfilling their respective roles in the normal course of business.

Why is Risk Happening - Contributing Factors
Large, decentralized, complex working landscape with multiple and different types of IT systems and IT system security policies. Increasing risk of cybersecurity events or loss of research data through ransomware or malware.

What Are The Consequences /Impacts of This Risk
Potentially sensitive or dangerous research information can be used for negative purposes; loss of valuable and potentially irreplaceable research data in the event of a ransomware or malware attack

Mitigating Factors
Proactive identification of research labs or topics that may pose a public risk if data is obtained, and education of researchers and staff on good data security practices.

How Does Risk Interface With Other Portfolios
Working closely with Information Security staff in ITS.

How Does Risk Interface With Governance Committee
Based on the nature of the security breach, multiple institutional committees may be involved.

How is Risk Communicated
There are a variety of messages across campus to promote awareness to hacking and phishing activities. VPRI will work with high risk labs to ensure that proper data security measures are in place.

How Often is Risk Reviewed
Continually.

Emergency Communication
Risk Significance = Major = Action and review by risk owners
Risk Likelihood = Unlikely 11-35%

How is Risk Identified (where & who does info. come from, include titles and departments)
There are several units who work together to assess institutional risk on an ongoing basis e.g. Senior level oversight from EHS, campus police, office of risk management, LR, HR, Legal Counsel.
What Are The Consequences /Impacts of This Risk

Physical harm, damage to property, cessation of operational activities, reputational harm may occur.

Mitigating Factors
There are a robust set of institutional emergency response processes and procedures including communication requirements that are enacted collaboratively with multiple units e.g. campus police, LR, HR, Provost, Legal Counsel, safety abroad office, property management etc. which will ensure that emergency situations are responded to and managed accordingly. VPRI Business Continuity planning includes communications structure and call/decision tree for each pillar.

How Does Risk Interface With Other Portfolios
Based on physical, legal and reputational risk, management will involve other central service offices (e.g. legal, insurance, Provost etc.)

How Does Risk Interface With Governance Committee
Reported incidents as applicable and appropriate are reviewed and discussed at the applicable institutional committee/unit e.g. Provost, VPHRE, VPRI, Senior Management Committee on Health and Safety.

How is Risk Communicated
Risk mitigation strategies are communicated through several channels, including: campus wide messaging in the event of an emergency, list serves etc.

How Often is Risk Reviewed
Continually.

Environmental
Risk Significance = High = Action and review by President
Risk Likelihood = Unlikely 11-35%

How is Risk Identified (where & who does info. come from, include titles and departments)
EHS has a robust set of safety programs and policies which are enforced through through regular inspections, which include compliance and safety reviews, oversight and counsel, workplace inspections as it relates to hazardous agents and associated waste.

Why is Risk Happening - Contributing Factors
Large, decentralized, complex working landscape with multiple and different types of worker groups, including start-ups leasing UT spaces, within multiple settings (Research, Industrial).

What Are The Consequences /Impacts of This Risk
Cessation in administrative, operational, research, construction activities. Administrative and legal fines, institutional increases in WSIB premiums.

Mitigating Factors
EHS provides robust programs and policies to support employee client groups who work with and/or produce hazardous waste and mitigate risk through effective safety reviews, training and mitigation strategies and procedures.

How Does Risk Interface With Other Portfolios
Through review of operational and administrative process and based on financial risk borne by units; legal and reputational risk management will involve other central service offices (legal, communications, Risk Management, HR, LR, F&S).
**How Does Risk Interface With Governance Committee**

Health and Safety reported quarterly through VPHRE at Business Board, Senior Management Committee on Health and Safety (bi-annual).

**How is Risk Communicated**

Risk mitigation strategies related to hazardous agents management are communicated through several channels, formal and informal, including: EHS website, training programs, list serves, one-on-one communications, post incident follow up and ongoing client support and education etc.

**How Often is Risk Reviewed**

Continually.

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**Health & Safety**

Risk Significance = Major = Action and review by risk owners
Risk Likelihood = Unlikely 11-35%

**How is Risk Identified (where & who does info. come from, include titles and departments)**

EHS provides fullsome support to its employee client groups which includes compliance and safety reviews, oversight and counsel, workplace inspections.

**Why is Risk Happening - Contributing Factors**

Large, decentralized, complex working landscape with multiple and different types of worker groups, including startups leasing UT space, within multiple settings (Research, Industrial, Administrative).

**What Are The Consequences /Impacts of This Risk**

Cessation in administrative, operational, research, construction activities. Administrative and legal fines, institutional increases in WSIB premiums.

**Mitigating Factors**

EHS provides robust programs and policies to support employee client groups mitigate risk through effective safety reviews and mitigation strategies and procedures.

**How Does Risk Interface With Other Portfolios**

Through review of operational and administrative process and based on financial risk borne by units; legal and reputational risk management will involve other central service offices (legal, communications, Risk Management, HR, LR, F&S).

**How Does Risk Interface With Governance Committee**

Health and Safety reported quarterly through VPHRE at Business Board, Senior Management Committee on Health and Safety (bi-annual).

**How is Risk Communicated**

Risk mitigation strategies are communicated through several channels, formal and informal, including: EHS website, training programs, list serves, one-on-one communications, post incident follow up and ongoing client support and education etc.

**How Often is Risk Reviewed**

Continually.
**Intellectual Property Risk**
Risk Significance = Moderate = Immediate attention - Management to monitor  
Risk Likelihood = Unlikely 11-35%

*How is Risk Identified (where & who does info. come from, include titles and departments)*
The IT systems of the university and their integrity generally fall to the CIO group. Researchers and their staff/trainees along with members of the VPRI are also tasked with ensuring the appropriate handling of confidential documents and information.

*Why is Risk Happening - Contributing Factors*
U of T IP may be inappropriately used by individuals and/or companies around the world. The university has limited monitoring and surveillance capabilities. Research and proprietary information is distributed across numerous individuals across the university. Increasing risk of cybersecurity events.

*What Are The Consequences /Impacts of This Risk*
Potential loss of licensing revenue to the university, reputational harm.

*Mitigating Factors*
Research data and related proprietary information is primarily in the custody of the researchers and the research community. Third-party obligations on IP ownership clearly identified in UT research and commercialization contracts, and with UT project participants via the Confidential Information and Intellectual Property (CIIP) as provided to researchers by the VPRI/IPO.

*How Does Risk Interface With Other Portfolios*
This risk is shared across the VPRI, CIO and the divisions and individual researchers

*How is Risk Communicated*
There are a variety of messages across campus to promote awareness to hacking and phishing activities.

**Leadership**
Risk Significance = Low = Requires no attention apart from monitoring  
Risk Likelihood = Rare 0-10%

**Loss of Key Staff/Succession Risk**
Risk Significance = Moderate = Immediate attention - Management to monitor  
Risk Likelihood = Likely 66-90%

*How is Risk Identified (where & who does info. come from, include titles and departments)*
Across VPRI.

*Why is Risk Happening - Contributing Factors*
Ageing U of T workforce, shift in workplace culture to less permanence / more frequent role changes within a career.

*What Are The Consequences /Impacts of This Risk*
Roles stoppages, overload of remaining staff, loss of institutional knowledge, inability to meet targets/deadlines.
Mitigating Factors
Monitoring and active conversations for planned retirements; allowances for role/cross training, can be limited due to resource availability; actively maintained IT resources to ensure work data is not 'owned' by individual staff members.

How Does Risk Interface With Other Portfolios
CIO (IT resource maintenance); VPHR&E (recruitment, retention etc.).

How Often is Risk Reviewed
Continually.

Partnering
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Possible 36-65%

How is Risk Identified (where & who does info. come from, include titles and departments)
VPRI, VPI, DUA and GRO and divisional review of potential partners; review success of prior agreements; VPRI (with legal) effective negotiation and management of terms and conditions; proactive review of projects.

Why is Risk Happening - Contributing Factors
Increased public focus on various international, corporate and other partners of the university. Increased geopolitical instability and public attention to the nature of the partners of the institution, along with the structure and goals of these alliances.

What Are The Consequences /Impacts of This Risk
Financial loss, reputational risk.

Mitigating Factors
Ongoing review of partnerships in progress, institutional records detailing prior activities with partners, monitoring of geopolitical with impact on current partnerships.

How Does Risk Interface With Other Portfolios
OVPI, VPI, DUA, GRO.

How Often is Risk Reviewed
Continually.

Physical Facilities
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Possible 36-65%

How is Risk Identified (where & who does info. come from, include titles and departments)
Through assessments conducted by Property Management, EHS, animal ethics and compliance, Capital Projects, Infrastructure and Planning, other applicable groups in Facilities and Services etc., as applicable. Issues with animal vivaria may be identified by animal facility managers or directors.

Why is Risk Happening - Contributing Factors
The university has hundreds of buildings of different ages with differing infrastructure capacities. Variable capacity to add locked FOB access to labs based on building.
What Are The Consequences /Impacts of This Risk
Delay, possible cessation on operational activities and inability to expand operational capacity and productivity. If animal facilities are found by external regulatory bodies to be in poor condition, they may be deemed unfit to use for animal housing. Unlocked lab facilities represent risk of accidental or intentional interference, damage or exposure.

Mitigating Factors
Ongoing review of buildings in context of proposed and operational activities as applicable involving appropriate units such as EHS, Capital Projects, Infrastructure and Planning, Facilities and Services (Property Managers, Building Engineers, Trades etc.). Animal vivaria are also monitored by facility managers and directors.

How Does Risk Interface With Other Portfolios
Financial and operational cost/risk borne by units will involved other central service offices (risk management, VPR, VPHRE, VPUO, VP Communications etc)

How Does Risk Interface With Governance Committee
Multiple institutional committees may be involved e.g. Senior Committee on Health and Safety, Business Board etc.

How is Risk Communicated
Depending on the nature of the circumstance risk may be communicated through unit listservs, one-on-one communication, project group committees etc.

How Often is Risk Reviewed
Continually.

Individual Behaviour
Risk Significance = Major = Action and review by risk owners
Risk Likelihood = Possible 36-65%

How is Risk Identified (where & who does info. come from, include titles and departments)
Fulsome support is provided to our student population working in laboratory and industrial environments as well as activities abroad which includes hazard, compliance and safety reviews, oversight and counsel regarding a wide array of activities.

Why is Risk Happening - Contributing Factors
Large, decentralized, complex working landscape with multiple and differing types of activities students engage in (research, internships, special projects, research abroad etc.)

What Are The Consequences /Impacts of This Risk
Physical harm, cessation in operational activities. Administrative and legal fines in the event of injury/fatality, reputational harm.

Mitigating Factors
There are robust programs and policies to support student/academic units/client groups mitigate risk through effective safety reviews and mitigation strategies and procedures e.g. hazard assessments, collaborations with safety abroad office etc.
**How Does Risk Interface With Other Portfolios**
Through review of operational and administrative process and based on financial risk borne by units; legal and reputational risk management will involve other central service offices (Provost, legal, communications, Risk Management, HR, LR, F&S).

**How Does Risk Interface With Governance Committee**
Health and Safety reported quarterly through VPHRE at Business Board including safety abroad incident statistics, Senior Management Committee on Health and Safety (bi-annual) and other applicable institutional committees and units e.g. Provost, VPHRE etc.

**How is Risk Communicated**
Risk mitigation strategies are communicated through several channels, formal and informal, including: websites, training programs, list serves, one-on-one communications, post incident follow up and ongoing client support and education etc.

**How Often is Risk Reviewed**
Continually.

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**Social Activism**
Risk Significance = Major = Action and review by risk owners
Risk Likelihood = Rare 0-10%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
Campus police, animal facility staff, ROCO staff.

**Why is Risk Happening - Contributing Factors**
Disapproval or hostility towards the use of animals in science.

**What Are The Consequences /Impacts of This Risk**
Research stoppages or slowdowns, personnel safety concerns, institutional reputational damage.

**Mitigating Factors**
Adherence to all federal and provincial guidelines and close monitoring and oversight of animal research and facilities minimizes risks of anything untoward taking place.

**How Does Risk Interface With Other Portfolios**
Interfaces with campus police, who work closely with VPRI to stay abreast of animal rights activity.

**How is Risk Communicated**
Animal facility staff and ROCO staff are trained to be vigilant for and immediately report any incidents of animal activism that interface with a U of T animal facility

**How Often is Risk Reviewed**
Continually.

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**Other Operational: Event Planning**
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Rare 0-10%
How is Risk Identified (where & who does info. come from, include titles and departments)
Event team

What Are The Consequences /Impacts of This Risk
Reputational, financial, damage to relationships with internal and external communities.

How Does Risk Interface With Other Portfolios
Links to other offices and academic divisions.

How is Risk Communicated
Communicated as part of event planning.

How Often is Risk Reviewed
Reviewed as an integral part of event planning.

Other Operational: Communications (non-emergency)
Risk Significance = Major = Action and review by risk owners
Risk Likelihood = Rare 0-10%

How is Risk Identified (where & who does info. come from, include titles and departments)
VPRI - across various portfolios

Why is Risk Happening - Contributing Factors
Limited time to review and vet information; incomplete internal stakeholder review.

What Are The Consequences /Impacts of This Risk
Reputational risk; damage to relationships with internal and external communities; inaccuracies can lead to misinformation, inefficiency

Mitigating Factors
New partial FTE role created to actively manage and update VPRI web content.

How Does Risk Interface With Other Portfolios
Reports may be transmitted to University governance.

How Often is Risk Reviewed
Continually.

Other Operational: Authority/Limit in Research
Risk Significance = Major = Action and review by risk owners
Risk Likelihood = Rare 0-10%

How is Risk Identified (where & who does info. come from, include titles and departments)
Audits and monitoring visits; inspections by external regulatory bodies; institutional self-monitoring by RCO; notifications by student groups or external regulatory bodies (when student-initiated).

Why is Risk Happening - Contributing Factors
Rapidly changing regulatory environment with escalating compliance requirements. Student groups often work independently of the University and may be unknown to us; even if faculty advisors are aware of student activities, neither the faculty nor the students may necessarily have fulsome knowledge of the regulatory requirements.
What Are The Consequences /Impacts of This Risk
Suspension of research; loss of funding; damage to reputation.

Mitigating Factors
Institutional policies and guidelines; strong institutional accountability framework through Terms of Reference for our regulatory committees; outreach efforts to faculty, staff and student groups.

How Does Risk Interface With Other Portfolios
Legal and reputational risk management.

How Does Risk Interface With Governance Committee
VPRI annual updates to GC committees (Audit, AP&P); Health & Safety reported quarterly through VPHRE at Business Board and Senior Management Committee on Health and Safety (bi-annual).

How is Risk Communicated
Communication to all involved which reinforces confidentiality in the process.

How Often is Risk Reviewed
Continually.

Strategic

Other Strategic: Reputation: Allegations of Research Misconduct
Risk Significance = High = Action and review by President
Risk Likelihood = Rare 0-10%

How is Risk Identified (where & who does info. come from, include titles and departments)
The University is contacted by the media.

Why is Risk Happening - Contributing Factors
Researcher profiles, unsatisfied research personnel including graduate students and postdocs.

What Are The Consequences /Impacts of This Risk
Public opinion may put undue pressure on academic processes.

Mitigating Factors
Enforcement of confidentiality in the process and ensuring that no one deals with the media without the involvement of media relations

How Does Risk Interface With Other Portfolios
Media relations/central communications.

How is Risk Communicated
Communication to all involved which reinforces confidentiality in the process.

How Often is Risk Reviewed
Continually.
**Political Government**
Risk Significance = Major = Action and review by risk owners
Risk Likelihood = Possible 36-65%

*How is Risk Identified (where & who does info. come from, include titles and departments)*
See: Decrease in Research Funding.

**Reputation**
Risk Significance = Low = Requires no attention apart from monitoring
Risk Likelihood = Rare 0-10%

**Research Risk**
Risk Significance = High = Action and review by President
Risk Likelihood = Rare 0-10%

*How is Risk Identified (where & who does info. come from, include titles and departments)*
Identified by Research Ethics Board, Animal Care Committee, Environment Health and Safety, academic divisions, peer review panels, etc.

*Why is Risk Happening - Contributing Factors*
Nature of research activity or subject matter; failure to comply with guidelines/policies; questionable personal judgement; insufficient supervision/training of research teams

*What Are The Consequences /Impacts of This Risk*
Personal injury; damage to reputation, legal action.

*Mitigating Factors*
Policies, guidelines respecting research activities; post-approval monitoring visits; oversight/approval committees (REB, LACC, thesis committees, etc.); proactive identification of risks.

*How Does Risk Interface With Other Portfolios*
Significant interface with academic departments.

*How is Risk Communicated*
Web resources; training education across responsible offices of the University.

*How Often is Risk Reviewed*
Continually.
Advancement

Compliance

Grant Sponsors / Donation Compliance
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Rare 0-10%

How is Risk Identified (where & who does info. come from, include titles and departments)
The risk is that gifts that are made for specific designated purposes are not used for those designated purposes. There are various offices that regularly review and confirm that designated accounts are being used for their intended purpose including the Designated Signing Officer (usually) a Departmental Chair, Dean or other administrative officer), Divisional Business Officers and Divisional Advancement Officers.

Why is Risk Happening - Contributing Factors
The risk is inherent in our donor relationships as most gifts (and particularly major gifts of $25,000 or more) are made for designated purposes consistent and driven by the University's academic priorities. However, there is no evidence indicating non-compliance with gift designation.

What Are The Consequences /Impacts of This Risk
The consequence of gifts being used for purposes other than their designated purpose is a loss of trust and reputation and a potential negative impact on future giving by that donor and/or other donors.

Mitigating Factors
There are several checks in the system to ensure that donations are being used for the designated purpose. There is also an ability to reverse payments or reimburse the fund in the unlikely situation that gifts have been used for purposes other than the designated purpose.

How Does Risk Interface With Other Portfolios
Although the responsibility for ensuring that the designated gift is used in accordance with its terms falls to the division in which the signing authority for the fund account is established, both the Central Finance Department and the Division of Advancement are involved in the stewardship and reporting on the use of the gift back to the donor.

How Does Risk Interface With Governance Committee
Donations Management and the process for establishing the fund summaries have been reviewed successfully by the UofT Internal Audit group as part of its regular audit cycle. Selections of the funds are also reviewed annually as part of the external audit of the financial statements of the University.

How is Risk Communicated
The risk is regularly communicated in orientation of staff responsible for establishing and administering restricted accounts to ensure compliance. The University Guide to Financial Management specifically addresses this risk.

How Often is Risk Reviewed
This risk is reviewed regularly as part of the annual audit and reporting activity to donors on the use of their funds. As part of the annual Accountability Report, Chairs, Directors, Deans are required to confirm that all restricted funds within their authority have been used in accordance with their designated purpose.
Financial

**Investment Risk: Capital Market & General Economic**
Risk Significance = Low = Requires no attention apart from monitoring
Risk Likelihood = Unlikely 11-35%

*How is Risk Identified (where & who does info. come from, include titles and departments)*
Through general analysis of the markets provided by Finance and UTAM.

*Why is Risk Happening - Contributing Factors*
The state of the capital market and general economic condition can have an effect on the size and number of donations to the University.

*What Are The Consequences /Impacts of This Risk*
There is potential for a negative effect on the number and size of donations when there is a significant downturn in the state of the capital market and general economic condition. In particular, there is often an impact on large major gifts in times of significant economic downturns as donors become more cautious in their financial affairs and their assessment of the level or timing of their personal giving. For example, this was experienced to varying degrees after the 2008-2009 market crash not only at the University Of Toronto but across the North American university sector.

*Mitigating Factors*
The University has a broad and diverse range of giving programs such as annual giving, leadership giving, planned giving and major gifts many of which are less impacted by shifts in economic conditions as Principal Gifts (greater than $5M) would be. The University also has an extremely large alumni and donor base who are affected to different degrees by shifting market conditions. While the effect on giving varies based on individual circumstances, the University has the ability to shift the size and timing of its solicitations. The University has an ongoing, often life long relationship with its major donors and shifting to a focus on stewardship during tough economic times often reaps the benefits in the longer term.

*How Does Risk Interface With Other Portfolios*
This risk is shared across a number of portfolios including Finance, Government Relations and International.

*How Does Risk Interface With Governance Committee*
Business Board focuses on the state of the general economic conditions and its impact across University operations including donations, government grants, and investment returns.

*How is Risk Communicated*
In various reports to the Business Board from portfolios including Advancement and Finance.

*How Often is Risk Reviewed*
Regularly.

**Donor & Alumni Relations**
Risk Significance = Low = Requires no attention apart from monitoring
Risk Likelihood = Rare 0-10%
How is Risk Identified (where & who does info. come from, include titles and departments)
University Advancement sets detailed annual goals and business planning both centrally as well as divisionally. The ongoing status of fundraising progress against those goals is monitored on a continual basis by the Vice President Advancement and his Executive Team.

Why is Risk Happening - Contributing Factors
There is no indication of a decline or absence in fundraising. The University is just winding down the largest fundraising campaign in Canadian university history and for the last six fiscal years has achieved its objective of growing fundraising performance to a minimum of $200 million per year on a sustainable basis.

What Are The Consequences /Impacts of This Risk
The University, its faculties and divisions will not have sufficient funds to achieve their stated goals and academic priorities.

Mitigating Factors
The Boundless campaign was publicly launched in November 2011 and has generated increased awareness of and support for the University’s priorities through enhanced marketing, volunteer engagement and donor activity. The University surpassed the $2 billion goal in June 2016 and in December 2018, announced the total raised as $2.641 billion. The University has raised in excess of $200 million in each of the last six fiscal years. Ongoing campaign planning and initiatives will continue to build on that momentum. University Advancement manages the risk of a decline in fundraising through detailed, ambitious multi-year goal setting and business planning across all Advancement programs as well as all divisions. Those goals are then tracked continually through analysis of the number of donor visits, number of solicitations, tracking of a significant pipeline of solicitations in progress and gifts confirmed. University Advancement continually ensures that there is a very significant pipeline of solicitations in progress which is expected to generate continued fundraising results in line with stated annual goals.

How Does Risk Interface With Other Portfolios
The fundraising goals and performance are a shared priority between the Division of Advancement and the individual faculties and divisions. University Advancement works closely with Principals and Deans in setting and monitoring achievement of fundraising goals. University Advancement also works closely with the Provost and the VP Research & Innovation in ensuring that fundraising supports the University highest academic priorities and is complementary to the University’s research strategic objectives.

How Does Risk Interface With Governance Committee
The Division of Advancement reports annually to Business Board on its fundraising results and activities.

How is Risk Communicated
Fundraising results are communicated regularly to the President, Provost and Principals and Deans through standardized reports and updates at the Principals and Deans Advancement Advisory Group and other forums.

How Often is Risk Reviewed
Continually.

Operational

Physical Facilities
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Unlikely 11-35%
**Advancement**

**How is Risk Identified (where & who does info. come from, include titles and departments)**
DUA Facilities Director in consultation with U of T Building Services.

**Why is Risk Happening - Contributing Factors**
Aging infrastructure particularly in 21KCC.

**What Are The Consequences /Impacts of This Risk**
HVAC failures, uncomfortable working environment (heat, cold), flooding due to burst pipes, roof damage, electrical surges.

**Mitigating Factors**
Constant review with management and discussion with Central Building Services.

**How Does Risk Interface With Other Portfolios**
Prioritization of scarce budget resources.

**How is Risk Communicated**
Internally with stakeholders; major issues brought forward by COO to DUA Executive Team and/or Building Services.

**How Often is Risk Reviewed**
Regularly.

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**Strategic**

**Reputation**
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Unlikely 11-35%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
Risks to the reputation of the University can come from a broad range of issues. Any potential issues within Advancement are brought to the attention of the University Advancement Executive Team and then brought forward by the Vice President, Counsel, or the ED Strategic Planning &/ Advancement Organizational Development to the University Issues Management Group as appropriate.

**Why is Risk Happening - Contributing Factors**
The mandate of University Advancement is to contribute to the creation of an external relations strategy (working closely with UT Communications) for transforming image, reputation and standing of UofT along the axis of differentiation and excellence.

**What Are The Consequences /Impacts of This Risk**
Damage to the University's reputation may have a negative effect on alumni and donor engagement, fundraising and student recruitment.

**Mitigating Factors**
Clearly defined policies, procedures and approval processes for significant proposals, agreements and activities. Oversight of Advancement communications. Constant adherence to the principle that all Advancement activity is done in service of the academic priorities of the University.

**How Does Risk Interface With Other Portfolios**
Protection of University reputation is a shared responsibility across all portfolios.
How Does Risk Interface With Governance Committee
Through approvals as required by policy or reports to Governing Council.

How is Risk Communicated
Through the Issues Management Group or by the Vice President, Advancement as appropriate.

How Often is Risk Reviewed
Continually.

Staff Recruitment & Retention
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Unlikely 11-35%

How is Risk Identified (where & who does info. come from, include titles and departments)
University Advancement is in regular contact with the divisions (weekly/monthly) and aware of potential staff departures, staff looking to move into new positions, or the need to create new advancement roles before they take place. As such, we endeavor to find staff new roles to keep them at UT, and we anticipate recruitment needs, reducing times that positions remain unfilled. This is led primarily through the central Divisional Relations office led by the AVP, and the central Advancement Talent Management Office.

Why is Risk Happening - Contributing Factors
The Advancement industry is a small and competitive market, particularly with regard to fundraisers. Fundraising is a unique skill set and there is strong competition within the local and regional market for high performing talent.

What Are The Consequences /Impacts of This Risk
Other not-for-profit or public institutions are willing to pay "top dollar" to recruit the best fundraisers, so losing our top talent to competition is a risk. Likewise, recruiting for new fundraisers in a competitive market can be expensive and timely. Losing fundraisers has the potential to negatively impact fundraising revenue.

Mitigating Factors
The Advancement Talent Management portfolio is charged with building and implementing best practice staff retention initiatives that will help grow staff careers at UT, including professional development, reward and recognition, and in turn will build UT's reputation as the destination for an advancement career. The Advancement Talent Management program works in collaboration with Advancement Divisional Relations and with central Human Resources and Equity.

How Does Risk Interface With Other Portfolios
Employee engagement and retention is a shared responsibility with the central Human Resources and Equity.

How Does Risk Interface With Governance Committee
It does not interface with Governance Committee directly.

How is Risk Communicated
Through the VP Advancement.

How Often is Risk Reviewed
Continually.
Operations & Real Estate Partnerships

Compliance

Other Compliance: Legal & Regulatory: FIPPA
Risk Significance = High = Action and review by President
Risk Likelihood = Possible 36-65%

How is Risk Identified (where & who does info. come from, include titles and departments)
Ontario’s Freedom of Information and Protection of Privacy Act (FIPPA) provides comprehensive legislation that, for the University's students, staff and faculty, determines what personal information can be collected, how the owner of the information is involved in managing permission for collection, what specifically the information can be used for, how it must be protected, and establishing the need for a lifecycle for the storage of the information. Thoughtful and thorough data classification consistent with FIPPA requirements and the application of appropriate data protection measures are essential elements in our cybersecurity posture.

This risk assessment is concerned with the protection of information. The Office of the CIO is a key provider of services and infrastructure that implements controls and guidelines to ensure the protection of sensitive information covered under FIPPA. All users of the data are responsible for protecting the data. Within this broad accountability, risks to personal information are identified by University unit personnel acting as data owners, stewards and custodians; by FOI officers, the FIPP office, the Office of the CIO/Information Security risk assessment function, Internal Audit, and by end-users of the data.

Why is Risk Happening - Contributing Factors
Risks exist for multiple reasons: Internal: Lack of formal process to manage data throughout its lifecycle on multiple system, contributed to by: A) Lack of officially appointed data owners, stewards/custodians, including down to units within the University who use the data B) Lack of definitions of these roles, and their accountability for data C) Lack of processes to ensure end users sign off on their responsibilities with regard to storing and using personal information • Duplication of personal information on end-user devices • A lack of understanding of when personal information may be provided to 3rd parties leading to improper re-use of personal information • Ad-hoc use of SaaS applications by units and by faculty without due diligence review of the provider • Unauthorized access due to compromise of user authentication services as a result of phishing or password disclosure • Compromise of services / end points by successful malicious attack • Vulnerabilities in online services exploited by attackers • Unpatched software • Selection and use of unsupported software or hardware • Lack of resources to complete information assessments

What Are The Consequences /Impacts of This Risk
The impacts of personal information misuse, compromise or breach under FIPPA rules include: • Impact to individuals • Data breaches have a significant effect on institutional reputation • Complaints by end users to the Information and Privacy Commissioner of Ontario of improper use / exposure of PI • Cost of incident management in terms of internal investigation / possible use of external investigators • Cost of incident response in terms of o internal investigation / possible use of external investigators o Cost of notification of individuals affected by data compromise o Cost of credit monitoring to prevent identity theft. O Remediation of breach costs are estimated to average to be $200 per record
Mitigating Factors
Mitigating Factors: internal controls, separation of duties, etc. Individuals throughout the University make use of knowledge and skills to identify and mitigate risks to data that they are aware of, with many pockets of excellence, including University Operations. Improving the overall protection of the University’s digital assets will be aided by broadly-collected input and guidance from the newly formed Information Security Council and its working groups. The newly recruited Chief Information Security Officer (CISO) will bring much added depth to our security programs. Under this leadership, an integrated approach to risk management across the University will help units (administrative and academic) self-assess their high-level information risks and provide programs to mitigate their risks. The goal is to improve the security posture of the University as a whole. The current and ongoing Risk assessment services provided by the Office of the CIO in the area of project development, services, applications procurement and broad unit assessments provide recommended risk mitigation strategies to the appropriate project/unit head to ensure adequate security controls are deployed for the new and existing services reviewed. With time this will extend to all services. The information security standards program provides controls, guidelines, services and documentation that are available to be used throughout the University.

How Does Risk Interface With Other Portfolios
The management of risk associated with sensitive data protected under FIPPA is a responsibility of administrative staff across the University. The FIPP office is instrumental in advising how the legislation should be interpreted.

How Does Risk Interface With Governance Committee
FIPPA Risk roles up to Audit Committee and the Executive Committee

How is Risk Communicated
Information security risk is best communicated broadly: - to administrators responsible for deploying risk mitigation services and procedures, - to faculty, students and staff via information security awareness and education programs (for example, the Office of the CIO’s awareness and education program). - by FOIL officers who are located close to academic departments. The process involved in unit self-assessment of risk will increase understanding of risk and improve mitigating practices.

How Often is Risk Reviewed
Risk associated with information security should be reviewed whenever significant changes are made to the service handling protected data and periodically at minimum (annually is recommended).

Other Compliance: Software Licensing Compliance Risk
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Possible 36-65%

How is Risk Identified (where & who does info. come from, include titles and departments)
OREP units carry multiple enterprise-wide software licenses, including those for SAP, Kronos, Microsoft 365 (formerly, Campus Agreement Enrolment for Education), Canvas (LMS), Blackboard Connect (mass communications system), VMware, among many others. License compliance requirements are defined differently per software product, and auditing and license distribution control ranges from strict management to general trust relationships. Non-compliance actions vary per vendor, ranging from opportunities for remediation to significant penalties for non-compliant use.
Over the last five years we have experienced an increase in software audits from vendors, particularly those seeking to extract themselves from perpetual licensing arrangements to more Web-based, better-controlled, software-as-a-subscription models. Office 365 licenses are controlled quite strictly and the allocation of licenses dependent on accurate HRIS records that identify employment status and role. These details are necessary to match against eligibility for licenses, and careful provisioning and timely de-provisioning are essential for contractual compliance. There are significant cost ramifications to not carefully managing these licenses – significantly different from our perpetual licenses of the past. Risk is identified by units monitoring distribution of licenses — either discipline-specific applications, or institutional license holders who control distribution via controlled methods. Connection to application-level authorizations help maintain licensing within a constrained catchment area. Enterprise software licenses are managed within the ITS portfolio, primarily within the EASI (administrative and collaboration applications) EIS (virtualization and operating systems) and ACT (educational applications).

**Why is Risk Happening - Contributing Factors**

Software vendors are moving to software-as-a-service (SaaS) and subscription models for software licensing. For the vendors, this generates a constant cash flow, the ability to manage one version of the software while pushing a limited set of patches (rather than for all historical versions), and much more discrete license awareness. Accurate use measurement is possible now because users have to periodically verify their access credentials. As such, it is incumbent on the institution to manage provisioning accurately so as to manage costs and maintain license compliance. Where installed, perpetual licenses are in place, vendors are seeking detailed installation audits. They are sometimes looking for any installations of any of their software components on every machine in an organisation – even if the license may have been installed years ago (as was the case with one vendor). Reconciliation is almost impossible. As such, the vendor applies their own installation algorithms and maps them against actuals found during an audit. These figures can vary wildly yet we are committed to disproving the values if there is no consensus. Risk presents when licensing has not been carefully controlled and vendors seek audited confirmation. Significant effort to audit machines across the enterprise is extremely labour-intensive, and audit requirements are often very involved, and at times it may not be possible to achieve expected results. In one case, where the vendor wanted a whole-University machine audit, much effort was expended to provide a representative sample, and even then, it took some units multiple months to reconcile licenses across their hardware to the vendor expectations. A risk that has begun appearing occurs when software is installed by individuals as “Freeware” and then after a time period, or because a vendor changes their rules, that software requires a paid license. We saw this case with an anti-virus company that moved from an open-source model to a payment model. Risk occurs because the software stops working or being updated (invisible risk to the owner unless they are watching) and then the protection becomes outdated.

Another risk, specific to software that individuals install on University-owned or even personal equipment used on the University network that was free for personal use, but is not free when used for business purposes. This becomes a compliance issue. Because we may not manage the machines, the risk may not be discovered until the vendor advises on unauthorised license use. This may lead to fines, a requirement to license individuals, or a requirement to buy an institutional license. Alternatively, software would need to be removed from the devices. A tangential risk relates to electronic image licensing. We have seen cases of nuisance complaints by firms representing stock photographers. Specifically, an image is used on a Web site without appropriate permission. In the past, a take-down request would cause the image to be removed, and this ended the matter. Now we are seeing “law”; firms representing photographers who seek compensation per image discovered without recourse to taking down, that is, they want a fee regardless of the image’s removal. Care in posting images on Web sites has to be exercised.
**What Are The Consequences /Impacts of This Risk**

Impacts include: - Potential for vendor fines or topping-up fees to reconcile actual versus expected license installations; - Significant time allocation for staff to perform software inventory checks – expanding hugely if every device has to be manually verified. - Cost increases if subscription-based licenses are not strictly managed. - Strict license management, for example in Office 365, means removing services from departing staff within a 30-day time window. In the past, e-mail and files in storage were not necessarily disposed in a timely manner. - Reputation risk if there is indeed a significant shortfall. May affect future licensing capability and costs. May also lead to litigation if issues not resolved. - Nuisance law suits or fines from "image trolls"; that may lead to small payouts happening frequently -- especially if issue not well communicated.

**Mitigating Factors**

Many approaches are available to reduce opportunities for non-compliance: - Units should adopt license management tools like Microsoft’s Intune, SCCM, or Dell's KACE to control license distribution. - Bringing devices into a managed environment helps to control software installation as limited access privileges prevent unauthorised / unlicensed software installation. The value of device management cannot be understated. - Ensure strict license controls to remove licensed software from devices when employee no longer requires licensing. This is dependent on accurate HR employee status data and timely processing of employment changes; - Perform complete uninstall routines on software to ensure “remnants” are fully removed from equipment; - Clarify audit expectations with vendors when procuring software at an institutional license level; - Require access controls such as 2-factor authentication to prevent unauthorised use of software licenses for enterprise systems, i.e., license borrowing by unauthorised people; - Use Web-based licensing where the machine-owner is advised by the vendor that a license must be purchased; - Rather than remain at risk of non-compliance, the University may elect to engage in a procurement processes for similar software and/or negotiate enterprise licenses for certain types of software.

**How Does Risk Interface With Other Portfolios**

Every department using licensed software is affected.

**How Does Risk Interface With Governance Committee**

Enterprise software license compliance is an IT risk and rolls up to the Audit Committee.

**How is Risk Communicated**

As any software licensing agreement commences, publicise terms of the agreement on a central licensing site to ensure compliance at installation. - Units and software users should made aware of audit requirements. - Terms of Use to be prominently displayed when installing software. - Users to be made clearly aware at sign-up of the terms of use. Important to advise that licensing may be affected when changing departments and will be affected when leaving the University (e.g., the Microsoft Office Suite of installed is not a benefit applicable to former/retired employees; - Web sites that provide software distribution (e.g., microsoft.utoronto.ca) require authentication, and provide rights to use information at sign-in. - The Licensed Software Office requires billing codes for procuring software. Software installed via device management tools, e.g., Intune, are to require billing codes before provisioning software. - Office 365 licenses are applied from a central administrative site with few staff authorised to provision licenses. Add-on products requiring purchase are charged out to departments.
**How Often is Risk Reviewed**
Risk should be reviewed during vendor selection for a software licensing agreement. Terms should be understood and communicated to user community. License terms do change over time and any license updates must be reviewed by software "owner" and communicated out to user base. Risks are reviewed at times of software audits, especially following the license reconciliation. Software management tools such as Intune, SCCM, KACE, or vendor-specific licensing managers (e.g., VMware) may highlight compliance issues. Software license management practices should be built into departmental Information Management plans. License reviews may also uncover over-licensing and lead to cost savings if licenses no longer needed are decommissioned. For example, Office 365/Microsoft licensing is such that employees no longer eligible for the entire suite or particular applications are de-provisioned as their status changes. Office 365 licenses are provided at multiple levels with different costs associated with each type -- $0 for the basic service up to the COU amount for Microsoft A3 in the Provincial agreement. The current agreement which contains a large number of $0 A3 licenses ends in May 2022. Careful allocation of licenses is required. Planning for the May 2022 date should be active.

**Other Compliance: PCIDSS**
Risk Significance = Major = Action and review by risk owners
Risk Likelihood = Possible 36-65%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
The business practices governing the use of payment cards (or credit cards for major vendors such as Visa and MasterCard) are coordinated out of the University’s Chief Financial Officer division. This includes: providing departments with contact information to the University contracted payment card processing services. The payment card processing industry specifies card handling operations and information security requirements in the form of the Payment Card Industry Data Security Standard (PCI-DSS). These are used to provide risk mitigation against the threat of unauthorized use and theft due to unapproved technical and business process procedures. Financial services are high-value targets for malevolent actors and present a significant cyber-risk to the institution. Compliance with industry-standards and best practices as defined by PCI-DSS would demonstrate the University’s commitment to mitigating against this cyber-threat. Risk is incurred when the PCI-DSS requirements are not adhered to or verified on a continuing basis.

**Why is Risk Happening - Contributing Factors**
Risk is being incurred due to: -lack of formal practices and documentation to instruct University units that implement card processing in their services and operations. -lack of formal processes to evaluate compliance to the PCI-DSS requirements on a continuing basis.

**What Are The Consequences /Impacts of This Risk**
Continuing failure to demonstrate compliance to the PCI-DSS requirements have resulted in increased fees and charges levied by third party service providers. A data breach incident involving credit card information that occurs in conjunction with a lack of PCI compliance can result in a financial and reputation threat to the University, not only because of the data breach but the potential attention to lack of the formal processes as described above.

**Mitigating Factors**
The development of internal practices, support services and verification procedures which demonstrate PCI-DSS compliance on a continuing basis will mitigate the risks identified. Lack of compliance efforts or capability should eventually be reflected in financial controls that restrict service deployment and operation.
How Does Risk Interface With Other Portfolios
The development and operation of internal practices and support services for the purpose of achieving PCI-DSS compliance will involve both business process, information technology and information security functions. Thus, CFO, Office of the CIO and University administrative units will need to participate in risk reduction.

How Does Risk Interface With Governance Committee
Governance representatives must be apprised of risk posture and mitigation status by the responsible business unit that manages the risk.

How is Risk Communicated
Risk should be communicated within the business and technical groups charged with deploying risk mitigation via PCI-DSS compliance. Also, given the widespread use of payment card handling services, it is important that the risk managers communicate risk to all service providers.

How Often is Risk Reviewed
PCI compliance is required to be verified on a yearly basis.

Financial

Outsourcing
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Possible 36-65%

How is Risk Identified (where & who does info. come from, include titles and departments)
• Information could originate from almost any member of the University community or the general public.
Primarily, however, information would likely be communicated by one or more of the following individuals:
• Property Manager of the building.
• faculty contact in the building.
• Mark Simpson – Director, Building Services, Grounds &; Trades
• Ron Atkins – Manager, Caretaking Services.

Why is Risk Happening - Contributing Factors
• Inadequate training of contract staff.
• Inadequate oversight of contractor performance by Caretaking Department.

What Are The Consequences /Impacts of This Risk
• Higher costs than expected.
• Low level of building cleanliness.
• Inappropriate interaction with staff and/or students.
• Release of hazardous products.
• Security breach.
• Slip and fall claims against the University.
• Reduction in recycling diversion rate.
• Political pressure from CUPE to eliminate contract cleaning

Mitigating Factors
• Pre-billing with quarterly reconciliation.
• Verification of labour hours.
• Cleaning audits, performed by contractor, Caretaking Department and third party auditor.
• Ability to create and track work tickets through Orange QC software.
• Training of all contract staff on Departmental and University policies/protocols.
• Regular meetings with contract management.
• Contract requirement that contractor carry insurance for loss of keys and associated costs.
• Contract requirement that all contract staff must be unionized.
How Does Risk Interface With Other Portfolios
Property Management may be contacted by faculty administrators re. poor performance. • Property Management, Grounds and possibly Elevators and Utilities (Building Engineers) could be involved in flood containment and clean-up. • Security breach would involve Campus Police and Trades. • Lack of snow removal would involve Grounds. • Inappropriate interaction with staff and/or students could involve Human Resources and Campus Police. • Failure to follow waste management protocols could involve Recycling Department, Environmental Protection Services and the Office of Environmental Health & Safety.

How Does Risk Interface With Governance Committee
• Political pressure to eliminate contracted caretaking services

How is Risk Communicated
• Caretaking Department provides all Departmental and University policies to contractors. • Contractors provide training to their staff on Caretaking and University policies. • Caretaking management formally review costs, performance issues, and personnel issues with contractors on a bi-weekly and quarterly basis.

How Often is Risk Reviewed
• Bi-weekly and quarterly by Caretaking management with contractor management. • Monthly review of invoicing by Caretaking management. • Monthly review of number and scores of cleaning audits by Caretaking management. • Monthly review of number and type of work tickets created and resolution times.

Procurement
Risk Significance = Low = Requires no attention apart from monitoring
Risk Likelihood = Rare 0-10%

How Risk Identified (where & who does info. come from, include titles and departments)
• Bi-weekly and quarterly by Caretaking management with contractor management. • Monthly review of invoicing by Caretaking management. • Monthly review of number and scores of cleaning audits by Caretaking management. • Monthly review of number and type of work tickets created and resolution times. ** PD-CEC ** The Project Development team (director and 2 managers) triages/assesses all projects that it manages for compliance with applicable procurement guidelines in order to determine prescribed procurement paths (e.g. invited RFP, open RFP or two-step open RFSQ / invited RFP). This procurement process is communicated to all departmental/divisional clients. The PD team will, from time to time, receive suggested or preferred procurement paths from departmental/divisional clients. When these suggestions do not align with the University’s procurement guidelines, PD will identify the issue and explain the necessary process. Especially on major capital projects that fall under the DRC Terms of Reference, PD manages large selection committees. Sometimes, members of a selection committee may not fully understand the evaluation process. When this happens, PD will identify misunderstanding and attempt to clarify the process and expectations of each evaluator.

Why is Risk Happening - Contributing Factors
Exposure to risk takes place due to the extremely large volume of procurement activities undertaken by F&S combined with pressure from stakeholders to complete construction projects within a short turn around time. Frequent changes to procurement policies resulting from trade agreements also influences risk. ** PD-CEC ** Due to the variety of guidelines that influence the public procurement process (BPS Procurement Directive, OQTCA, CFTA and CETA), the general understanding of the process is sometimes not understood by departmental/divisional clients.
What Are The Consequences /Impacts of This Risk

In addition to obtaining poor value for money, this risk has reputational exposure and potential legal consequences. Non-compliance on a procurement poses a reputational risk to the University. It also potentially represents financial risk to the University. For example, if a RFP procurement is challenged by an unsuccessful Proponent (after a FIPPA request), the project may need to be paused until the matter is resolved. This schedule delay will likely impact the project's cost.

Mitigating Factors

Mitigating Factors are Training, Communication, Enhanced internal controls, Financial controls and processes, Data analysis, Segregation of duties, etc. Hiring a Procurement Officer within Facilities & Services to enhance compliance review and internal training. PD seeks to mitigate risk via the following ways: - open and constant communication with UPDC's designated Procurement Officer; - seeks input (when necessary) from the University's Central Procurement team; - regularly evaluates its RFSQ/RFP template documents to keep them updated with developments driven by guideline changes; - rationalized evaluation process such that scoring and ranking can be easily understood; - implementing a set of simple instructions for evaluators such that the process and expectations are made very clear.

How Does Risk Interface With Other Portfolios

As a service department, this compliance risk impacts all academic units that service is provided for. Could cause delays in completion of projects along with potential cost overruns due to non-compliant purchases.

How Does Risk Interface With Governance Committee

Risk is an operational issue primarily and does not interface with governance committees. Governance committees are updated via the Audit Committee. This risk has limited to no interface with the Governance Committee.

How is Risk Communicated

Risk is communicated via frequent training, especially when legislative requirements change.

How Often is Risk Reviewed

Constantly as and when procurement activity takes place or when purchase orders are generated.

Operational

Business Interruption

Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Possible 36-65%
How is Risk Identified (where & who does info. come from, include titles and departments)
All police and EMS interaction with a student is forwarded to the Office of High Risk. Information is also directly received by Campus Police from other Internal portfolios (i.e. Office of High Risk, Faculties and Health & Wellness) where a potential risk to the University, student or staff member has been identified. Policy Agencies across Canada may also act as a source of intelligence information on criminal matters that may impact the University or its community. Loss of emergency electrical power backup Loss of thermal energy (heating / cooling) Loss of CSP Loss of district energy distribution (Heat) Loss of electrical energy Loss of compressed air

Why is Risk Happening - Contributing Factors
Societal and community concerns regarding mental health issues, pressures of Family & School, cultural factors impacting coping abilities. Public dissatisfaction with University policies, social and business ideologies and affiliations. Emergency generator failure to start Emergency electrical transfer switch failure Loss of generation or distribution of steam or cooling facilities Loss of municipal water supply Loss of Toronto Hydro service Loss of Fuel Catastrophic failure (terrorist) Line failure Construction Accidents Provider failure Construction Accident Equipment failure Line failure

What Are The Consequences /Impacts of This Risk
• Personal Injury to self or others • Increase in copycat incidents • Personal and Community Stress and discord. Disruption to other community members & Services • Damage to Property • Suspension or interruption of daily campus operations • Risk to Institutional Reputation • Increased cost associated with additional resources for investigations, presence for community Building exit safety systems disabled Deters teaching and research capability Loss of data and investigative samples Damage to research equipment Shutdown of CSP fed campus buildings in cold months Shutdown of CSP fed campus buildings in cold months Shutdown of CSP fed campus buildings throughout the year Impairment of experiments requiring CA

Mitigating Factors
Mitigating Factors: internal controls, financial controls, separation of duties, etc. • Internal practices have been established where information is regularly passed onto the office of High Risk for triage within the university. The Office of High Risk then coordinates meetings with the various stakeholders, including Campus Police Management. • Campus Police have partnered with CAMH and Health & Wellness with a focus on de-escalation training for officers. • Campus Police have implemented training for Campus Police Officers, Communication Operators and Building Patrol (security) members with a focus on Customer Service, Diversity & Inclusion, De-escalating Potentially Violent Situations and Applied Suicide Intervention Monthly operation of generators by University staff and ongoing maintenance Monthly exercise of generator transfer switches, seldom exercise distribution transfer switches Ongoing and annual intensive maintenance of all site thermal systems including distribution 3 water municipal supplies to CSP No backup 400,000 litres of # 2 fuel oil on site - minimum 48 hrs coverage - extreme cold Plant security - physical & electronic communications Dual 12”; steam lines CSP to Physics T all others single line fed Required to install temp electrical heating Rigorously locate system before excavation Life safety diesel and natural gas powered engines for critical buildings Critical Processes have specific generators Distribution loop configuration can be quickly changed to radial enabling Rigorously locate system before excavation Backup air compressor system for all buildings

How Does Risk Interface With Other Portfolios
Campus Police working collaboratively with: • Office of High Risk • Provost Office • Health & Wellness Group • Human Resources • Communications Office (UTC) • Presidents Office University departments, clients, are dependent on utility systems to function. Supports other portfolios

How Does Risk Interface With Governance Committee
Business board is provided annual deferred maintenance report.
**How is Risk Communicated**
Annual Deferred Maintenance report Absence of formal maintenance system minimizes insight into operational activities Internal daily, weekly & monthly operations review and communications

**How Often is Risk Reviewed**
- Internal practices have been established where information is regularly passed onto the office of High Risk for triage within the university. The Office of High Risk then coordinates meetings with the various stakeholders, including Campus Police Management.  
- Risk reviews are completed on an adhoc bases with frequent, regular reviews with the Office of High Risk and communications with the external stakeholders. Internal community crime and incidence report statistics are reviewed daily.  
- Campus Police Management work closely with external Policing Partners and other Post Secondary Institutions within North America.  
- Campus Police have a dedicated officer embedded within the local Police Division Detective office.  
- Annual thermal scans of electrical distribution Annual review of thermal systems (shutdown) Daily operating review by qualified competent operating staff Continously managed by Plant Operators  
- System is visually checked periodically, maintained annually Generators are visually checked weekly, run monthly Continously managed by Plant Operators

**Capital Project**
Risk Significance = Major = Action and review by risk owners  
Risk Likelihood = Possible 36-65%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
During planning and design, frequent meetings are held by project managers and planners to identify and discuss potential risks and their possible mitigation. Preliminary schedules are prepared at the time a project is submitted for University approval. Input to the schedule is provided by directors and AVP UPDC to identify potential risks to the schedule from municipal/authorities having jurisdiction and construction. Input related to the existing fabric of the building is also provided by directors in F&S. Unknown conditions in building fabric pose risks to costs and schedule. The design team working on the project also provides input to construction risks. Bi-weekly construction meetings of contractors, occupants and UPDC staff; alerts from project management. During the design phase a peer review by an external industry expert, is engaged by the project manager to identify budget, schedule, constructability, design and market risks. A similar review is undertaken a key phases of construction to determine schedule and budget risks.  
**PD-CEC** During the Project Planning Report process (led by CFP), PD will complete or manage Class D cost estimating of the understood scope of work. The outcome of this exercise will often identify a misalignment between the departmental/divisional client’s initial expectation of the project’s total project cost and the actual costs. PD (director, 2 managers) will communicate this information to the Project Planning Committee or the identified departmental/divisional client lead (e.g. CAO). The advantage of this exercise is that it offers the opportunity during the early planning stage to either adjust the scope or identify additional funding.
**Why is Risk Happening - Contributing Factors**

Delays and cost overruns can be caused by unforeseen conditions during construction, labour shortages, material and/or systems shortages, construction accidents, design errors and omissions, campus disruption, international tariffs, latent defects in construction, toxic fumes, noise, faculty disruption, market competition for resources. In addition: city permit delays or additional requests as well as additional requirements at the point of occupancy; unforeseen site conditions resulting from old, heritage buildings which have seen many renovations over decades; contractor delays from inability to properly schedule trades and materials, or inability to secure sufficient trades to work on the site; tender documents which are incomplete and require design details during construction; changes made by the client during construction based on new requirements/uses. Over the past year, two significant factors contributed to increased budget and schedule risks. One was a trade strike that affected 90% of projects for several months. Once the strike was settled, labour shortages in the same trade resulted in additional delays as the same labour pool was deployed across the backlog that resulted from the strike, plus new projects. Other trades were affected because their work could only be completed subsequent to the striking trade work. The other significant factor was the swell of construction projects in the Toronto market. This has led to increased costs, fewer contractors with capacity to undertake work, a shortage of construction and trade workers, and a resultant lengthening of time to complete.

**What Are The Consequences /Impacts of This Risk**

Our tenders are seeing fewer interested contractors as they have a large variety of projects in the City to choose from. In a heated market, contractors can choose to pursue only those projects which are the most attractive from a financial return and ease of implementation perspective. Fewer contractors, and therefore less competition, generally leads to higher prices. Many large projects are closing significantly over budget and require additional governance approval. This slows down the award and can result in a price increase as contractors try to hold pricing for longer than the required 60 days. Additional funding means prioritization of University projects. This translates into a compromised ability to meet the University of Toronto academic mission.

**Mitigating Factors**

All our projects are costed at different stages of design to verify the budget versus the design to mitigate cost overruns at the tender stage. Additionally, we attempt to minimize these risks during planning and design by limited destructive testing to uncover hidden site conditions. Our standard practice of holding bi-weekly construction meetings coordinates the contractor’s activities with the overall campus and/or occupants in a building to minimize disruption both to the University and the builder. Our specifications call for detailed scheduling requirements to facilitate the review and forecast of major project milestones to help control schedule overruns. Peer reviews help identify construction risks prior to tendering. Additionally, they can be employed to test the availability of labour and special materials in the market during design to reduce the risk of delay or cost impacts. In addition: regular review of progress, schedule, shop drawing log, payment draws by project manager; monthly project reviews by manager; monthly reviews with AVP and VP; development of networks with city and authorities having jurisdiction; review of contract with in-house legal counsel to determine leverage available. **PD-CEC** During the Class D cost estimate exercise and TPC creation, PD consistently seeks to integrate contingency funding (for design and construction) that is at a minimum aligned with the industry standards used at the various cost classifications and, as necessary (e.g. in the case of extensive renovation or heritage restoration) increased based on historic experience/patterns. The same rigour applies to anticipated market escalation costs. These combined elements contribute to increased accuracy of the anticipated TPC values. Increasingly, PD will complement Class D cost estimating for large capital projects (used for the initial TPC and governance approval process) with the inclusion of a cash-flow analysis that assists with verifying if the proposed project schedule is achievable from a monthly expenditure perspective. For example, if very large monthly draws are sustained over many months of a project, this provides early indication that the schedule may not be acknowledging unrealistic labour or material supply demands in order to fulfill the schedule.
How Does Risk Interface With Other Portfolios
Given that UPDC manages projects on behalf of divisions, the risk impacts many other portfolios; there are also governance interactions on all large capital projects. Regular (weekly) meetings are held with client groups.

How Does Risk Interface With Governance Committee
Regular reports by VPOREP and AVP UPDC to Business Board, Planning &; Budget and Governing Council on capital projects.

How is Risk Communicated
Directly to divisional occupant, indirectly to donors, regular reports to Business Board

How Often is Risk Reviewed
Bi-weekly at set meetings, but also during additional bi-weekly internal meetings and during 1:1 with VP

Data Integrity
Risk Significance = Major = Action and review by risk owners
Risk Likelihood = Likely 66-90%

How is Risk Identified (where & who does info. come from, include titles and departments)
The identification of risk associated with data integrity lies with data owners and stewards, typically administrative staff who are knowledgeable and responsible for the service that is authoritative for the data and for managing authorization of data consumers. Data integrity is a critical feature of all stored data. In the University context, research data where unauthorised changes to the data may affect the outcome of research activity, its integrity is especially critical.

Why is Risk Happening - Contributing Factors
Data integrity is compromised when data are changed or deleted in an unauthorized transaction. An example is defacement of a website in which an attacker or malware gains unauthorized access to a web service and alters content. Another example is the risk of student marks being changed in a transaction which can occur as a result of unauthorized access to student record systems by password or account compromise. Loss of integrity in research data may undermine research activity as “compromised” data may invalidate duplication of experimental outcomes and undermine trust and opportunities for discovery. Data integrity may be compromised by incorrect configuration of storage and applications such that two systems provide two different responses given the same input data.

What Are The Consequences /Impacts of This Risk
The consequences of data integrity compromise are proportional to the value and/or the sensitivity of the data. Negative effects may have far-reaching consequences: - Changed grade data may affect a student’s academic opportunities positively or negatively while creating risk societal consequences; - Compromised research data may affect potential outcomes of research, undermine trust (and future opportunities for grants) from research funders; - Loss of integrity due to corrupted data storage may affect research results or administrative services accuracy; - A compromised Web site may lead to reputational damage of the institution or individuals and misleading information being presented to the community or general public
**Mitigating Factors**
The risks identified in regard to data integrity are mitigated as part of a comprehensive institutional information security risk management and standards program. The risk management component assigns risk mitigation to the appropriate unit administrators to ensure adequate security controls, guidelines and services are deployed. Risk assessment services are provided by the Office of the CIO in the area of online project development, procurement and broad unit assessments. The information security standards program provides controls, guidelines, services and documentation that are available to be used throughout the University. Data owners and stewards reduce risk by implementing controls such as using approved service architecture and operations procedures. These include: privileged account management, appropriate authentication methods, software component patching and updates, network isolation, service and network security event monitoring. Use of approved cloud services for data storage or Web site hosting for example, may increase the level of data integrity assurance because of the comprehensive measures taken by service providers to replicate data in fault-tolerant locations and to constantly validate the consistency of data hosted on their facilities. Some service providers operate at a scale far greater than that which may be provided locally and operate with security measures that provide high assurance of data integrity.

**How Does Risk Interface With Other Portfolios**
Data owners and stewards within University units as well as for enterprise services will work together with groups who operate information security risk management and assessment services and tools in order to facilitate ongoing risk monitoring and mitigation. Regular review of contracted services and the compliances met by service providers assist in ensuring assurance in data integrity. Bad data affect source systems and all downstream systems that rely on data of high integrity.

**How Does Risk Interface With Governance Committee**
The University's Audit Committee is concerned with the University's information risk and security program operation.

**How is Risk Communicated**
Information security risk is communicated broadly: - to data owners, stewards, and administrators responsible for managing risk mitigation services and procedures, - to faculty, students and staff via information security awareness and education programs (for example, the Office of the CIO's awareness and education program). - to faculty in relation to the management of academic and research data via workshops, documentation about risks, and support from local IT, UTL, ITS...

**How Often is Risk Reviewed**
Risk associated with information security is reviewed whenever significant changes are made to the service handling protected data and periodically at minimum (annually is recommended).

**Data Loss**
Risk Significance = Low = Requires no attention apart from monitoring
Risk Likelihood = Rare 0-10%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
We administer Quercus, the enterprise learning management environment. Data is generated by use of the system - by students, by instructors, and by specific professional staff. This data (for example, student activities and performance) is mission critical. We are extremely cognizant of the risks of data loss and unauthorized data access.

**Why is Risk Happening - Contributing Factors**
Whenever data is collected, especially human-generated data, there is risk of data loss or unauthorized access.
What Are The Consequences /Impacts of This Risk
Should data be lost, student assessment would be at risk; instructors would not be able to properly assess student performance. If unauthorized access is achieved, it might represent a PI violation.

Mitigating Factors
Quercus is a SaaS solution and we work very closely with our supplier, Instructure, to ensure full, 24/7 redundancy and backup. We also have access to log files to investigate any problems. We also use University-approved access control methods, to ensure the safety of the system.

How Does Risk Interface With Other Portfolios
Quercus interacts with almost every academic division, Continuing Studies and the Library.

How Does Risk Interface With Governance Committee
Oversight of Quercus operations rests with an executive steering committee that includes the Vice-Provost Innovations in Undergraduate Education (S. McCahan), the CIO (B. Wandschneider), the Director of CTSI (C. Rolheiser), and on an as-needed basis, the Vice-Provost Academic Operations (S. Mabury).

How is Risk Communicated
In addition to the oversight by the executive steering committee, the Quercus operations team works closely with other relevant risk-reduction units, including Information Security, and members of TEST (Toolbox Enduser Support Team - approximately 100 divisional-based professional support staff) via 24/7 asynchronous communication channels.

How Often is Risk Reviewed
Daily, as part of normal operations.

Data Security
Risk Significance = High = Action and review by President
Risk Likelihood = Likely 66-90%

How is Risk Identified (where & who does info. come from, include titles and departments)
Business process and technical risks associated with data security are identified by University unit data owners, custodians, service providers, the Office of the CIO/Information Security risk assessment function, FIPP office and Internal Audit. There are multiple risks associated with data security. Protecting the University’s digital assets requires multiple layers of defense. Broadly-collected input and guidance from the CISO, Information Security department, Information Security Council and its working groups, are critical aspects of our cybersecurity program. Active monitoring across the University, especially in the Information Security department and other ITS network monitoring units, and in divisions and departments, serves to identify active and potential risks and threats. Third party sources including government and law enforcement agencies, education consortia, information threat assessment and monitoring firms, and major vendors in the space, contribute to risk identification, assessment, response, and future mitigation. The identification of those risks depends on data classification where at least three categories are typically used: public, confidential and restricted. Controls and resources needed to reduce risk become more complex and expensive as the data classification encompasses data of increased sensitivity and need to protect. A new, four-tier data classification system is being disseminated. Capabilities for tagging documents and data with these classes, as well as an accompanying rollout plan are pending.
**Why is Risk Happening - Contributing Factors**
Data security risks consist broadly of theft, loss of confidentiality, corruption, integrity, availability of data, or the services that rely upon and manage them. Risks have multiple causes: - Unauthorized access due to compromised user accounts services as a result of phishing, password disclosure (inadvertent or intentional); - Compromise of services by successful malware attack; - Vulnerabilities in online services exploited by attackers; - Improperly managed servers or application because of unpatched software, operating systems, unsupported software versions still deployed; - Selection and use of unsupported software or hardware.

**What Are The Consequences /Impacts of This Risk**
Impacts of data compromise or breach include: - Cost of notification of individuals affected by data compromise; - Possible compensation costs in the form of credit monitoring to prevent identity theft. Remediation of breach costs per individual have been estimated to be in the range of $140. A significant breach of sensitive information could result in millions of dollars in remediation costs, depending on the scope of breach; - Data breaches have a significant effect on institutional reputation, including the potential loss of access to government funding; negative effect on grant applications or access to data; - Loss of PII for individuals (e.g., patients, students...) and PI IP; - Infection of networks and devices leading to future data losses (and the associated internal and/or external costs of cleanup) - Corruption of equipment and software; - Loss of intellectual property to nation states or to corporate espionage.

**Mitigating Factors**
The risks identified with data security are mitigated as part of a comprehensive institutional information security risk management program being rolled out across the University. Work on the adoption of an approach, customised to be U of T-centric is well underway within the ISC working group and the Information Security department. The information security risk management program is designed to facilitate departmental identification and mitigation of risks. The risk management component assigns risk mitigation to the appropriate unit administrators to ensure adequate security controls, guidelines and services are deployed. Risk assessment services are provided by the CISO and Information Security department in collaboration with departments. The information security standards program provides controls, guidelines, services and documentation that are available to be used throughout the University. Data owners and stewards reduce risk by implementing controls such as using approved service architecture and operations procedures. These include: privileged account management, appropriate authentication methods, software component patching and updates, network isolation, service and network security event monitoring, use of multi-factor authentication to access sensitive data and/or the administrative interface to systems. The appointment in December 2018 of the CISO and the formation of the Information Security Council and its working groups are additional resources that have been brought to bear on data security risks.

**How Does Risk Interface With Other Portfolios**
Data owners, stewards, and enterprise services teams collaborate with information security risk management and assessment services to facilitate ongoing risk monitoring and management.

**How Does Risk Interface With Governance Committee**
The University’s Audit Committee is concerned with data security program effectiveness and monitoring.
**How is Risk Communicated**

Information security risk is best communicated broadly: -to administrators responsible for deploying risk mitigation services and procedures, -to faculty, students and staff via information security awareness and education programs (for example, the Office of the CIO’s awareness and education program). Security-related information and good practices are delivered through the Security Matters Web site and the Education and Awareness working group of the Information Security Council. Events targeting specific audiences Faculty/Staff/PIs/Students are run throughout the year to help educate and disseminate information security awareness. Events include Frosh Week booths at the camii, presentations to PIs about Lab data security at VPRI and V&P sessions for academic administrators, promotion of international Privacy and Security events, targeted workshops with departments and functional areas. Risk-related information is shared with the ISC and through messaging from the CISO and Information Security department.

**How Often is Risk Reviewed**

Risk associated with information security should be reviewed whenever significant changes are made to the service handling protected data and periodically at minimum (annually is recommended). Risk assessments occur periodically from the Internal Audit department, and more regularly by the Info Security department in collaboration with departments and faculties. Risk reports are provided to the senior leadership. Post-event assessments identify issues and are shared with the ISC and others in leadership.

**Environmental**

Risk Significance = Major = Action and review by risk owners
Risk Likelihood = Possible 36-65%

**How is Risk Identified (where & who does info. come from, include titles and departments)**

• Regular review by EPS (Environmental Protection Services) of the MOECC (Ministry of the Environment, Conservation &; Parks, formerly the Ministry of Environment &; Climate Change) Hazardous Waste Information Network (HWIN) for currently registered generating sites held by the University to identify inconsistencies and unrecorded waste manifests. • Annual review by EPS and EHS (Environmental Health & Safety) of the Radiation Waste Program to highlight areas where program changes could be beneficial and require approval. • Information would normally originate either from faculty laboratory staff or from EPS personnel. • Rob Provost – Manager, Environmental Protection Services • Mark Simpson – Director, Building Services, Grounds & Trades: Emissions -noise and air

**Why is Risk Happening - Contributing Factors**

• Inadequate training of faculty laboratory staff. • Contractor could ask untrained staff (non EPS staff) to sign manifests, which could cause non-compliance issues. • Untrained individuals (staff, students, faculty) may not realize that they are required to report all spills. • Building exterior fans (noise) Cooling Towers (Legionnaires)

**What Are The Consequences /Impacts of This Risk**

• Injury and/or death of faculty, staff and students. • Some or all of the University’s licenses for generator, storage and disposal of hazardous wastes could be restricted or revoked altogether. • University could face significant fines. • University personnel could face jail time. • Damage to the University’s reputation through media coverage of non-compliance. aggravated neighbours - liability Illness of employees &; passersby

**Mitigating Factors**

• Online training available to all laboratory staff and any other interested staff. • Website to make staff aware of EPS. • Campus Police aware of EPS emergency contacts in the event of a spill or release of material.

Maintenance and monitoring (EASR) Water treatment (Chlorination)
**How Does Risk Interface With Other Portfolios**

- Property Management
- Utilities Department (Building Engineers)
- Campus Police
- Faculties with laboratories that contain hazardous waste

**How Does Risk Interface With Governance Committee**

- Audit Committee considers Internal Audit reports on control and compliance of hazardous wastes.

**How is Risk Communicated**

- Online training, taken primarily by faculty laboratory staff, covers general regulations involved and the importance of including EPS in specific projects.
- Online spill training covers the definition of a spill and from whom to obtain more information.

**How Often is Risk Reviewed**

- EPS staff review all shipping documents before filing with the MOECC.
- EPS Management reviews manifest and generator information for completeness when paying HWIN charges.
- EPS and EHS conduct an annual review of the radiation program during CNSC (Canadian Nuclear Safety Commission) inspections. On incident:

  - Continual dosage to water (concentrations)

**Health & Safety**

Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Rare 0-10%

**How is Risk Identified (where & who does info. come from, include titles and departments)**

The following are factors in identifying risk:

1. Internal food safety inspection audits and HACCP protocols
   - Check temps on freezers and refrigerators
   - Temping food as they are received
   - Temping food while it is cooking, holding and stored

2. Chefs and Staff
   - Checking food items as they are received
   - Chef tours of locations – e.g. when the sandwiches had to be pulled

External

1. Toronto Public Health Food Safety inspection audits
2. Suppliers, Distributors, Canadian Food Inspection Agency and Public News – food recall warnings
3. Customers – e.g. foreign object found in food or mold growing on the inside of a juice container.
4. Foodborne illness

**F&S -**

- Regular review by EPS (Environmental Protection Services) of the MOECC (Ministry of the Environment, Conservation &; Parks, formerly the Ministry of Environment &; Climate Change) Hazardous Waste Information Network (HWIN) for currently registered generating sites held by the University to identify inconsistencies and unrecorded waste manifests.
- Annual review by EPS and EHS (Environmental Health & Safety) of the Radiation Waste Program to highlight areas where program changes could be beneficial and require approval.
- Information would normally originate either from faculty laboratory staff or from EPS personnel.

- Rob Provost – Manager, Environmental Protection Services
- Mark Simpson – Director, Building Services, Grounds &; Trades: Working injuries
Why is Risk Happening - Contributing Factors
There are many factors within the production of food that could contribute to a food board incident, such as:
1. Equipment not functioning correctly – fridges and freezers not holding proper temperatures  2. Incorrect storage of food leading to cross-contamination  3. Food is not cooked, kept or stored at proper temps and causing bacteria to grow creating foodborne illnesses  4. Staff contamination due to improper washing of hands or illness 5. Inadequate cleaning of surfaces 6. Broken utensils or equipment being used, e.g. scoops, serving spoons, etc.  7. Cross-contamination between foods during the prepping or cooking stages  8. Product recalls from suppliers and distributors  9. Outside risks from suppliers and distributors – not storing food correctly and not meeting required temperatures in the delivery of the food. **F&S - *Weather conditions, including cold, snow, heavy rain and wind. • Time required to address snow and ice conditions, especially during and immediately following large storms. • Individuals failing to comply with stair and walkway shutdown notices. • Difficulty in evaluating and predicting all risk situations related to living trees. • Difficulty in addressing trip hazards during winter months. • Ageing watermain infrastructure on campus • Reliance on City of Toronto to provide shutoff of watermain valves on City property. • Proximity of City property, trees and watermains to University property. • Wildlife and insects on campus Industrial environment

What Are The Consequences /Impacts of This Risk
What are the Consequences /Impacts of this Risk 1. Food born illnesses due to food positioning. This mild as flue symptoms, long term illness or in saver case death.  2. Allergic reactions due to cross-contamination of foods  3. Receiving a yellow or red from Toronto Public Health. o If a red is received, the location must close, which leads to loss of revenues as well as poor image and loss of trust from customers. When the location reopens, it will forever have the stigma of having to close, and customers may not return. In the day of social media, it only takes seconds for news to be shared. Once it is online, it is there forever for anyone to search or find. o Loss of jobs in the event a location is permanently closed - Poor reputation of department or University **F&S - What are the Consequences /Impacts of this Risk • Falling trees and tree limbs. • Unsafe grounds conditions due to sinkholes, trip hazards, flooding, and icy surfaces. • Injury and/or death. • Damage to the University’s reputation through media coverage. • Costs associated with lawsuits. • Shutdown of buildings, resulting in loss of research and classroom time. • Exposure to rabid wildlife and disease carrying insects. • Injured employees, contractors or public

Mitigating Factors
We have the following controls in places:  4. Internal HACCP protocols and food safety audits o Ensuring all food is temp at each step of the food safety chain - receiving, storing, cooking, serving o Ensuring all surfaces are cleaned thoroughly when prepping food. E.g. from prepping meat to prepping vegetables. o Ensuring all staff is washing hands thoroughly and are sent home if sick  5. Preventative maintenance on equipment – cleaning of compressors on fridges and freezers, maintenance on dishwashers, pest control 6. The use of only HACCP certified suppliers and distributors  7. Tours of suppliers distribution centres to ensure HACCP protocols are being followed  8. Providing food safety certification for all staff  9. Ongoing training 10. Daily Fundamentals that are discussed with the team **F&S - • Grounds has a formal tree maintenance program that includes inspections, pruning, cabling, and inoculation against pests. • Grounds has a formal watermain cathode protection program to minimize deterioration of older metal watermains. • Union and building Health & Safety Committee inspections. • Dual domestic and fire protection watermain feeds in some buildings. • Rodent and pigeon control program. • Mosquito control program in all catch basins. Ongoing training, follow up and communication via management and JHSC Permission to work programs - Roof access, mechanical & electrical room access, High voltage work plans, Asbestos program etc. All equipment in restricted spaces Site communication to students (Engineering).
**How Does Risk Interface With Other Portfolios**
In the eyes of the public, the University of Toronto functions as a whole. If there is a risk that arises, e.g. a foodborne illness outbreak or a Public Health location closure, the perception of the public is that this happened at the University of Toronto. There is no separation from the department. The reputation and public image of the University are put at stake and suffers. In addition, the loss of income that will ensue due to these circumstances not only affects the department but has an overall effect on the University as a whole.

**F&S - • Property Management • Utilities Department (Building Engineers) • Campus Police • Faculties**

**How Does Risk Interface With Governance Committee**
As the Governing Council is responsible for overseeing the academic, business and student affairs at the University of Toronto, a risk that affects the image of the University in the public, also affects the reputation of the Governance Committee.

**How is Risk Communicated**
The most often occurrences is Food recalls, this is often communicated by the Canadian food inspection agency and/or the supplier of the item. • Once we have been informed of the recall, the Director of Culinary Operations and Executive Chef then communicates this to all food service location managers and outlines the protocols to be followed • All recalled products are removed from circulation and disposed off • All menus containing the recalled item are modified or removed entirely during the course of the recall • Substitute products are sourced and used • Ongoing communication is kept with the supplier on the recalled item and updates are communicated with the food service locations • Once the recall has been removed, we allow for an additional week before using the item again to ensure all risks have been removed. • Foodborne Illness is communicated through Toronto Public Health • Foodborne Illnesses are communicated to the Toronto Public Health who then contacts the University of Toronto to advise of the complaint and also visits the location where the person has advised that the food contamination has occurred. An audit is conducted by the Toronto Public Health of the location and samples of the food (if available) is collected for testing. Once the findings are concluded, this is provided by Toronto Public Health. Foreign Object /Mold Found in Food is communicated by customers • If a foreign object or mold is found in food, this is often communicated by the customer to the manager of the food service location. • The food items is collected from the customer and contact details of the customers are obtain should any follow up be required. • The food service manager will then communicate this with the Executive Chef. • The supplier of the food items is contacted to advise of the foreign object found and/or mold. The supplier than contacts the manufacture of the product to advise. • Food items are kept and provided to the supplier for the manufacturer for testing and to determine the cause. • These findings are then provided to the supplier who in turns communicates this to the Executive Chef. • If the findings from the manufacturer find that the foreign object was caused during the course of prepping or cooking the food or the mold was the cause of improper storage, an internally audit is conducted and protocols are put into place. **F&S - • Through training of Grounds employees, including an Employee Safety Orientation Handbook. • Joint Occupational Health & Safety Committees**

**How Often is Risk Reviewed**
1. Through HACCP protocols and temping of food and all fridges and freezers that occurs several times throughout a day. 2. It is reviewed through Monthly Food Safety audits. 3. By the Chefs / Managers at each locations as they are overseeing the prep and cooking of the food and ensuring all Food Handling and HACCP protocols are being followed during the process. 4. Daily at our Culinary Operations Daily Shift Briefing through our daily culinary and cleaning focus. 5. Weekly at manager and employee meetings. **F&S - • Annual tree condition report • Regular ongoing review of grounds conditions • JHSC meeting monthly Weekly shop floor team meetings Quarterly reviewed training matrix with retraining requirements**
**Loss of Key Staff/Succession Risk**
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Possible 36-65%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
Staff associated with the increasing number of specialised information systems does not necessarily grow proportionately. Applications are often interdependent. The complexity of the interconnected matrix requires staff with broad awareness of multiple applications and the way in which discrete systems and their dependencies work. Loss of key staff can significantly reduce the capacity to support those systems. At time, a single person may be the only one with complete domain knowledge. For some locally-developed applications that perform critical infrastructure services, the original developer may depart, leaving the application unsupported (and often undocumented). In some cases, there may be an opportunity to hire third-party support, but in others, there may be no recourse. In these cases, loss of key staff due to retirement or relocation puts the University at risk. Risks are identified by application or service owners or stakeholders.

**Why is Risk Happening - Contributing Factors**
Support activities are often “normalised”; into the daily routines of staff. It is not until there is a change in a staff person’s routine that the vulnerability appears. Or, more systemically, the breadth of services provided may exceed the resource capacity of a unit, and there is no support depth behind that particular service. Risks are exacerbated by: - Insufficient funds available to build required staffing depth - System documentation may be insufficient to allow a back-up resource to adequately support an application - New services may come online with insufficient capacity as service moves from pilot to production state - Burnout of key staff - Opportunities for key staff to be lured elsewhere, especially when their specific knowledge is valuable to the private sector, for example, security analysts, Office 365 system administrators. Loss of key staff will put University at risk.

**What Are The Consequences /Impacts of This Risk**
Services may become degraded or fail with no support in place if the key staff are not present. Impact is proportional to the criticality of a service or application and other mitigating factors. Resolution of problems may take more time when the key staff are not available. This risk occurs when an employee leaves, but also when an employee is on vacation and unreachable

**Mitigating Factors**
Mitigating factors include: - Assure sufficient cross-training of staff such that single points of knowledge are minimised - Build complement-plans around application implementation so there is sufficient budget to assure continuity in case of staff loss. - Prioritise application support resources proportionally to its mission criticality - Procure services from commercially-available sources such that third-party or vendor support is available - Develop succession planning for application support - When developing or implementing new applications use the concept of duties separation to ensure that no single person has vertical responsibility for all elements of an application stack - Replace commodity-like home-grown systems with off-the-shelf products that have vendor support - Document essential operating processes of an application - Ensure a safe repository of account and passwords is maintained in order to permit replacement / backup staff to access resources - Test backup/business continuity processes to ensure staff beyond the key staff can access resources

**How Does Risk Interface With Other Portfolios**
All portfolios with “owner”; relationships to software applications are affected by risks associated with key staff loss. Process owners will be accountable to their stakeholders in the event that key staff are not backed up. Key staff loss risk and mechanisms to address/prevent should be considerations of service owners.

**How Does Risk Interface With Governance Committee**
IT risk rolls up to the Audit Committee
How is Risk Communicated
Risk is communicated between application owners, stakeholders, and the IT unit providing the service. Single points of risk related to limited staffing should be communicated throughout an application's lifecycle -- from ensuring adequate staffing to support the application at launch, through ongoing support, and to decommissioning. The IT team should be advising of resource limitation potential in advance of critical state. Ideally, loss of key staff is accommodated within actions related to an application's business continuity plan.

How Often is Risk Reviewed
The risk of key staff loss is a constant, though the likelihood may be low. In operationalising an application, the risk mitigations recommended above should be adopted. In the normal course of business, planning for staff departures should initiate timely remediation.

Physical Facilities (Facilities & Services submission)
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Possible 36-65%

How is Risk Identified (where & who does info. come from, include titles and departments)
- Risk is identified by Facilities & Services operational staff (primarily by property management staff) based on the age of the buildings and their knowledge of the physical attributes of buildings within their respective portfolios. Deferred Maintenance can be identified in several ways but primarily through comprehensive building audits completed through the FCAP program. 20% of St. George Campus buildings are assessed each year under standard set of elements and methodology. Deficiencies are identified, classified, prioritized and added into the VFA software package. Estimated cost to replace/repair are also assigned to assist in budgeting and project planning.

Why is Risk Happening - Contributing Factors
- The age of the buildings is a key contributor to this risk. Limited funding to proactively address regular preventative maintenance and sustained deferred maintenance management also contribute to this risk. In certain cases, the state of City of Toronto infrastructure and changes in weather severity could also contribute to this risk. Previously low funding levels or legacy delays for the maintenance of building systems or investment in major capital renewal have resulted in a demand that is significantly larger than annual available funding.

What Are The Consequences /Impacts of This Risk
- Consequences can be significant in that valuable research could be impacted and/or the university's academic mission could be jeopardized. Also, this risk has reputational exposure and potential legal consequences should anyone get hurt. Older, non-efficient buildings result in higher costs to maintain and erode the limited funding envelope. This risk is manifested in many ways. Less than ideal work and teaching physical environments including poor (HVAC) heating, cooling and ventilation. Many buildings lack central ventilation systems and do not have central air conditioning nor proper controls to modulate temperatures in the winter. Poor building envelopes can lead to mold, comfort complaints, and wasted energy. Interior and exterior physical appearance of buildings can be poor leading to an loss of reputation. Building components break down causing inconvenience to occupants, such as elevators which have obsolete components or need to be modernized. Emergency situations such as roof leaks or burst water pipes that result in damage to other building elements or occupant property, short or long duration closures.

Mitigating Factors
- Mitigating Factors are adequate funding to address the growing deferred maintenance backlog and a replacement plan to phase out old buildings. Ensuring that Campus Police and Property Managers have up-to-date contact lists for building occupants, other F&S supports and external service providers.
How Does Risk Interface With Other Portfolios
o As a service department, this operational risk impacts all academic units and ancillary services that service is provided for. As such, research and teaching could be adversely impacted.

How Does Risk Interface With Governance Committee
o Risk is an operational issue primarily and does not interface with governance committees, other than highlighting the issue to Business Board via the annual deferred maintenance report.

How is Risk Communicated
o Through the annual deferred maintenance reports to the Business Board and COU and the Ministry of Colleges and Universities; through internal meetings with Faculty representatives and F&S staff (quarterly or semi-annually); through the CaPS committee (annually).

How Often is Risk Reviewed
o Regularly - when property managers and building operating engineers highlight concerns.

Physical Facilities (IT submission)
Risk Significance: Major - Action and review by risk owners
Risk Likelihood: Unlikely - 11-35%

How is Risk Identified (where & who does info. come from, include titles and departments)
Patrick Hopewell, Director, Enterprise Infrastructure Solutions, ITS; Tom Molnar, Manager, Hardware Infrastructure, Enterprise Infrastructure Solutions, ITS; John Calvin, Data Centre Manager, Enterprise Infrastructure Solutions, ITS

Why is Risk Happening - Contributing Factors
Age of building (building envelope, mechanical and electrical systems); human error due to on site contractors; UPS batteries could explode if not replaced when required; IT and mechanical system equipment failure; fire; flooding; physical compromise of the facility

What Are The Consequences /Impacts of This Risk
Mission critical enterprise systems & services could cease to operate; internet connectivity for University could be cut off; lack of maintenance and/or improper handling of high voltage electrical systems could result in injury or death. The University community is highly-dependent on the continuous operation the services hosted in the core data centre. As such, the facility’s physical security and that of the equipment and applications hosted within, are key elements of the University’s cybersecurity posture.

Mitigating Factors: internal controls, financial controls, separation of duties, etc.
Regular maintenance of data centre performed by external party on monthly and annual basis; extensive monitoring and alerting systems in place to give advance warning of equipment failures, fire, flooding and physical security of data centre facility; diesel generator provides emergency backup power to facility in the event of power outage and/or prolonged maintenance on building electrical feed; dual, redundant uninterrupted power supplies and power distribution paths allow for concurrent maintenance of electrical systems without the need to shut down IT loads; redundant internet connectivity provides continual connectivity for the University in the event of one of the connections being severed. All data in the ITS private cloud infrastructure is mirrored to storage located at 155 College street. Physical security of the data centre includes two-factor access to data centre, video surveillance and facility access monitored by Campus Police; data centre mechanical, electrical and IT systems are remotely monitored and staff are alerted to problems via email.

How Does Risk Interface With Other Portfolios
Departmental clients using ITS private cloud infrastructure environment for departmental administrative systems would be adversely affected by outages in the central data centre; any systems or services outside
Operations & Real Estate Partnerships

the data centre which rely on authentication and authorization services provided by ITS and hosted in the central data centre would be adversely affected by outages in the data centre; EIS works with ISEA to identify and mitigate information security risks that ISEA identifies.

**How Does Risk Interface With Governance Committee**
IT service risk rolls up to audit committee

**How is Risk Communicated, both internally and externally, to identify, inform and/or prevent.**
ITS System Status Page; Automated alerts to ITS notifying them of system and facility problems; on premises and off-site monitoring systems provide monitoring and alerting to non-UofT email addresses in the even of issues with campus email system

**How Often is Risk Reviewed**
ITS has contracted with Ehvert Mission Critical to provide regular maintenance and facility monitoring to ensure proper ongoing operation of data centre infrastructure. Semi Annual Inspections; perform inspection on genset as outlined on Cummins Maintenance sheet. Run generator 1hour under data centre load.

**Individual Behaviour**
Risk Significance = Major
Risk Likelihood = Likely

**How is Risk Identified (where & who does info. come from, include titles and departments)**
All Police and EMS Interaction with a student is forwarded to the Office of High Risk. Information is directly received by Campus Police from other Internal portfolios (i.e. Office of High Risk, Faculties and Health & Wellness) where a potential risk to the University, student or staff member has been identified. Police Agencies across Canada may also act as a source of intelligence information on criminal matters that may impact the University or its community. Post Secondary Institutions across North America act as a source of Intelligence information that may impact the University or its community.

**Why is Risk Happening - Contributing Factors**
Societal and community concerns regarding mental health issues, pressures of Family & School, cultural factors impacting coping abilities Public dissatisfaction with University policies, social and business Ideologies and affiliations

**What Are The Consequences /Impacts of This Risk**
- Personal Injury to self or others
- Increase in copycat incidents
- Personal and Community Stress and discord
- Disruption to other community members & Services
- Damage to Property
- Suspension or interruption of daily campus operations
- Risk to Institutional Reputation
- Increased cost associated with additional resources for investigations, presence for community

**Mitigating Factors**
- Internal practices have been established where information is regularly passed onto the office of High Risk for triage within the university. The Office of High Risk then coordinates meetings with the various stakeholders, including Campus Police Management.
- Campus Police have partnered with CAMH and Health & Wellness with a focus on de-escalation training for officers.
- Campus Police have implemented training for Campus Police Officers, Communication Operators and Building Patrol (security) members with a focus on Customer Service, Diversity & Inclusion, De-escalating Potentially Violent Situations and Applied Suicide Intervention

**How Does Risk Interface With Other Portfolios**
Campus Police working collaboratively with:
- Office of High Risk
- Provost Office
- Health & Wellness Group
- Human Resources
- Communications Office (UTC)
- Presidents Office
How Often is Risk Reviewed
- Internal practices have been established where information is regularly passed onto the office of High Risk for triage within the university. The Office of High Risk then coordinates meetings with the various stakeholders, including Campus Police Management.
- Risk reviews are completed on an ad hoc basis with frequent, regular reviews with the Office of High Risk and communications with the external stakeholders. Internal community crime and incidence report statistics are reviewed daily.
- Campus Police have a dedicated officer embedded within the local Police Division Detective office.

System Access
Risk Significance = Major = Action and review by risk owners
Risk Likelihood = Possible 36-65%

How is Risk Identified (where & who does info. come from, include titles and departments)
This document focuses on UTORauth, the institution’s identity and access management service. Core University systems and many others in the divisions rely on the UTORauth to provide secure client access. Risk is identified by the team that runs UTORauth as well system owners who rely on UTORauth to keep their systems available.

Why is Risk Happening - Contributing Factors
UTORauth’s correct functioning depends on:
- The servers running the IAM applications being available
- Correctly functioning software
- Authoritative systems data feeds to populate access control lists
- University network access to the service being available
- Normal Data Centre operation
A failure in any of these layers could prevent access to the authentication system and disrupt access to any of the relying services. The University’s authoritative single-sign-on service provides access to essential data and services for faculty, staff, and students. Its stability, 24x7 availability, and protection, is a key cybersecurity element.

What Are The Consequences /Impacts of This Risk
Failure in the authentication system to one or more of the enterprise systems would prevent access to staff, students, and faculty who perform daily tasks or rely on access to FIS, HRIS, ROSI, ACORN, the Learning management system, Office 365. Large numbers of people would be unable to perform daily work, students would be unable to access the LMS. Academic and business activities would be prevented. Time-dependent business processes would not be performed and University operations disrupted.

Mitigating Factors
- Authentication servers are duplicated to reduce likelihood of complete loss of function
- A project to co-locate authentication servers at UTSC, UTM or at a cloud service provider needs to be undertaken to provide redundancy and access to services if network connection to St George broken. This is an important mitigating control to be implemented as soon as resources are available.

How Does Risk Interface With Other Portfolios
The critical linkage here occurs within ITS, specifically with the Enterprise Infrastructure Service (the hardware, it’s protection and redundancy) and the Information Security unit (the application software, and its resiliency and architecture). Organizational units who use applications that rely on IAM authentication are affected by the availability of the service.

How Does Risk Interface With Governance Committee
IT service risk rolls up to the Audit Committee.
How is Risk Communicated
When a new system that uses UTORauth is proposed - either internally hosted or externally based - the Information Security department performs a risk assessment that includes the method by which access control will be managed. During this process, the risks associated with using UTORauth is communicated, as is the risk of using alternatives to the institutionally-supported authentication system. UTORauth availability information is on the ITS System Status page. Updates to UTORauth are communicated via Joint Operations Group. Proposed updates to the application are provided to dependent system owners and are communicated to IT advisory committees and InfoTech when required.

How Often is Risk Reviewed
Risks associated with the authentication system are constantly evaluated for security threats and vulnerabilities. The addition of new software that will use the UTORauth system (whether in-house or software-as-a-service) is evaluated during development or in the procurement process for potential effects on system integrity.

System Development
Risk Significance = Major = Action and review by risk owners
Risk Likelihood = Possible 36-65%

How is Risk Identified (where & who does info. come from, include titles and departments)
Enterprise Level Systems - development/acquisition may be delayed significantly relative to University requirements; actual costs may exceed budget, jeopardising achievement of objectives; and/or seriously jeopardises university operations. Systems may not be compliant (appropriate version/maintenance levels), include code that has security vulnerabilities or may not meet the needs of University operations. In-depth understanding of in-house solutions or vendor software is vulnerable when staff with institutional memory, undocumented, leave the University. Information for this risk is sourced from the Deputy CIO/Director Enterprise Applications and Solutions Integration (Cathy Eberts) and the Chief Information Officer (Bo Wandschneider). Business owners may identify a risk where software is not meeting the needs of their operations.

Why is Risk Happening - Contributing Factors
This risk increases as the software industry evolves from the current stable of on-premise managed software solutions to a more complex set of hybrid solutions which include the integration of locally-developed applications, installed software applications, vendor-hosted cloud applications, vendor initiated and enforced upgrades to Cloud-based an installed applications, technology changes in base hardware, tighter controls around security and firewall management, changing security protocols, and changing roles within IT to support a new and more complex environment. System development budget may not include funds for vulnerability testing, upgrades of existing software, adequate training for staff, as well as time to address technical debt within products supported. Software vulnerabilities create a cybersecurity threat as malicious actors may find ways to infiltrate applications and capture valuable data when these vulnerabilities are not identified and patched in a timely manner.

What Are The Consequences /Impacts of This Risk
Software may not be adequately supported by current vendors and/or beyond the employment of current development teams creating future vulnerabilities, especially if no one is capable of maintaining code. Software will suffer deferred maintenance problems and create business and security risks.
**Mitigating Factors**
Mitigating Factors: internal controls, financial controls, separation of duties, etc. Mitigating Factors include the establishment of a new roadmap (software/upgrade) for the existing Administrative Management Systems (SAP), the establishment of a strong enterprise and business architecture team, standardised testing software and investment in QA analysts, new management roles in cloud based technologies and IT procurement. Governance committees and regular reviews which ensure software meets the needs of stakeholders. ITS, Enterprise Applications strongly recommends the use of Governance, Risk and Compliance (GRC) software in the future in order to simplify management of user roles, authorizations and security across cloud-based instances of SAP.

**How Does Risk Interface With Other Portfolios**
This risk impacts all operations and portfolios at the University including Finance, Procurement, HR, Research, F&S and Student Operations.

**How Does Risk Interface With Governance Committee**
Several governance committees have been established for the Student System (NGSIS) which have been well received and are operational. Large projects in areas such as VP Research are managed using Project Leadership Groups. Formal change management committees are also established to evaluate and mitigate risk on a project by project basis. Internal Audit regularly reviews various projects and IT areas to assist in mitigating risk (eg. Bb Connect, Digital Workplace, security access, etc.) ITS will be recommending additional governance over other enterprise applications and services.

**How is Risk Communicated**
Risks are communicated to project Executive Sponsors and Project Leadership Groups using, in some cases, formal risk registries which document risk, probability of occurrence, and impact. Formal Change Management Committees and Risk Advisory Committees are established for larger projects. Major enterprise-wide decisions such as the SAP upgrade are reviewed with experts such as Gartner, Deloitte, other institutions. Risk information is assessed and distributed via the Information Security department channels and through other ITS channels as necessary.

**How Often is Risk Reviewed**
Depending on the system development project, risk is reviewed during initiation, development, post implementation, and in periodic system reviews and during upgrade cycles. Risk is reviewed periodically by the Internal Audit department, and through risk assessments conducted by the Information Security Department prior to new services being brought online.

**Social Activism**
Risk Significance = High = Action and review by President
Risk Likelihood = Possible 36-65%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
Intelligence is gathered by Campus Police through internal & external social media sites and internal portfolios such as the Provost office and ACE. Post Secondary Institutions across North America share information that may be helpful in mitigating impacts to the University or its community. Once intelligence is gathered, it is assessed/investigated for validity, additional information and to determine the likelihood of a risk occurrence on or near the university and the scope of the impact to the community.

**Why is Risk Happening - Contributing Factors**
Differentiating social & economic Ideologies Culture of Freedom of Speech within a university setting Evolving Socio-political climate Diverse viewpoint and communities Open and easy access of campus
What Are The Consequences /Impacts of This Risk

- Risk to Institutional Reputation
- Property Damage
- Personal Injury
- Suspension or interruption of daily campus operations
- Ability to support CP community service and engagement in other areas as a result of depleted resources through risk deployment

Mitigating Factors

Mitigating Factors: internal controls, financial controls, separation of duties, etc. • Campus Police Management review of all policing requests • preliminary assessment of CP resources, policies and resource deployment • determination of further action including requirement of campus police presence, change of venue to mitigate any impact on other activities and to ensure safety • cancellation of activity if there is a concern for event participants safety or community members safety • Communication of CP assessment, actions and results and potential for next step requirements for current resolution

How Does Risk Interface With Other Portfolios

Campus Police working collaboratively with: • Office of High Risk • Provost Office • ACE • Communications (UTC) • Legal • IMG Group • Presidents Office

How Does Risk Interface With Governance Committee

Policies on Freedom of Expression; Temporary Use of University Space and Recognition of Campus Groups define obligations and responsibilities for activity on campus and use of facilities for such

How is Risk Communicated

vetted through a series of stakeholder groups

How Often is Risk Reviewed

• Risk is reviewed by Campus Police investigators on a daily basis by reviewing social media sites and when information is passed onto Campus Police by internal &; external stake holders. • Campus Police have a dedicated officer embedded within the local Police Division Detective office.

Other Operational: Communication UTAlerts

Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Possible 36-65%

How is Risk Identified (where & who does info. come from, include titles and departments)

The UofT Alert System (alert.utoronto.ca), based on the hosted (SaaS) Blackboard Connect platform, is used to rapidly disseminate high-priority messages over multiple channels to the community or subsets of the community in the event of crisis/emergency situations. A key attribute of the service is the capability of delivering messages across the many communications platforms – email, phone, voicemail, social media, text messaging, PA systems. Its second key attribute is the complete list of active community members – faculty, staff, students – updated daily from the authoritative identity systems.
As well, community members may add additional contact data, e.g., cell phone number(s), alternate e-mail addresses. These data enable messages to reach people over multiple channels, increasing the likelihood of the message reaching the target community member. In the event of a University systems failure, messages may still be delivered to alternate email and phones. Risk is identified in different ways: 1. UTC (Althea Blackburn-Evans), in reviewing message delivery reports may indicate missed contacts. Delivery reports are to be reviewed after each use to identify undelivered messages rates, and to initiate corrective actions. 2. ITS (Marden Paul, Vicki Vokas), in reviewing delivery reports and time-to-delivery results may identify bottlenecks slowing delivery times. 3. Community members, when interacting with the Alert portal, or in noting non-receipt of messages, will provide details back to ITS or UTC about their problems. 4. Specific to e-mail, 3rd party e-mail filtering services such as Spamhaus may tag messages from the alert system servers as spam. This may affect the way Office 365 identifies messages coming from the alert system (although not for "emergency" tagged messages) and cause messages from specific servers to be sent to spam. There are mitigations below.

Why is Risk Happening - Contributing Factors
When information is incomplete or incorrect, community members may miss out on important crisis-related information. This occurs because individuals may not have set up additional contact methods or because core system data is incorrect. If data are not verified regularly it may become stale as people change phone numbers, wireless service providers, department or campus affiliation, or e-mail addresses. Spammers flood the Internet with suspicious messages. Compromised credentials may permit additional propagation of spam from “bot” machines. These machines get tagged as spammers and are blocked by network monitoring services. Network monitoring services update subscriber services with newly identified potential spamming machines and these are blocked by message protection systems. The situation is analogous to the human immune system identifying an invasive agent and shutting it down. A compromised immune system may identify items incorrectly.

What Are The Consequences /Impacts of This Risk
In the event of a crisis, constant updates on how to act during the event is fed from UofT Alert (and other sources). Not receiving updated information may put an individual at personal risk. If the Crisis Manager is unable to send messages from the University, the risk is further exacerbated.

Mitigating Factors
The alert system has a reporting and auditing tool that displays delivery results for every message sent. The reports include delivery status per sending vehicle. Risk is mitigated by checking delivery reports after each message is sent and establishing corrective routines. The reports provide details down to the individual and their contact information profile. Corrective measures may be initiated to correct user information. This routine has to be further normalised into the event management routine. The Alert System does provide mitigations to the campus network(s) being offline by using the additional non-UofT contact information (other e-mail and phone numbers) that are entered by individuals into the Alerts portal. Periodic system tests and campaigns to add personal/alternative contact numbers and addresses will mitigate the communication risk when University systems are compromised. The Crisis Manager also has the ability to directly contact Blackboard Connect to have them send out messages on their behalf. The protocol for directly contacting our Bb Connect representative should be routinely practiced, and the eligible list of message senders verified regularly. Risk related to the ability to issue timely messages is further mitigated by having a “ladder”; of people able to issue messages.
The Crisis Manager works directly with trained staff in UofT Communications. If for whatever unlikely reason the primary contacts are unavailable, there are others identified within Information Technology Services who are able to perform tasks on behalf of the Crisis Manager. One additional mitigation related to timeliness, is the inclusion of pre-written messaging templates for different situations. These have been built into the system and permit faster message issue -- essential when time is critical. The Alert system, hosted by BbConnect, maintains the highest standards of availability and robustness. It has relationships with all major telecom carriers to deliver messages quickly and at huge scale. Its facilities are Foundstone certified (for data security) and is used by government, cities, and a large number of educational institutions. Because it is external to the University, it is not affected by local network outages or loss of access to the authentication system.

Updates from 2019
- Risk Mitigation – With the majority of faculty and staff now in Office 365, there has been a considerable improvement in delivery times.
- Risk Mitigation – Work was done with the Bb Connect technical team to identify non-delivery issues and to document resolution.
- Risk Mitigation – Delivery Report review – more effort made to repair missing or incorrect communication data.
- RISK – The Bb Connect contract has concluded all its extensions. A new RFP is to be conducted as per Procurement Services practice. This may lead to another vendor selection, and this would require additional resources to install and configure the new system. (RESOLVED)

NEW 2020
- Risk Mitigation – Additional staff in UTC have been trained to use the system.
- Risk Resolved – The Bb Connect contract has been extended without price increase through 2022.
- Risk Mitigation – The Outreach component of the system has been activated and is in use to send out non-emergency messages. This reduces the risk (minor) that someone might send out an outreach message through the wrong channel.
- Risk Discovery and Mitigation – The risk identified above regarding Outreach messages being identified as spam has been addressed. It was the first time in 7 years that this occurred. Blackboard is working with Spam-identification companies to ensure that their servers are whitelisted for all message types. Recent anti-spam legislation in Canada and the US may have had an effect on the stringency of spam identification.
- Risk Mitigation - Having almost all faculty and staff on Office 365 has very significantly reduced the delivery time to faculty and staff as compared to delivery time on internal e-mail systems. Student delivery time has not been an issue as they have been using Office 365 since 2010-11.

How Does Risk Interface With Other Portfolios
ITS manages the relationship with the service provider (Bb Connect) including the contract, service level attainment, data security compliance, and problem resolution. The UTCommunication department is the service owner and controls the issuing of communications using the tool. University Crisis Managers will use the service during crisis events. Internal Audit audits the system (most recently in 2017) to ensure that data are properly protected, and that data errors are methodically corrected. Contract details regarding the review of third-party data security are also required by Audit.

Update 2019
- The Internal Audit review identified 3 areas for improvement: 1. Revisions to the UofT Crisis Plan – done via HR&E, Provost. A new crisis management protocol is in place. Connection to IT resources in case of crisis added to the protocols. 2. Amending language to the next Bb Connect contract (if there is one, or for new service provider) to specify the Compliance reports needed for our review. This language has been passed to Bb Connect for future inclusion, if necessary. 3. More regular followup of incorrect data.

Update 2020
- The U of T Crisis Plan has been updated. - Bb Connect contract has been updated and will be in-force until 2022. - Staff in EASI and ISEA are reviewing processes for data cleanup. - Evaluation of the granularity of the data selection categories

How Does Risk Interface With Governance Committee
IT-related risks relate to the Audit Committee.

How is Risk Communicated
UTC is to run regular awareness campaigns the advise on the use of the UT Alert system, and to encourage community members to add, update, and verify their contact information. The UT_Alernt system has a Web portal and information page at: http://alert.utoronto.ca/
**How Often is Risk Reviewed**
Risk is reviewed after every use of the system. Risk is also reviewed following alert system tests. Internal Audit has just completed an assessment of the service and has provided areas for improvement, particularly around data accuracy and correction methods, and auditing the security assertions of the service provider. There is real-time information provided during the delivery of a message. Post-message data are reviewed to identify missing data or failed delivery. Technical matters are brought up with Bb Connect and internal teams.

**Other Operational: Event Planning**
Risk Significance = Major = Action and review by risk owners
Risk Likelihood = Possible 36-65%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
All requests for booking University shared classrooms are required to provide information about the subject matter, presentations and speaker names prior to confirmation. Preliminary assessment about whether the activity will attract any attention and if there are any risk or liability associated with activity. This will be escalated as greater concern of risk is identified.

**Why is Risk Happening - Contributing Factors**
Socio-political climate Freedom of speech environment Diverse viewpoint and communities Open and easy access of campus

**What Are The Consequences /Impacts of This Risk**
Reputational Public opinion Property damage disruption of planned activities Injury

**Mitigating Factors**
Review of all requests preliminary assessment determination of further action including requirement of campus police presence, change of venue to mitigate any impact on other activities and to ensure safety cancellation of activity if there is a concern for event participants safety or community members safety

**How Does Risk Interface With Other Portfolios**
VP Students IMG group Campus Police Communications Risk Management

**How Does Risk Interface With Governance Committee**
Policies on Freedom of Expression; Temporary Use of University Space and Recognition of Campus Groups define obligations and responsibilities for activity on campus and use of facilities for such

**How is Risk Communicated**
Vetted through a series of stakeholder groups

**How Often is Risk Reviewed**
every request for shared classroom space is required to provide the information and undergo a preliminary assessment risk will be actively monitored as an identified activity proceeds
Strategic

Other Strategic: Nation State Threats
Risk Significance = High = Action and review by President
Risk Likelihood = Almost Certain 91-100%

How is Risk Identified (where & who does info. come from, include titles and departments)
Nation State threats are not new, but they now present a much greater threat vector due to vastly increasing amounts of valuable data stored online and through exploitation of mobile devices and networks that make these data reachable. Nefarious actors seek financial, scientific, military, social benefit by extracting data from the University. Intellectual, financial and reputational ramifications are hugely significant. The University community produces, synthesises and stores vast amounts of data. Data include PII, health care information, ground-breaking research discoveries, sensitive interview data including with activists in various countries, sensitive data about members of at-risk communities, intellectual property, financial, HR, student, and other administrative data. These data may lead to valuable innovation, international awards, cures to illness, recipes for hazardous materials, social sciences research... The value of institutional and personal data is immense, and illicit access to these data, or the devices upon which these data are stored, can lead to significant loss to the University and its community members. Risk is not limited to the data themselves; illicit access of personal data can result in physical risk to people or to risk of identity fraud; underlying infrastructure, networks, equipment, critical services may also be at risk of attack. Examples include nation state attacks on power generating stations or industrial processes, for example, the Stuxnet attack on Iranian uranium enrichment facilities, or political processes such as the US elections. It is the responsibility of all community members to protect data and the underlying infrastructure under their control or stewardship and to take adequate measures to protect data. Overarching data security falls within the purview of the Chief Information Security Officer.

Why is Risk Happening - Contributing Factors
The inherent value of data makes them highly attractive targets to rogue actors. Some data are especially valuable to nation states for financial, political, technical, social, or scientific reasons, among others. Risk to the University occurs because these valuable data may be accessed, copied, adjusted, stolen, corrupted, or destroyed. Contributing factors include: • Unprotected devices, e.g., PCs, mobile devices, servers, storage arrays... • Unpatched software, operating systems... • Infected mobile storage devices being plugged into institutional equipment • Accessing dangerous/compromised Web sites and bringing back infections into University networks • Insecure communications connections providing credential access or network access to man-in-the-middle attackers • Confiscated equipment, e.g., at border crossings, carrying sensitive data or access credentials to information systems being used for unauthorised access • Sophisticated, targeted nation state attacks on networks, devices, applications, critical infrastructure services that may cause immediate damage or may lurk inside networks and devices capturing valuable information while evading security measures

What Are The Consequences /Impacts of This Risk
• Loss of intellectual property negatively affecting research and innovation • Damage to institutional reputation • Danger to life if compromised data and equipment facilitates catastrophic infrastructure failures • Danger to life if compromise leads to identifying activists or people in at-risk communities • Loss of research opportunities if research funders lose trust in U of T security • Financial loss where data breach requires expensive remediation • Loss of information system control if IPC mandates changes to operational practices • Remediation costs to repair infrastructure, clean up and restore computing facilities • Dormant malware lurking undetectable in networks and devices used to periodically exfiltrate high-value data • Loss of privacy of ex-pat individual’s online information. The compromise of this information to the home country could be used against the individual.
**Mitigating Factors**

- Device protection via encryption, software patching, anti-virus applications and anti-spam filters, restrictions on local administrator privileges and permissions to install software
- Precautions taken in carrying laptops and other mobile devices out of country, particularly to areas of known risk
- Network protection via firewalls, intrusion detection and prevention systems, threat monitoring tools, autonomous response to threats, 3rd party threat identification and prevention services...
- Application protection via software review, update testing, assertive patching...
- Strict access controls with multi-factor authentication requirements
- Network and service visibility to facilitate detection and analysis to respond to external threats and to remediate data and device compromise.
- Community awareness programs to increase personal vigilance and encourage appropriate threat responses
- Structured and tested backup and recovery procedures
- Security Operations Centre (SOC) integration with international scope to increase effectiveness of threat analysis and information sharing capability.
- Constant network and device scanning for anomalous data and network traffic patterns
- Backend processes to remove hazardous spam and malware from networks and accounts

**How Does Risk Interface With Other Portfolios**

- Nation state threats affect everyone and every department - Links between University departments, other universities, security response firms, law enforcement and governmental security agencies

**How Does Risk Interface With Governance Committee**

Information on nation state threats flow up to Audit Committee, Planning and Budget, Academic Board, Executive Committee

**How is Risk Communicated**

- Risk is communicated through:
  - Security Matters informational Web site
  - Messaging of threats and vulnerabilities to InfoTech and other IT sites
  - The Information Security Council
  - Education and Awareness bulletins
  - Direct messaging from the CISO to senior leadership and the community
  - Guidance on travel and safe computing in general
  - The Information Commons and other support sites

**How Often is Risk Reviewed**

Risk review is continuous

**Political Government**

Risk Significance = Major = Action and review by risk owners
Risk Likelihood = Likely 66-90%

**How is Risk Identified (where & who does info. come from, include titles and departments)**

During planning and design, frequent meetings are held by project managers and planners to identify and discuss potential risks and their possible mitigation.
**Why is Risk Happening - Contributing Factors**

Zoning/city approval challenges Constraints on development and increased approval times significantly and negatively impact the University and its ability to achieve its academic mission. Such constraints encumber the University’s city-building potential and the University’s ability to contribute to Ontario’s economy, through job creation, local spending, and new commercial opportunities through inventions and spin-off companies associated with entrepreneurship activities. As an example, a comprehensive, campus-wide Heritage Resource Assessment was prepared by ERA Architects and submitted to the City in 2016 as part of an official plan amendment application for a new campus Secondary Plan. City of Toronto Heritage Preservation Services (HPS) has not undertaken any independent Heritage Resource Assessment, but has disputed the analysis by ERA. HPS’ interpretation and application of the Ontario Heritage Act has delayed, and may ultimately prevent, crucial development projects on the St. George Campus. In addition to jeopardizing several institutional buildings currently seeking approval, the viability of current and future Development Plans are at risk from unwarranted heritage listing and/or designation. These developments are important opportunities to provide affordable housing for students, faculty and staff in the downtown. Through the addition of “heritage” view corridors the City further sought to limit development along the entire Spadina Ave frontage of the St. George Campus, form College Street to Bloor Street, despite being within a Major Transit Station Area under the provincial Growth Plan. 3rd party appeal risks on major capital projects present risk on projects including construction delays and donor relations.

**What Are The Consequences /Impacts of This Risk**

Future development potential and ability to meet institutional growth targets are compromised. This translates into a compromised ability to meet the University of Toronto academic mission.

**Mitigating Factors**

University of Toronto provided a response to Ministry of Municipal Affairs and Housing on its ‘Consultation to increase Housing Supply in Ontario’ in Q1 2019. The response highlights the University’s need to address critical building shortfall to accommodate its significant activities, including on-campus housing, innovation space and other services shortages, and the impediments to doing so as related to city approval challenges in the development process. The University proposed a series of recommendations that maintain public protections while reducing duplicative and unnecessary burdens on the development process.

Recommendations related to the following topics:

- **Speed**: It takes too long for development projects to get approved. Opportunities for change: Establish a fair and balanced approach to the identification and conservation of cultural heritage resources; expedite the site plan approval process; Remove the two-year prohibition on applications to amend planning instruments.
- **Mix**: There are too many restrictions on what can be built to get the right mix of housing where it is needed. Opportunities for change: Remove restrictions on secondary units and other forms of gentle intensification such as laneway housing.
- **Innovation**: Opportunities and innovations to increase housing supply. Opportunities for change: Introducing legislation to allow for new forms of housing ownership to address affordability; tall wood building construction. The University understands that the Province is reviewing specific legislation that will respond to the University’s consultation response, with potential revisions in 2020 to address challenges, specifically homeownership.

The University appealed Official Plan Amendment 365, which would limit development beyond 1 Spadina silhouette from city selected vantage points south of College Street. Despite significant efforts to mediate with the City on the City’s basis for the conservation of the silhouette view and for the selected vantage points from which the views are taken, this file moved successfully into an LPAT hearing process in Q1 2019, with positive results protecting University development potential at Site 1. Significant consultation and discussion with community members, city officials and other stakeholders throughout capital project lifecycle to attempt to mitigate risk of appeals during municipal development application reviews.

**How Does Risk Interface With Other Portfolios**

Given that UPDC manages projects on behalf of divisions, the risk impacts many other portfolios; there are also governance interactions on all large capital projects, and ongoing discussion with Government Relations on sensitive files.
Operations & Real Estate Partnerships

**How is Risk Communicated**
Through regular meetings with the City and its stakeholders, community groups, divisions, etc.

**How Often is Risk Reviewed**
Ongoing
International

Financial

Enrolment
Risk Significance = High = Action and review by President
Risk Likelihood = Possible 36-65%

How is Risk Identified (where & who does info. come from, include titles and departments)
Enrolment Services (ES) and all divisions carefully track both domestic and international enrolment. The Office of the Vice President International works closely with both divisions and ES, and reviews progress on international recruitment goals bi-weekly throughout the recruitment cycle. We carefully track numbers to ensure the university is increasing the diversity of countries from which we recruit top applicants, and the number of students from target international markets.

Why is Risk Happening - Contributing Factors
The university is increasingly reliant on international tuition as a source of revenue. That revenue now accounts for a greater proportion of the budget than either domestic tuition or the provincial operating grant. U of T -- and the higher education sector in Canada overall -- has been extremely successful in recruiting students from China. These students are valued and add to the internationalization of our campus; however, being overly reliant on one international market puts the university at financial risk. International recruitment is inevitably affected by world events, including market downturns, diplomatic tensions, and changes in government.

What Are The Consequences /Impacts of This Risk
Chinese students are by far the largest group of international students at the University, making up 65% of our international student population. A significant downturn in the number of Chinese students attending U of T -- either due to diplomatic tensions and/or to a market downturn in China -- without other international students to fill these spaces, would have significant repercussions on the university's budget.

Mitigating Factors
Planning & Budget closely monitors enrolment levels throughout the admission cycle each year to provide early indicators of changes in enrolment demand for new and existing programs. OVPI, the Provost and Deans also monitor international enrollment throughout the year, and work together -- with alumni relations and communications -- to grow demand and brand presence around the world and further access the deep applicant pool of highly qualified international candidates for its programs.

How Does Risk Interface With Other Portfolios
This risk interfaces with the Vice-President & Provost portfolio, Operations/Planning and Budget, all first entry divisions including UTM and UTSC, and Government Relations.

How is Risk Communicated
The risk is carefully tracked and discussed with internal stakeholders, including all divisions who are recruiting undergraduate students. Through Government Relations, this risk is also communicated to the Federal and Provincial governments. The Federal government’s international relations (with China, Saudi Arabia or other countries) affects our ability to recruit internationally, as does Federal VISA regulations and processing, and immigration policy.

How Often is Risk Reviewed
Ongoing. Regular communications with relevant staff and leadership throughout the year, and bi-weekly review of recruitment and admissions data.
Health & Safety
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Likely 66-90%

How is Risk Identified (where & who does info. come from, include titles and departments)
Faculty, staff and students frequently travel internationally, which may lead to exposure to natural disasters, political instability, crime or other issues. As part of U of T's Framework on Off-Campus Security, guidelines and procedures for students studying abroad are outlined in the Guidelines on Safety Abroad, which are also relevant for are relevant for all staff and faculty. U of T's Safety Abroad resources support the University community in managing risk pertaining to student travel abroad and offers support to students while they are abroad. All students taking part in university activity internationally ("university activity" meaning a student is receiving funding, gaining academic credit or participating in a program organized by the university), are required to follow the Safety Abroad policy and to register with Safety Abroad.

Why is Risk Happening - Contributing Factors
International travel may have associated risk due to known or potentially to changing circumstances in countries.

What Are The Consequences /Impacts of This Risk
While travelling in other countries, students, faculty and staff may need medical assistance, be injured, come to some harm (theft etc), be caught in political turmoil (demonstrations, changes of state etc), or natural disaster, which leaves them vulnerable, or in extreme cases could result in death.

Mitigating Factors
In the case of known risks, as a Canadian public institution, U of T’s main source of information regarding the safety and security of a country or region is Global Affairs Canada. In addition, news resources, government advisories of other nations (i.e. US, UK), international emergency service providers (such as International SOS) are all sources that the university uses to determine risk for travelers. As part of the university’s Safety Abroad guidelines, all students are required to indicate the locations they will be traveling and staying at while in the host country. Students are also asked to update Safety Abroad should there be changes to any contact or accommodation information. Graduate students traveling to higher risk locations (deemed as higher risk via Global Affairs Canada ratings), are required to have regular check-ins with their supervisors, including upon arrival. Check-in schedules are determined in the Safety Planning Record required by all students traveling to higher risk locations. Undergraduate students are not normally authorized to undertake university activity in higher risk regions. U of T Safety Abroad now has contracted with International SOS which partners with the university to assist students in difficulty to manage, as needed, their return to home or the University. In large scale incidents, e.g the Hong Kong protests in the Fall of 2019, U of T Safety Abroad works with peer units at the University, partners abroad and Global Affairs Canada to manage return to University or home.

How Does Risk Interface With Other Portfolios
This risk interfaces with all divisions across the university as it may impact students, faculty or staff.

How is Risk Communicated
The Guidelines on Safety Abroad are available online at https://safetyabroad.utoronto.ca and are shared with all students taking part in university activity internationally and any faculty accompanying them. Staff, Faculty and students are also referred to the Global Affairs Canada website for advice on travel.
How Often is Risk Reviewed
Regularly and with individual students as needed. U of T has several processes around reporting incidents. The Safety Abroad team collects and keeps reports on information regarding incidents abroad. This data is held internally in Safety Abroad and reported regularly to the Vice Provost Students. In addition, Safety Abroad works with the Environmental Health & Safety unit at U of T to formally report out student incidents to the VPHRE (HR and Equity) board meetings.

Social Activism
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Likely 66-90%

How is Risk Identified (where & who does info. come from, include titles and departments)
There is a risk that social activism that can disrupt or close down internationally-relevant events on campus due to protest against a foreign government’s recent actions or historical grievances. This risk is identified via key VP portfolios including Communications, International, Government Relations and Provost’s office; or through monitoring media and public response to an issue.

Why is Risk Happening - Contributing Factors
The University is a large, active and often public space in which numerous activities and organizations operate. As an internationally engaged community, numerous events take place focussed on international events/history, with international speakers including representatives of foreign governments. As additional risk is the provincial government's guidelines for post-secondary institutions which include a requirement for institutional

What Are The Consequences /Impacts of This Risk
Damaged relationship with partners, depending on nature of protest/event disruption; potential for staff, faculty or students to feel unsafe; potential damage to reputation; the Provincial institutional Free Speech policies requiring annual public reporting is tied to funding and hence disruption of an event has the potential to have funding impacts.

Mitigating Factors
Active and early monitoring through the Issues Management Group (IMG) which includes Communications, Government Relations, Provost’s Office, International, HR to ensure any risk is identified well in advance. If security at an event is necessary, this is identified in advance.

How Does Risk Interface With Other Portfolios
Through the Issues Management Group (IMG) which includes Communications, Government Relations, Provost's Office, International, HR as well as with relevant divisions who are involved with/leading the organization of the event.

How is Risk Communicated
Through the IMG and in communications with the relevant organizing committees, divisions, working groups.

How Often is Risk Reviewed
Ongoing.
Communications

Compliance

Grant Sponsors / Donation Compliance
Risk Significance = Low = Requires no attention apart from monitoring
Risk Likelihood = Rare 0-10%

How is Risk Identified (where & who does info. come from, include titles and departments)
Donation Management oversees the donation income pertaining to the UofT Magazine, and posts all the transactions into the system. As the beneficiary of the donation to the Magazine, UTC has the visibility on the reporting level.

Why is Risk Happening - Contributing Factors
Donation Management looks after a lot of donation transactions on a daily basis. A single donation to the Magazine is usually less than $300. It is possible that a donor specifies the use of his/her donation, and Donation Management does not communicate the limitation of the use to UTC, considering the transaction volume and the small amount involved.

What Are The Consequences / Impacts of This Risk
If the use of the donation income does not comply with the intended purpose specified by the donor, we might have the risk of breach of the trust from donors, and might be exposed to further scrutiny.

Mitigating Factors
The University has well-established internal controls, and the Guide to Financial Management provides detailed instructions to handle donation income.

How Does Risk Interface With Other Portfolios
It requires that individuals in Donation Management and Financial Services be familiar with the relevant policies and procedures.

How is Risk Communicated
Through training programs, Guide to Financial Management that provide detailed instruction on compliance with policies and procedures.

How Often is Risk Reviewed
Ongoing.

Legal & Regulatory
Risk Significance = Low = Requires no attention apart from monitoring
Risk Likelihood = Rare 0-10%

How is Risk Identified (where & who does info. come from, include titles and departments)
The administrative director oversees all the procurement closely with assistance from Procurement Services for purchases at or greater than $25,000. The University's standard terms are used for contracts; however, some vendors require modifications to the standard terms.
Why is Risk Happening - Contributing Factors
The University's standard contract terms provide the best protection/benefit to the University on both legal and business aspects. Vendors might request modifications to the standard terms to protect their own business interests.

What Are The Consequences /Impacts of This Risk
The changes made by vendors might expose the University to the non-compliance of laws, or deprive the University of intellectual properties.

Mitigating Factors
The procurement officer reviews the vendors' changes to the standard terms, and seeks opinions from the legal department, if necessary, then comes back to the division with recommendations. The division's project manager also provides industry practice to the procurement officers to facilitate the internal review.

How Does Risk Interface With Other Portfolios
It requires that individuals in Procurement Services and Legal be familiar with the relevant policies and procedures.

How is Risk Communicated
Through training programs. Internal communications among the stakeholders.

How Often is Risk Reviewed
Ongoing.

Non-compliance with Internal requirements
Risk Significance = Low = Requires no attention apart from monitoring
Risk Likelihood = Rare 0-10%

How is Risk Identified (where & who does info. come from, include titles and departments)
Each member of the UTC management team oversees the compliance in his/her department. For finance, there is a large quantity of transactions and policies/procedures, and most of the transactions are manually processed. For HR, compliance with HR policies applies to each team made up of several team members, it is also possible that some may not be aware of HR policies applicable.

Why is Risk Happening - Contributing Factors
Considering the large financial transaction volume and the manual work involved in most of the processes, it is possible human mistakes could happen. Given the large turnover of staff (on the management team, as well as regular team members), it is also possible that some may not be aware of HR policies applicable.

What Are The Consequences /Impacts of This Risk
The financial records might not comply with the internal requirements completely. Depending on the monetary value and the nature of the non-compliance, the integrity of the division, even the University, might be jeopardized. Depending on the nature of the HR event, some may not be compliant with HR policies or collective agreement.

Mitigating Factors
The University has well-established internal controls, and the Guide to Financial Management provides detailed instructions to various processes. The administrative director closely oversees the day to day operation to ensure compliance. For HR policies, part of the onboarding of the management team is training the managers on HR, and have them work closely with our HR generalist on policy compliance.
**How Does Risk Interface With Other Portfolios**
It requires that the individuals in divisions who are making decisions, authorizing financial transactions, and entering transactions, are familiar with the relevant policies, procedures, terms and conditions, and following those requirements. As we also have a blended unit in our marketing group, where staff work jointly with DUA staff, possible differences in HR compliance could become visible.

**How is Risk Communicated**
Through training programs, Guide to Financial Management that provides detailed instruction on compliance with policies and procedures. Through onboarding the new managers on staff on HR policies and collective agreements.

**How Often is Risk Reviewed**
Ongoing.

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**Financial**

**Business Information Risk**
Risk Significance = Low = Requires no attention apart from monitoring
Risk Likelihood = Rare 0-10%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
All the financial documents are properly prepared and approved in accordance with the internal requirements, and filed in administrative department. However, many documents are handled by other departments first or at some stage.

**Why is Risk Happening - Contributing Factors**
If other departments fail to provide accurate, relevant and/or timely information to the administrative department, the compliance might be compromised.

**What Are The Consequences /Impacts of This Risk**
The information might not reflect the real financial position resulting in improper or wrong decisions. Depending on the monetary value, the integrity of the division, even the University, might be jeopardized.

**Mitigating Factors**
The University has well established internal controls, and Guide to Financial Management provides detailed instructions to manage business information. The administrative director closely oversees the day to day operation to ensure compliance.

**How Does Risk Interface With Other Portfolios**
It requires that individuals in the divisions, who are making decisions, authorizing financial transactions, and entering transactions, are familiar with the relevant policies, procedures, terms and conditions, and following those requirements.

**How is Risk Communicated**
Through training programs, Guide to Financial Management that provide detailed instruction to maintain accurate, relevant, and/or timely information.

**How Often is Risk Reviewed**
Ongoing.
**Cash Flow**
Risk Significance = Low = Requires no attention apart from monitoring  
Risk Likelihood = Rare 0-10%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
The administrative department advises all employees to choose the most economical option when they incur business expenses. However, in some cases, the most economical option is not the only criterion to satisfy the business purpose.

**Why is Risk Happening - Contributing Factors**
In rare cases, an employee might incur business expenses based on his/her own interpretation of the financial policies/processes.

**What Are The Consequences /Impacts of This Risk**
Cash flow might not be maximized due to non-compliance with internal requirements. Depending on the monetary value and the nature of the incident, the integrity of the division, even the University, might be jeopardized.

**Mitigating Factors**
The University has well-established internal controls, and Guide to Financial Management provides detailed instructions to manage revenues and expenses. The administrative director closely oversees the day to day operation to ensure compliance.

**How Does Risk Interface With Other Portfolios**
It requires that the individuals who are making decisions, authorizing financial transactions, and entering transactions, be familiar with the relevant policies, procedures, terms and conditions, and following those requirements.

**How is Risk Communicated**
Through training programs, Guide to Financial Management that provide detailed instruction on managing revenues and expenses.

**How Often is Risk Reviewed**
Ongoing.

**Credit**
Risk Significance = Low = Requires no attention apart from monitoring  
Risk Likelihood = Rare 0-10%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
Most of our customers are internal to the university, such as other faculties, without credit risk. However, the Magazine has a few external customers that provide advertising revenue.

**Why is Risk Happening - Contributing Factors**
Although all external customers are reputable organizations, there is no guarantee that they will not experience litigation, liquidation or bankruptcy which will impact their ability to pay us.

**What Are The Consequences /Impacts of This Risk**
We might not be able to collect the revenue fully.
Mitigating Factors
When choosing advertising customers, we mainly deal with credible long term customers who have a good credit history. For first-time customers, we usually ask for advance payment. The financial officer oversees the accounts receivable on a timely fashion to identify collection risks.

How Does Risk Interface With Other Portfolios
Not applicable.

How is Risk Communicated
Guide to Financial Management provides detailed instruction on managing external revenues and accounts receivable.

How Often is Risk Reviewed
Ongoing.

Donor & Alumni Relations
Risk Significance = Low = Requires no attention apart from monitoring
Risk Likelihood = Possible 36-65%

How is Risk Identified (where & who does info. come from, include titles and departments)
The magazine relies on donations for 5% of its revenue. It works with DUA to monitor donation levels.

Why is Risk Happening - Contributing Factors
Readers are seeing fewer issues, so it is not top-of-mind. There is more competition for donations.

What Are The Consequences /Impacts of This Risk
A reduction of funds for the magazine, fewer issues, fewer resources to produce content.

Mitigating Factors
The magazine is looking for other sources of income and cost savings. It has reduced issues. It produces an annual letter soliciting donations. Its readership is loyal, so there is a base for fundraising.

How Does Risk Interface With Other Portfolios
The magazine works with DUA to monitor donation levels monthly. DUA calls on the magazine's behalf to solicit donations, and administers the collection of funds.

How is Risk Communicated
We work with DUA to raise awareness. We reach our alumni readers with letters.

How Often is Risk Reviewed
We have monthly fundraising reports.

Integrity
Risk Significance = Low = Requires no attention apart from monitoring
Risk Likelihood = Rare 0-10%

How is Risk Identified (where & who does info. come from, include titles and departments)
The administrative department oversees internal controls and compliance with all University policies/procedures. However, there is an enormous quantity of transactions, and most of the transactions are manually processed.
**Why is Risk Happening - Contributing Factors**
Considering the high volume of transactions and the manual work involved in most of the processes, it is possible some fraud could happen.

**What Are The Consequences /Impacts of This Risk**
Depending on the monetary value and the nature of the fraud, the division, even the University, might suffer financial and reputation loss.

**Mitigating Factors**
The University has well-established internal controls, and Guide to Financial Management provides detailed instructions to various processes. The administrative director closely oversees the day to day operation to minimize the possibility of frauds.

**How Does Risk Interface With Other Portfolios**
It requires that the individuals in divisions, who are making decisions, authorizing financial transactions, and entering transactions, be familiar with the relevant policies, procedures, terms and conditions, and following those requirements.

**How is Risk Communicated**
Through training programs, Guide to Financial Management and Procurement Policy that provide detailed instruction on compliance with policies and procedures.

**How Often is Risk Reviewed**
Ongoing.

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**Liquidity**
Risk Significance = Low = Requires no attention apart from monitoring
Risk Likelihood = Rare 0-10%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
The administrative department keeps records of valuable assets, tracks their condition, and conducts physical counts in a timely fashion.

**Why is Risk Happening - Contributing Factors**
Multiple staff using the assets in the course of their duties, and have access to the physical space they are kept (taking them in and out of the physical storage). The period between inventory counts exposes the assets to the risk of loss and/or damage.

**What Are The Consequences /Impacts of This Risk**
Depending on the monetary value and the nature of the loss/damage, the division might suffer financial and reputation loss.

**Mitigating Factors**
The University has well-established internal controls, and Guide to Financial Management provides detailed instructions. The administrative department closely oversees the list of valuable assets to minimize the risk of loss/damage.

**How Does Risk Interface With Other Portfolios**
It requires that the individuals in divisions, who have access to the valuable assets, be familiar with the relevant policies, procedures, terms and conditions, and following those requirements.
Communications

How is Risk Communicated
Through training programs, Guide to Financial Management that provides detailed instruction on compliance with policies and procedures.

How Often is Risk Reviewed
Ongoing.

Opportunity Loss
Risk Significance = Low = Requires no attention apart from monitoring
Risk Likelihood = Rare 0-10%

How is Risk Identified (where & who does info. come from, include titles and departments)
The Magazine has a few external customers that generate advertising revenue. The administrative and editorial coordinator oversees the accounts receivable on a timely fashion to control the risks.

Why is Risk Happening - Contributing Factors
The external customers might experience financial problems, and have difficulty paying the university.

What Are The Consequences /Impacts of This Risk
We might have bad debts from the customers who have financial problems.

Mitigating Factors
When choosing advertising customers, the university mainly deals with credible long term customers who have a good credit history. For first-time customers, the university usually asks for advanced payment. The advertising coordinator oversees the accounts receivable on a timely fashion to control the risks. These are reviewed monthly by the financial officer.

How Does Risk Interface With Other Portfolios
Not applicable.

How is Risk Communicated
Guide to Financial Management that provides detailed instruction on managing external revenues and accounts receivable.

How Often is Risk Reviewed
Ongoing.

Outsourcing
Risk Significance = Low = Requires no attention apart from monitoring
Risk Likelihood = Rare 0-10%

How is Risk Identified (where & who does info. come from, include titles and departments)
The administrative director oversees all procurement closely. The University's standard terms are used for contracts. Deliverables are clearly specified in contracts. We always have a contact person/project lead assigned to the contract.

Why is Risk Happening - Contributing Factors
Contractors might not be able to fulfill all the deliverables stipulated in the contract due to the changing business environment, such as losing a core employee.
What Are The Consequences /Impacts of This Risk
The products or services might not be delivered up to the University's standard, which might impact the division's or the University's strategies to some extent.

Mitigating Factors
The division's contact person/project lead oversees the implementation of the contract to make sure the contractor delivers the result in accordance with the contract.

How Does Risk Interface With Other Portfolios
It requires that the individuals in divisions, who are making decisions and authorizing financial transactions, be familiar with the relevant policies, procedures, terms and conditions, and following those requirements.

How is Risk Communicated
Through training programs, Guide to Financial Management that provide detailed instruction on compliance with policies and procedures.

How Often is Risk Reviewed
Ongoing.

Procurement
Risk Significance = Low = Requires no attention apart from monitoring
Risk Likelihood = Rare 0-10%

How is Risk Identified (where & who does info. come from, include titles and departments)
The administrative director oversees all procurement closely according to the University's procurement policies.

Why is Risk Happening - Contributing Factors
For small purchases, other departments might approach vendors directly based on their personal connections. They might not inform the administrative director until the transaction is finalized.

What Are The Consequences /Impacts of This Risk
If the purchase is not done in a competitive and transparent manner, it might be challenged by third parties, and impact the division's or the University's reputation.

Mitigating Factors
The University has well established internal controls, and Guide to Financial Management and Procurement Policy provide detailed instructions. The administrative director closely oversees the day to day operation to make sure the compliance.

How Does Risk Interface With Other Portfolios
It requires that the individuals in departments, who are making decisions, authorizing financial transactions, and entering transactions, be familiar with the relevant policies, procedures, terms and conditions, and following those requirements.

How is Risk Communicated
Through training programs, Guide to Financial Management and Procurement Policy that provide detailed instruction on compliance with policies and procedures.

How Often is Risk Reviewed
Ongoing.
**Operational**

**Authority/Limit**
Risk Significance = Low = Requires no attention apart from monitoring  
Risk Likelihood = Rare 0-10%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
The signing authority is assigned to executive directors and directors based on University policies. The administrative department reviews all financial documents to ensure compliance.

**Why is Risk Happening - Contributing Factors**
An employee might promise to external parties something he/she does not have authority for before informing his/her manager and/or administrative director.

**What Are The Consequences /Impacts of This Risk**
Transactions without effective lines of authority would expose the division, or even the University, to the risk of financial and/or reputation loss.

**Mitigating Factors**
The University has well-established internal controls, and Guide to Financial Management provides detailed instructions to manage various processes. The administrative director closely oversees the day to day operation to ensure compliance.

**How Does Risk Interface With Other Portfolios**
It requires that the individuals in departments, who are making decisions, authorizing financial transactions, and entering transactions, be familiar with the relevant policies, procedures, terms and conditions, and following those requirements.

**How is Risk Communicated**
Through training programs, Guide to Financial Management that provide detailed instruction on compliance with policy and procedure.

**How Often is Risk Reviewed**
Ongoing.

**Business Interruption**
Risk Significance = Low = Requires no attention apart from monitoring  
Risk Likelihood = Rare 0-10%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
Property manager and ITS oversee the building infrastructure, and respond to any business interruption. The admin & facilities coordinator closely monitors the condition of infrastructure, and communicates the problems to the property manager or ITS to restore systems.

**Why is Risk Happening - Contributing Factors**
Uninterrupted operation relies on many factors, including, but not limited to, hardware, software, the university’s centralized systems, and the municipality’s infrastructure. One malfunction might result in a broader impact to the operations.
Communications

What Are The Consequences /Impacts of This Risk
The division oversees communications and brand of the University. The interruption of operations might impact the ability to respond to media and public inquiries, and even result in financial or reputational loss.

Mitigating Factors
The division has a dedicated position, admin & facilities coordinator, to inspect the building infrastructure, and communicate the risks to related parties to resolve any issues.

How Does Risk Interface With Other Portfolios
Requires that Property Management and ITS maintain the building infrastructure from time to time, and respond to service calls promptly.

How is Risk Communicated
The admin coordinator communicates the risks to Property Management and ITS through emails, service requests and telephone. Signage is used to inform employees of current risks/problems (e.g. “Do not use this door due to xxx”).

How Often is Risk Reviewed
Ongoing.

Compliance
Risk Significance = Low = Requires no attention apart from monitoring
Risk Likelihood = Possible 36-65%

How is Risk Identified (where & who does info. come from, include titles and departments)
Where: non-Boundless branded print and web materials which utilize the Trade Gothic font family. Who: UofT employees who produce web and print materials using Trade Gothic. - A risk is also identified in the news industry with frequent use of freelancers to provide artwork or design. The ownership of IP is retained by the freelancer, which is not a standard university contract clause. If the IP clause is not modified in the contracts, it might be contradictory. - Further possibility of risk is identified by our developers and videographers group whose IT needs are self-managed; i.e. they are not supported by the institutional IT group. They act as administrators on their own IT devices and it is possible they may download a software whose use is unauthorized.

Why is Risk Happening - Contributing Factors
- For UofT trademark, the distribution and use within UTC of Trade Gothic, a font that must be purchased for licensed use, has led to its unauthorized use in various print and web-based contexts. - For freelancers IP ownership, this risk exists because the university does not have standardized freelancer agreement, and its standard contractual language contradicts the reality of the industry. - For the developers and the videographers, the risk exists inherently, as they are administrators on university IT devices, and not networked or managed institutionally.

What Are The Consequences /Impacts of This Risk
- Unauthorized use of a licensed font could lead to unexpected charges, if discovered by the type foundry. - If the standard university terms are not modified for IP for freelancers, there could be infringement on their IP rights. - If the developers or videographers were to download any unauthorized software, this would contravene the software licencing.
**Mitigating Factors**
- We can mitigate this risk by stopping use of Trade Gothic in UTC's print and web materials, unless for use in official Boundless campaign materials. Alternatively, we can purchase the use of Trade Gothic for each UTC employee. - We are mitigating the IP ownership of freelancers by modifying the clause in our master agreement. - We are mitigating unauthorized software downloads via having the self-managed staff consult their manager on any purchases of software.

**How Does Risk Interface With Other Portfolios**
- This risk interfaces with the Division of University of Advancement, the portfolio that manages the Boundless brand for the University. - The use of freelancers is common across the university. It's possible that the same freelancer may work for another division where they are not aware of the permitted use of their work.

**How Does Risk Interface With Governance Committee**
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**How is Risk Communicated**
- This risk has been communicated to senior UTC management by Digital Content and Engagement. - The risk of IP ownership of freelancers work has also been communicated across the UTC departments to ensure they understand the standard university contractual language.

**How Often is Risk Reviewed**
Annually.

**Data Integrity**
Risk Significance = Moderate = Immediate attention - Management to monitor  
Risk Likelihood = Rare 0-10%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
Where: The university’s flagship site, utoronto.ca and its enterprise server infrastructure, including Amazon Web Services.  
Who: Digital Content and Engagement (DCE) team (Web Developers/Designers, Data Analyst) and ITS/ACT (Server Administrators).

**Why is Risk Happening - Contributing Factors**
As with any digital property that is public-facing, the underlying infrastructure is at risk of malicious breach or attack, technical difficulty (i.e. a server failure) or human error (i.e. poor coding practices due to low quality assurance practices). Employee turnover also puts a digital property at risk, if there is not a proper revocation of privileged access.

**What Are The Consequences /Impacts of This Risk**
At the most extreme, the potential consequence/impact of this risk is a loss of the University's public-facing digital content. A hacked/defaced site could further lead to reputational loss and an impacted work-force, where all content-creation and delivery would be halted while reparation/recovery was underway.

**Mitigating Factors**
Mitigating factors: direct chain of communication between DCE and ITS/ACT via an actively monitored Slack channel, where system alerts and notices of code-pushes are posted, access to server logs, a separation between design/development (DCE) and server administration, keeping accurate and up-to-date logs of who has access to which areas of the site.

**How Does Risk Interface With Other Portfolios**
This risk interfaces with our ITS/ACT partners, as well as the wider U of T community.
How is Risk Communicated
This risk is communicated internally by the DCE’s development team, and, when applicable, our ITS/ACT system administrators. The severity of the risk is assessed first by DCE developers before reported up the chain to the Executive Director, communications and public engagement, as needed.

How Often is Risk Reviewed
The risk is reviewed and monitored on an ongoing basis by the DCE and ITS/ACT.

Data Loss
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Rare 0-10%

How is Risk Identified (where & who does info. come from, include titles and departments)
Where: UTC divisional equipment, such as laptops, cell phones and tablets. The university's flagship site, utoronto.ca and its enterprise server infrastructure, including Amazon Web Services. Who: Digital Content and Engagement (DCE) team (Web Developers/Designers, Data Analyst) and ITS/ACT (Server Administrators).

Why is Risk Happening - Contributing Factors
Loss of data is a risk with multi-user online properties serving information stored in databases: hardware failure (malicious or accidental) and human error are contributing factors. Loss of data through theft or irregular or inefficient data-backup/data-retention practices is also a risk where self-managed equipment is assigned to IT-capable employees.

What Are The Consequences /Impacts of This Risk
The loss of the University's digital communications, though not critical to operation, could impact U of T's reputation. Employee time would be impacted by the recovery of lost work and identification of the systems' point of failure. In the case of equipment loss, data-recovery would be dependent on the individual equipment's data-backup/data-retention schedules.

Mitigating Factors
Risk is mitigated by intermittent daily backups (for utoronto.ca, currently at four times daily), monitoring the system/setting alerts in the advent of unusual spikes of activity or server load, and having in-place data backup and retention schedules for self-managed equipment (i.e. laptops and other devices which hold university data).

How Does Risk Interface With Other Portfolios
This risk interfaces with our ITS/ACT partners, as well as the wider U of T community.

How is Risk Communicated
This risk is communicated internally by the DCE’s development team, and, when applicable, our ITS/ACT system administrators. The severity of the risk is assessed first by DCE developers before reported up the chain to the Executive Director, Communications and Public Engagement.

How Often is Risk Reviewed
The risk is reviewed and monitored on an ongoing basis by the DCE and ITS/ACT.
Data Security
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Rare 0-10%

How is Risk Identified (where & who does info. come from, include titles and departments)
Where: The university's flagship site, utoronto.ca and its enterprise server infrastructure, including Amazon Web Services. Who: Digital Content and Engagement (DCE) team (Web Developers/Designers, Data Analyst) and ITS/ACT (Server Administrators). - Personal addresses for 350,000 recipients of the University of Toronto alumni magazine, as well as the Governing Council members are stored on the network of the editorial and administrative coordinator managing the magazine distribution. It’s possible that someone could access the file and use the personal data in an unauthorized fashion. Who: Digital Content and Engagement (DCE) team (Web Developers/Designers, Data Analyst) and ITS/ACT (Server Administrators).

Why is Risk Happening - Contributing Factors
Data security risks exist in a networked environment due to external factors (malicious attacks to the infrastructure) and internal factors (inappropriate levels of authorization, insecure data protocol and data security measures).

What Are The Consequences /Impacts of This Risk
- At the most extreme, for the University's public facing digital content, the potential consequence/impact of this risk are a loss of the content, a hacked/defaced site further leading to reputational loss and an impacted work-force, where all content-creation and delivery would be halted while reparation/recovery was underway. - For the personal addresses stored, the possible impact of unauthorized use would be misusing the addresses for unauthorized purposes.

Mitigating Factors
- Mitigating factors for the digital content: direct chain of communication between Digital Content and Engagement (DCE) and ITS/ACT via an actively monitored Slack channel where system alerts and notices of code-pushes are posted, access to server logs, a separation between design/development (DCE) and server administration, keeping accurate and up-to-date logs of who has access to which areas of the site. - Mitigating factors for the magazine’s recipients personal email addresses are encrypting the file when transferring it to the mailing house with a password generating software, and storing it on the network in a folder accessible to the particular department. We are also going to be passwording this file when stored on the network.

How Does Risk Interface With Other Portfolios
This risk interfaces with our ITS/ACT partners, as well as the wider U of T community. - The personal addresses file interfaces with DUA portfolio, who send us the data set file in an encrypted form.’

How is Risk Communicated
- This risk is communicated internally by the DCE’s development team, and, when applicable, our ITS/ACT system administrators. The severity of the risk is assessed first by DCE developers before reported up the chain to the Executive Director, Communications and Public Engagement. - The risk of personal data is communicated to the UofT magazine team's leadership in order to protect the data before reported up the chain to the Executive Director, Communications and Public Engagement.

How Often is Risk Reviewed
The risk is reviewed and monitored on an ongoing basis by the DCE and ITS/ACT, as well as the UofT Magazine.
Emergency Communication
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Likely 66-90%

How is Risk Identified (where & who does info. come from, include titles and departments)
- UTC is part of the university’s Issues Management Group (IMG), working with campus police, senior administrators, high risk office and communications offices on other campuses to share, co-ordinate information. - VP Communications, ED, Communications and Public Engagement, Director Media Relations and Issues and Media Strategist have roles in responding as needed in U of T crisis and routine emergency plan. - UTC has responsibility for alert messaging system, notification on home page and main social media accounts, such as Facebook and Twitter. - UTC social media officers monitor activity, and alert managers to unusual activity - Media relations monitors media alerts and breaking news reports - UTC works with faculties, senior administration, campus police to prepare responses to possible issues - UTC managers have message alert text group to communicate quickly to each other in urgent situations

Why is Risk Happening - Contributing Factors
- U of T is a large university with three campuses in a large urban area. Our St. George campus is located in the heart of the city, with independent and federated colleges which have separate staff. U of T is part of a network with nine fully affiliated hospitals and many other affiliated hospitals and health organizations. - Our academic buildings are open during the day, and our grounds are open to public, with major roads running through them. Our students, faculty and staff work and study in multiple locations, and reaching them requires a range of channels. Their first source of information may not be through our channels. - Our text alert system requires sign up and is not mandatory. Email alerts are automatic, but take time to reach all our faculty, staff and students. - Our UTC staff consult with faculties and offices across the university, and may be difficult to reach or unavailable to respond immediately. - As part of a major city, we must co-ordinate with other institutions and emergency services, and this could delay/limit information flow. - The proliferation of social media platforms makes it difficult to monitor and control messaging.

What Are The Consequences /Impacts of This Risk
- Information may not reach the people that need it in a timely fashion - People may rely on incorrect or incomplete information from non-official sources or from sources that do not have all the details. - U of T could communicate incomplete/inaccurate information, or fail to provide timely information - Our ability to respond and monitor external messages could be overwhelmed in a crisis/emergency.

Mitigating Factors
- Revising UTC handbook on roles and responsibilities during an emergency, crisis - Regular debriefings by UTC managers with aim of improving responses, protocols after each event - templates for alert messages, issues briefs on major and possible issues

How Does Risk Interface With Other Portfolios
- UTC works closely with Campus Police and IMG group, and has central role in framework for responding to crisis or routine emergencies.

How is Risk Communicated
- Regular debriefings by UTC managers with the aim of improving responses, protocols after each event. - Consultations on framework for responding to crisis or routine emergencies.

How Often is Risk Reviewed
- UTC regularly reviews its response procedures following events, and has formed a working group on crisis communications
Communications

**Equipment Loss**
Risk Significance = Low = Requires no attention apart from monitoring  
Risk Likelihood = Unlikely 11-35%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
Where: UTC management team with wireless devices, UTC departments with self-managed desktops/laptops, devices and services (virtual server space, subscription services, such as Adobe Creative Cloud) and floater devices available to UTC staff.  
Who: UTC administration, with advice from Digital Content and Engagement (DCE).

**Why is Risk Happening - Contributing Factors**
Contributing factors to the loss of this equipment: In the case of IT-dependent employees and managers, the equipment acquired for employees during their tenure at the university is self-managed, and, therefore, not connected to a network for backup or data-retention.

**What Are The Consequences /Impacts of This Risk**
Loss of data is the main consequences of this risk.

**Mitigating Factors**
Mitigating factor includes ensuring that a clear check-out system is in place for equipment that is available for use, but not assigned to one employee; quarterly audit of all IT-related equipment.

**How is Risk Communicated**
This risk is communicated internally by the DCE team to UTC administration.

**How Often is Risk Reviewed**
The risk is reviewed as called upon by DCE.

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**Health & Safety**
Risk Significance = Low = Requires no attention apart from monitoring  
Risk Likelihood = Rare 0-10%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
Property Management looks after the building facility to ensure it provides a safe environment for employees and visitors. The admin & facilities coordinator also conducts on-site inspection on a daily basis, and communicates potential risks to Property Management.

**Why is Risk Happening - Contributing Factors**
The building is a 3-storey open-concept office space with multiple stairs (no elevator) located in the heart of the city with a high volume of traffic. Bad weather and people not employing enough caution could increase the risks of slippery surfaces and/or tripping over steps.

**What Are The Consequences /Impacts of This Risk**
Injury of employees would reduce the work force, and might impact the business continuity to some extent. Injury of employees or visitors might also expose the University to liabilities.

**Mitigating Factors**
Property Management maintains the building regularly to make sure it provides a safe environment. The admin & facilities coordinator conducts daily on-site inspection, and communicates potential risks to Property Management.
Communications

**How Does Risk Interface With Other Portfolios**
Visitors from other portfolios might be exposed to the risks of body injury in the building.

**How is Risk Communicated**
The admin coordinator communicates the risks to Property Management through emails, service requests and telephone. Signage (e.g., “Do not use this door due to xxx”) and emails are used to inform people accessing the building.

**How Often is Risk Reviewed**
Ongoing.

**Intellectual Property Risk**
Risk Significance = Low = Requires no attention apart from monitoring
Risk Likelihood = Unlikely 11-35%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
- Where: online, using the University’s business card and stationery ordering system, Cyan 7. Who: members of UTC's staff, including brand and marketing employees and other university staff members who use Cyan 7.
- A risk is also identified in the news industry with frequent use of freelancers to provide artwork or design. The ownership of IP is retained by the freelancer, which is not a standard university contract clause. If the IP clause is not modified in the contracts, it might be contradictory.

**Why is Risk Happening - Contributing Factors**
- The university visual ID system for university logo is outdated in terms of security, user interface and experience. It is due for an upgrade to modernize its security protocols (i.e., the use of secure https-enabled forms). - For freelancers IP ownership, this risk exists because the university does not have standardized freelancer agreement, and its standard contractual language contradicts the reality of the industry.

**What Are The Consequences /Impacts of This Risk**
- Without a properly secured or obfuscated connection, unauthorized use is possible through sharing the link to the stationery-creation form. No further authentication protocols are in place. - If the standard university terms are not modified for IP for freelancers, there could be infringement on their IP rights.

**Mitigating Factors**
- We will be mitigating the system risk of University trademark by conducting an Request for Proposals with the intent of ultimately replacing Cyan 7 with an updated, secure and more flexible system. - We are mitigating the IP ownership of freelancers by modifying the clause in our master agreement.

**How Does Risk Interface With Other Portfolios**
- This risk interferes with divisions, faculties and departments who need business cards and stationery. - The use of freelancers is common across the university. It’s possible that the same freelancer may work for another division where they are not aware of the permitted use of their work.

**How Does Risk Interface With Governance Committee**
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**How is Risk Communicated**
- This risk was communicated last year, and we will start planning an RFP in 2020. We expect to have a new system in place by end of year. - The risk of IP ownership of freelancers work has also been communicated across the UTC departments to ensure they understand the standard university contractual language.
How Often is Risk Reviewed
This risk was reviewed in detail this fiscal year.

Leadership
Risk Significance = Low = Requires no attention apart from monitoring
Risk Likelihood = Rare 0-10%

How is Risk Identified (where & who does info. come from, include titles and departments)
- All managers have annual mandate letters - Executive Directors have monthly forums with VP - Quarterly reviews of all projects - Monthly management team meetings and regular staff meetings. - Monthly one-on-one reviews are held between staff and supervisors where goals are assessed, and challenges addressed.

Why is Risk Happening - Contributing Factors
- UTC is a new organization established five years ago, and most of the staff is new to the university. - It is breaking new ground in its mandate to tell U of T’s story.

What Are The Consequences /Impacts of This Risk
Work delays, loss of client confidence, lost opportunities, possible negative impact on university’s reputation.

Mitigating Factors
UTC updates practices based on feedback from clients (senior leaders and faculties). Monitoring projects with quarterly reports and other metrics, such as web traffic, media mentions and a brand health survey.

How Does Risk Interface With Other Portfolios
As the communication hub of the University, some tasks require input from other departments/faculties. Delayed projects might influence other portfolios’ operations or public image.

How is Risk Communicated
Clear communication and regular reviews between the manager and the employees, mandate letters.

How Often is Risk Reviewed
Ongoing.

Loss of Key Staff/Succession Risk
Risk Significance = Low = Requires no attention apart from monitoring
Risk Likelihood = Possible 36-65%

How is Risk Identified (where & who does info. come from, include titles and departments)
All members of the management team meet regularly to discuss staffing issues.

Why is Risk Happening - Contributing Factors
Competitive offers from other organizations, changed personal career goals, difficult relationships with peers, and unexpected health issues might all lead to the loss of key staff.

What Are The Consequences /Impacts of This Risk
The division’s day to day operation might be less efficient or effective due to loss of staff. The delivery of some tasks might be postponed, and impact the division’s mission to some extent. Staff morale might be affected.
Mitigating Factors
Regular group meetings and sharing of project responsibilities means that knowledge and responsibilities are shared.

How Does Risk Interface With Other Portfolios
Work done for other parts of the University could be delayed.

How is Risk Communicated
Monthly one-on-one meetings with managers to discuss progress, goals and annual performance reviews.

How Often is Risk Reviewed
Ongoing

Organizational Structure
Risk Significance = Low = Requires no attention apart from monitoring
Risk Likelihood = Rare 0-10%

How is Risk Identified (where & who does info. come from, include titles and departments)
UTC was created in 2015; the unit has two executive directors (EDs) and several other non-union positions. In the event of labour disruption, there is a limited capacity for UTC staff to work on sensitive material.

Why is Risk Happening - Contributing Factors
UTC is a fairly newly established division.

What Are The Consequences /Impacts of This Risk
Management only has a handful of staff who can work on sensitive issues.

Mitigating Factors
All UTC managers now have a second-in-command who can take their place, and ensure business continuity, if they are absent.

How Does Risk Interface With Other Portfolios
UTC works closely with the University’s senior administration, so any staffing and organizational shortfalls could impact the delivery of projects to those portfolios.

How is Risk Communicated
UTC EDs meet monthly, and work flow is monitored quarterly.

How Often is Risk Reviewed
Annually

Physical Facilities
Risk Significance = Low = Requires no attention apart from monitoring
Risk Likelihood = Possible 36-65%

How is Risk Identified (where & who does info. come from, include titles and departments)
Property Management oversees the building facility to ensure it is well maintained as a workplace. The admin coordinator conducts on-site inspection on a daily basis, and communicates potential risks to Property Management.
**Why is Risk Happening - Contributing Factors**
The building is located in the downtown's high-traffic, area and used to be a homeless shelter, so incidental damages and vandalism have happened several times in the last two years (graffiti, removing and damaging building signage, breaking the entry doors etc.). Inclement weather conditions also magnify the risks of deterioration and damages.

**What Are The Consequences /Impacts of This Risk**
The operations might be interrupted in case of severe damage to infrastructure. The University’s reputation might be affected if the communication hub could not respond to media on time due to business interruption.

**Mitigating Factors**
Property Management maintains the building regularly. The admin coordinator conducts daily on-site inspection, and communicates potential risks to Property Management.

**How Does Risk Interface With Other Portfolios**
Requires that Property Management maintain the building infrastructure, and responds to service calls promptly.

**How is Risk Communicated**
The admin coordinator communicates the maintenance requests to Property Management through emails, service requests and telephone. Signage (e.g., “Do not use this door due to xxx”) and emails are used to inform people accessing the building.

**How Often is Risk Reviewed**
Ongoing.

**System Access**
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Unlikely 11-35%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
Where: The university’s flagship site, utoronto.ca and its enterprise server infrastructure, including Amazon Web Services; UTC’s subsidiary digital properties (i.e. magazine.utoronto.ca, communications.utoronto.ca, media.utoronto.ca) hosted on the University’s Web Services’ LAMP stack and social media (Facebook, Instagram and Twitter) and analytics accounts (Google). Who: Digital Content and Engagement (DCE) team (Web Developers/Designers, Data Analyst) and ITS/ACT (Server Administrators).

**Why is Risk Happening - Contributing Factors**
Access is granted on the condition that the employee has the approved levels of access to view/modify content. On some accounts (third-party applications, such as Facebook, Instagram and Twitter), passwords are shared and distributed for access. When an employee leaves, common passwords may not always be changed.

**What Are The Consequences /Impacts of This Risk**
Given the growing reach of our social accounts, unauthorized access could be potentially damaging to the University’s reputation.

**Mitigating Factors**
A formal list of those with approved access to our accounts, two-factor authentication when available, and an off-boarding process to remove employees who have moved on from the department.
Communications

**How Does Risk Interface With Other Portfolios**
This risk interfaces with our ITS/ACT partners, as well as the wider U of T community.

**How is Risk Communicated**
This risk is communicated internally by the DCE’s development team, and, when applicable, our ITS/ACT system administrators. The severity of the risk is assessed first by DCE developers before reported up the chain to the Executive Director, Communications and Public Engagement.

**How Often is Risk Reviewed**
This risk is reviewed when requested.

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**Social Activism**
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Possible 36-65%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
UTC social media and media relations staff may from time to time identify risk from posts on social media or media reports.

**Why is Risk Happening - Contributing Factors**
U of T is located in a major city, and the campus is open to the public. Our campus is easy to access, and many of our faculty, staff and students take part, or organize demonstrations and events to raise awareness of causes or protest issues.

**What Are The Consequences /Impacts of This Risk**
- The disruption of the University’s regular operations.
- Safety risks
- Reputational risks

**Mitigating Factors**
Members of the University’s Issues Management Group are alerted to events that could create a disturbance; risks are evaluated on a case-by-case basis, and measures taken, such as having staff on hand or on call and campus police in place.

**How Does Risk Interface With Other Portfolios**
UTC works with the Issues Management Group (IMG) and Campus Police to prepare and respond to events.

**How is Risk Communicated**
Monthly meetings of the IMG to assess emerging issues, email notifications, meetings and calls.

**How Often is Risk Reviewed**
Ongoing

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**Strategic**

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**Reputation**
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Possible 36-65%
How is Risk Identified (where & who does info. come from, include titles and departments)
Promoting the University's brand and reputation is the central focus of UTC. We work with faculties, senior administrators and with the members of the Issues Management Group (IMG) to identify emerging issues and to co-ordinate responses. The Director of Media Relations and Issues and Media Strategist work with senior administrators to respond to media, and prepare responses on controversial topics. The issues and media strategist prepares weekly summaries of issues to watch that are sent to head of IMG group and senior UTC leaders. UTC completed a Brand Health study to provide a baseline measure of public and internal perceptions of U of T.

Why is Risk Happening - Contributing Factors
U of T is a large institution with thousands of students, faculty and staff. Students and faculty have freedom to voice negative opinions about the University, and the rise of social media makes it easier to amplify negative opinion or events. The rise of larger social movements such as #timesup and growing polarization of opinions is leading groups to speak out and push for change.

What Are The Consequences / Impacts of This Risk
Negative news stories, if they persist and multiply, could harm the university's brand and lead to difficulties with student, faculty and staff recruitment and retention, fundraising and even government support.

Mitigating Factors
UTC staff, in partnership with faculties and senior leadership, work to tell our stories on our own channels first. This means talking about what the University is doing through U of T News stories and other owned channels - social media, websites - rather than reacting to what others say. We also promote the work of U of T by responding to media requests, and promote our experts on breaking news each weekday morning. University leaders are prepared to respond to negative reports with the support of UTC staff.

How Does Risk Interface With Other Portfolios
UTC works with faculties and senior leaders developing issues briefs, communications plans, U of T News stories, and identifying experts.

How is Risk Communicated
Regular meetings of the Issues Management Group, daily U of T In the News summary that includes a “Watching” category, as well as positive coverage and daily team huddles. Follow up with senior leaders on the coverage from their interviews, and sharing notable coverage or social media activity, as needed.

How Often is Risk Reviewed
Ongoing

Staff Recruitment & Retention
Risk Significance = Low = Requires no attention apart from monitoring
Risk Likelihood = Possible 36-65%

How is Risk Identified (where & who does info. come from, include titles and departments)
All members of the management team meet regularly to discuss staffing issues.

What Are The Consequences / Impacts of This Risk
Projects unfulfilled or not completed in a timely fashion, lost opportunity and, in extreme cases, possible damage to U of T’s reputation.
Communications

**Mitigating Factors**
The University is an employer of choice with good benefits and compensation at a time with the media industry is struggling and jobs are increasingly scarce. The University uses established recruiting strategies and procedures to attract candidates with specialized skills and experience.

**How Does Risk Interface With Other Portfolios**
Work done for other parts of the University could be delayed.

**How is Risk Communicated**
Regular review of goals as described in annual mandate letters. Regular reviews of organizational capacity and identification of skills that are required.

**How Often is Risk Reviewed**
Ongoing
Vice-President & Provost

Compliance

**Grant Sponsors / Donation Compliance**
Risk Significance = Major = Action and review by risk owners
Risk Likelihood = Possible 36-65%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
Risks come to light only as new and existing agreements and contracts are being forwarded to the Provost’s Office for execution or modification, or as Divisional leaders may confer with the Provost and/or her staff regarding plans and problems.

**Why is Risk Happening - Contributing Factors**
Divisions are well-meaning in their interest in extracting maximum value from all funding sources, and can sometime let end goals obscure proper use of funds.

**What Are The Consequences /Impacts of This Risk**
Inappropriate use of grants and donations could result in the need to repay the sponsor, damage to institutional reputation, loss of future funding, etc.

**Mitigating Factors**
An extensive awareness campaign to draw attention to issues related to contracts management has been implemented by the Assistant Provost.

**How Does Risk Interface With Other Portfolios**
Significant links with VPRI and VPUA, who are often writing the contracts and agreements, and are responsible for reporting on the use of funds.

**How is Risk Communicated**
Verbally, through individual and group meetings. Reminders extended via bulletins in the Digest.

**How Often is Risk Reviewed**
on-going

**Regulatory Reporting / External Financial Reporting**
Risk Significance = Major = Action and review by risk owners
Risk Likelihood = Possible 36-65%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
Finance team tracks required reporting

**Why is Risk Happening - Contributing Factors**
Finance team is reliant on multiple internal departments to provide the needed data and information for reports. Departments may not be accurate or timely in their response.

**What Are The Consequences /Impacts of This Risk**
Future funding from the sponsor (e.g. Provincial special purpose grants) may be discounted or canceled due to improper reporting; services may be withheld (e.g. UHIP)
Mitigating Factors
Finance team is diligent in tracking reporting requirements

How Does Risk Interface With Other Portfolios
Financial Services manages all trust funds

How is Risk Communicated
Verbal follow-up with departmental partners

How Often is Risk Reviewed
Occasionally

Non-compliance with research and/or commercialization agreement terms (ie NDA, MTA, Sponsor terms)
Risk Significance = Major = Action and review by risk owners
Risk Likelihood = Almost Certain 91-100%

How is Risk Identified (where & who does info. come from, include titles and departments)
Risks come to light as new and existing agreements and contracts are being forwarded to the Provost’s Office for execution or modification, or as Divisional leaders may confer with the Provost and/or her staff regarding plans and problems.

Why is Risk Happening - Contributing Factors
Lack of awareness or understanding of obligations.

What Are The Consequences /Impacts of This Risk
Breach of contract could result in lawsuits.

Mitigating Factors
An extensive awareness campaign to draw attention to issues related to contracts management has been implemented by the Assistant Provost.

How Does Risk Interface With Other Portfolios
All divisions are vulnerable.

How is Risk Communicated
Formal training sessions; one-on-one and group meetings.

How Often is Risk Reviewed
On-going

Non-compliance with Internal requirements
Risk Significance = Major = Action and review by risk owners
Risk Likelihood = Almost Certain 91-100%

How is Risk Identified (where & who does info. come from, include titles and departments)
Risks come to light as individual cases are brought forward for approval, or after issues arise in cases where approval was not obtained.

Why is Risk Happening - Contributing Factors
Lack of training and experience of academic leaders can lead to non-compliance with policies and guidelines.
What Are The Consequences /Impacts of This Risk
Reputational risk to the institution; lawsuits by faculty and students; incorrect payment of executive expenses; improper procurement process.

Mitigating Factors
All Vice-Provostial units have roles in developing new institutional polices and working to ensure compliance with existing policies through training sessions, group and individual meetings, and discussion in academic leadership forums. This includes areas such as faculty appointments and student matters. As well, executive (TVP, P&D) expense reimbursement approvals have been centralized under the Provost’s CAO.

How Does Risk Interface With Other Portfolios
All divisions are vulnerable

How is Risk Communicated
Via training sessions, web resources, and one-on-one communications, all aimed at prevention.

How Often is Risk Reviewed
daily

Other Compliance: Legal & Regulatory: FIPPA
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Possible 36-65%

How is Risk Identified (where & who does info. come from, include titles and departments)
Cases are brought forward from the offending unit as noticed by the manager, for assistance with mitigating effect of breach.

Why is Risk Happening - Contributing Factors
Lack of awareness or understanding of obligations by individuals working with private information

What Are The Consequences /Impacts of This Risk
Sanctions, fines, reputational consequences.

Mitigating Factors
Provost has issued a Privacy guideline

How Does Risk Interface With Other Portfolios
All divisions are vulnerable

How is Risk Communicated
Regular meetings with divisional Directors; on-boarding of new staff includes Privacy guideline training

How Often is Risk Reviewed
Occasionally
Financial

**Business Information Risk**
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Possible 36-65%

*How is Risk Identified (where & who does info. come from, include titles and departments)*
Through poor decision outcomes that would then be determined to have been a result of bad information.

*Why is Risk Happening - Contributing Factors*
Lack of an institutional information management strategy; lack of resources to build new information systems; lack of staff understanding of information management principles

*What Are The Consequences /Impacts of This Risk*
Decisions being taken based on incorrect or non-existent supporting evidence; incorrect information being made public;

*Mitigating Factors*
New focus on business intelligence and move to centralize institutional data; document management resources available centrally; new SharePoint On-line opportunity;

*How Does Risk Interface With Other Portfolios*
All divisions are vulnerable

*How is Risk Communicated*
This risk is not often discussed

*How Often is Risk Reviewed*
Rarely

**Collective Bargaining Risk**
Risk Significance = High = Action and review by President
Risk Likelihood = Almost Certain 91-100%

*How is Risk Identified (where & who does info. come from, include titles and departments)*
Through the bargaining process

*Why is Risk Happening - Contributing Factors*
It could occur that, at the bargaining table with strike deadlines looming, negotiators make an offer that has long-term negative impact. Other factors beyond our control would be a union that is bent on striking and refuses to negotiate in good faith; or an arbitration ruling that does not go in our favour. Lack of engagement by the represented group, such that most employees do not vote on settlements and only become aware after the fact that terms may not be in their best interest.

*What Are The Consequences /Impacts of This Risk*
Strikes could delay student graduation. Too generous settlements will affect budgets.
Mitigating Factors
Collective bargaining is usually done as a team and with a group of experienced personnel on hand to advise the bargaining team as to the effect of various offers. Collective agreement end dates are known well in advance and should allow for negotiations to begin well in advance of contracts expiring. Also, employee groups often signal in advance the key issues to be on the table.

How Does Risk Interface With Other Portfolios
Affects the entire institution

How is Risk Communicated
Senior leaders develop strategy and consult with a confidential group of advisers. Broader messaging must be very carefully controlled.

How Often is Risk Reviewed
As collective agreements come up for renewal.

Enrolment
Risk Significance = High = Action and review by President
Risk Likelihood = Almost Certain 91-100%

How is Risk Identified (where & who does info. come from, include titles and departments)
By keeping in constant contact with internal expertise (e.g. GICR, Comms, Enrolment Services); government agencies; industry groups (e.g. U15, COU); industry commentators (e.g. HESA); and listening to the news

Why is Risk Happening - Contributing Factors
Changes in provincial strategies for the PSE sector; changes in federal immigration regulations; health risks

What Are The Consequences /Impacts of This Risk
Loss of provincial grant funding; loss of tuition revenues; fines for contravention of immigration rules;

Mitigating Factors
Ability to lobby the government for changes; vigilance in keeping on top of emerging situations;

How Does Risk Interface With Other Portfolios
All divisions are affected

How is Risk Communicated
Regular meetings of P &; D, TVP, VPG, GC, etc.

How Often is Risk Reviewed
Daily

Integrity
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Possible 36-65%

How is Risk Identified (where & who does info. come from, include titles and departments)
As cases are discovered, anywhere on campus
**Why is Risk Happening - Contributing Factors**
Impossible to control employee behaviour; lax enforcement of standard processes by managers; fear of retribution by peers; lack of easy-to-use tools for managers (e.g., SAP management toolset is difficult to read and use)

**What Are The Consequences /Impacts of This Risk**
Loss of assets; reputational risk; poor morale among staff;

**Mitigating Factors**
Multiple financial processes and guidelines in place to ensure proper oversight of activity; continuous auditing done by Internal Audit

**How Does Risk Interface With Other Portfolios**
All divisions are vulnerable

**How is Risk Communicated**
Mostly discussed locally in departmental finance meetings

**How Often is Risk Reviewed**
Occasionally

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**Outsourcing**
Risk Significance = Major = Action and review by risk owners
Risk Likelihood = Likely 66-90%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
As cases come forward for resolution

**Why is Risk Happening - Contributing Factors**
Contractors are not aware or informed of University expectations and standards

**What Are The Consequences /Impacts of This Risk**
Reputational risk, loss or damage of property, breach of policy, risk to wellbeing of staff and students

**Mitigating Factors**
Use of standard contracts to engage contractors helps to set expectations; regular check-in with contractor can help to control risk.

**How Does Risk Interface With Other Portfolios**
All divisions are vulnerable

**How is Risk Communicated**
Regular meetings of P & D

**How Often is Risk Reviewed**
Regularly

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**Procurement**
Risk Significance = Major = Action and review by risk owners
Risk Likelihood = Likely 66-90%
How is Risk Identified (where & who does info. come from, include titles and departments)
When approval is sought from one-up authority for non-standard procurement; once issue has arisen and need to be resolved

Why is Risk Happening - Contributing Factors
Attempt to bypass policies in order to save time and achieve desired outcome without proper due diligence; sense of entitlement/invincibility of some higher ranking managers

What Are The Consequences /Impacts of This Risk
Improper procurement process; reputational risk; paying too much for goods and services; loss of public's confidence in our ability to manage public funds; embarrassment for senior executives; possible criminal charges against senior executives for not providing proper oversight

Mitigating Factors
Clear procurement policy in place and well promoted; responsive procurement department; good training for junior staff

How Does Risk Interface With Other Portfolios
All divisions are vulnerable

How is Risk Communicated
Detailed website; standard training

How Often is Risk Reviewed
Regularly

Other Financial: Academic Advising Record Keeping
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Likely 66-90%

How is Risk Identified (where & who does info. come from, include titles and departments)
Through a recent review of enrolment processes across campus.

Why is Risk Happening - Contributing Factors
Financial advising for students is a decentralized function across academic divisions.

What Are The Consequences /Impacts of This Risk
Students are not receiving consistent advice.

Mitigating Factors
Training is being implemented.

How is Risk Communicated
Mostly through the registrar’s group via Enrolment Services

Reserves
Risk Significance = Major = Action and review by risk owners
Risk Likelihood = Likely 66-90%

How is Risk Identified (where & who does info. come from, include titles and departments)
Reports from Planning &; Budget; annual budget review process
**Why is Risk Happening - Contributing Factors**
Divisions are 'saving for a rainy day'; budget model does not support all divisions uniformly (e.g. differences in WGU); lack of other resources to put money to work (e.g. cannot start new initiatives due to lack of space)

**What Are The Consequences /Impacts of This Risk**
Scrutiny by provincial government and possible withholding of funding transfers; reputational risk;

**Mitigating Factors**
Monitoring by Planning &; Budget

**How is Risk Communicated**
Annual budget review process discussions; P &; D is a forum; CAO tables

**How Often is Risk Reviewed**
Occasionally

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**Operational**

**Authority/Limit**
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Possible 36-65%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
Usually discovered by chance.

**Why is Risk Happening - Contributing Factors**
Improper understanding of authority limits; poor oversight by supervisors; too infrequent check-in on activities.

**What Are The Consequences /Impacts of This Risk**
Improper contract commitments; unauthorized expense to the University; loss of assets; reputational risk.

**Mitigating Factors**
Requirement for one-up signoff; regular meetings with staff; use of FIS management reports; continuous auditing by Internal Audit.

**How Does Risk Interface With Other Portfolios**
All divisions are vulnerable

**How is Risk Communicated**
During training and on-boarding of new staff; in regular meetings between managers and staff

**How Often is Risk Reviewed**
Regularly

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**Business Interruption**
Risk Significance = Major = Action and review by risk owners
Risk Likelihood = Possible 36-65%
How is Risk Identified (where & who does info. come from, include titles and departments)
Business continuity planning identifies local risks.

Why is Risk Happening - Contributing Factors
Multiple unforeseeable situations can contribute.

What Are The Consequences /Impacts of This Risk
Reduced or impaired productivity; work stoppage; class cancellations.

Mitigating Factors
Business continuity planning is key to mitigating this risk.

How Does Risk Interface With Other Portfolios
All divisions are vulnerable.

How is Risk Communicated
Discussed in several forums of administrative leaders.

How Often is Risk Reviewed
Not often enough!

Capital Project
Risk Significance = Major = Action and review by risk owners
Risk Likelihood = Almost Certain 91-100%

How is Risk Identified (where & who does info. come from, include titles and departments)
The project manager is critical to early identification of capital project risk.

Why is Risk Happening - Contributing Factors
Toronto is a very expensive and active market for capital projects; vetting of contractors and consultants could be more rigorous; varying ability of project managers; completely random issues.

What Are The Consequences /Impacts of This Risk
Students and faculty are delayed access to new space; costs for staging are higher than planned when timelines proposed are not realistic; U of T pays high rates for capital projects; morale is negatively affected when expectations of timelines are not met.

How Does Risk Interface With Governance Committee
Planning and Budget Committee will require compliance with policy and this adds further delay when tenders come in higher than anticipated and a further round of approvals is needed to continue.

How Often is Risk Reviewed
As each project progresses.

Data Integrity
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Likely 66-90%

How is Risk Identified (where & who does info. come from, include titles and departments)
Lack of proper documentation is noticed by individuals as they work through various processes.
Why is Risk Happening - Contributing Factors
Not enough attention or time taken by staff to properly document and file

What Are The Consequences /Impacts of This Risk
Missing records; inability to provide needed evidence; possible legal implications

Mitigating Factors
Document management system; well-established processes; continuous auditing by Internal Audit

How is Risk Communicated
Training and regular meetings with staff

How Often is Risk Reviewed
regularly

Data Security
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Possible 36-65%

How is Risk Identified (where & who does info. come from, include titles and departments)
By chance as a breach is discovered

Why is Risk Happening - Contributing Factors
Staff are not being reminded to lock up both paper and electronic forms; staff make errors in releasing data sets

What Are The Consequences /Impacts of This Risk
Unauthorized access to confidential data

Mitigating Factors
Implementation of SharePoint On-Line now allows secure sharing of records; permissions can be set for each item

How is Risk Communicated
Via manager meetings with staff (one-on-one and group)

Emergency Communication
Risk Significance = Major = Action and review by risk owners
Risk Likelihood = Almost Certain 91-100%

How is Risk Identified (where & who does info. come from, include titles and departments)
Risks are identified through the emergency preparedness planning process

Why is Risk Happening - Contributing Factors
Lack of training of first responders; previous lack of a coordinated response plan; unauthorized staff speaking to media and others.

What Are The Consequences /Impacts of This Risk
Reputational risk; improper response to the emergency; confusion; incorrect information released to public
Mitigating Factors
A new institutional crisis and emergency framework has been developed and implemented, which provides protocols for response including communications checklist.

How is Risk Communicated
New position has been created to promote awareness and help divisions develop emergency preparedness plans, including communications protocols.

How Often is Risk Reviewed
Will be more regular now.

Health & Safety
Risk Significance = Major = Action and review by risk owners
Risk Likelihood = Almost Certain 91-100%

How is Risk Identified (where & who does info. come from, include titles and departments)
this is a well-understood risk

Why is Risk Happening - Contributing Factors
Size of institution; lack of awareness and training of staff; improper planning; poor legal advice; non-compliant, out-of-date, or broken down systems and equipment; lack of proper supervision of students and staff.

What Are The Consequences /Impacts of This Risk
Injury, death, lawsuits, reputational risk.

How is Risk Communicated
Formal training of participants; on-going updates by supervisors.

How Often is Risk Reviewed
Daily.

Leadership
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Possible 36-65%

How is Risk Identified (where & who does info. come from, include titles and departments)
Poor management skills become apparent over time; badly supervised employees will often find ways to let the broader community know there is a problem.

Why is Risk Happening - Contributing Factors
Poor hiring decisions; lack of training of new managers; no mentoring or coaching available in early stages that could offset problems.

What Are The Consequences /Impacts of This Risk
High cost to replace a bad leadership hire; low morale of poorly lead unit; loss of good employees working under bad managers.

Mitigating Factors
Annual performance assessment; monitoring by one-up supervisor.
**How Does Risk Interface With Other Portfolios**
all levels of management are vulnerable

**How is Risk Communicated**
Informal discussions; annual performance assessment;

**How Often is Risk Reviewed**
Regularly

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**Loss of Key Staff/Succession Risk**
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Likely 66-90%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
As information is provided by the staff themselves (e.g. notice of retirement)

**Why is Risk Happening - Contributing Factors**
Very difficult to track any other type of staff loss other than retirements. Resignations, illness, death can be very sudden events.

**What Are The Consequences /Impacts of This Risk**
Key jobs remain vacant for too long leaving staff without leadership and expertise missing from the operation

**Mitigating Factors**
Better succession planning; have a position 'understudy' identified in all JDs;

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**Organizational Structure**
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Possible 36-65%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
Divisions are reviewed as Deans change over; discussions at the annual budget review process; when new senior administrators are appointed

**Why is Risk Happening - Contributing Factors**
Leaders are not making changes until situation becomes unmanageable; inertia exists due to difficulty in implementing org redesign

**What Are The Consequences /Impacts of This Risk**
Low staff morale, poor unit performance, loss of opportunities

**Mitigating Factors**
The Provost has implemented a team of senior administrators who can be deployed as needed to help with org redesign in serious cases
How is Risk Communicated
Through both formal (e.g. divisional review) and informal processes

How Often is Risk Reviewed
Occasionally

Individual Behaviour
Risk Significance = Major = Action and review by risk owners
Risk Likelihood = Likely 66-90%

How is Risk Identified (where & who does info. come from, include titles and departments)
Usually only once an accident/incident has occurred.

Why is Risk Happening - Contributing Factors
Youth and inexperience are often at play; very difficult to control student behaviour

What Are The Consequences /Impacts of This Risk
Serious injury to students; damage to University property; reputational risk to the institution.

Mitigating Factors
Recognized student groups have a good connection with dedicated position in Office of Vice-Provost
Students; student groups are in touch with divisional contacts for various projects and activities; many more supports in place for individual students (e.g. financial, mental health, academic progress)

How Does Risk Interface With Other Portfolios
All divisions are affected

How is Risk Communicated
Regular meetings of PDAD&C is potential forum for discussion of student behaviour risk

How Often is Risk Reviewed
On-going

System Development
Risk Significance = Low = Requires no attention apart from monitoring
Risk Likelihood = Possible 36-65%

How is Risk Identified (where & who does info. come from, include titles and departments)
As situations occur

Why is Risk Happening - Contributing Factors
Systems development is an under resourced activity within the shared services; managers generally do not have the expertise to develop and/or source locally used tools and automated processes (i.e. non-enterprise applications); shared service units have many projects but no time, money, or staff to make good headway on initiatives

What Are The Consequences /Impacts of This Risk
Missed opportunity to be more efficient and provide better service to staff, faculty and students

Mitigating Factors
DVPP has been slowly building an in-house information systems team
How Does Risk Interface With Other Portfolios

CIO

How is Risk Communicated
Through discussions with managers

Social Activism
Risk Significance = High = Action and review by President
Risk Likelihood = Almost Certain 91-100%

How is Risk Identified (where & who does info. come from, include titles and departments)
Some activity identified via the room booking process; also via word of mouth, social media, media reports, student connections, etc.

Why is Risk Happening - Contributing Factors
Activists see the university as a location for making a big statement

What Are The Consequences /Impacts of This Risk
Possible injuries to bystanders; reputational risk to the institution; disruption of University business (teaching, administration); damage to University property.

Mitigating Factors
The advance booking process allows for advance review and action

How Does Risk Interface With Other Portfolios
all divisions vulnerable

How is Risk Communicated
PDAD&C is a potential forum for discussion of social activism risk

How Often is Risk Reviewed
on-going

Other Operational: Communications (non-emergency)
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Possible 36-65%

How is Risk Identified (where & who does info. come from, include titles and departments)
Users of the information source will provide alert to mistakes

Why is Risk Happening - Contributing Factors
Websites are not monitored frequently; staff turn-over; human error

What Are The Consequences /Impacts of This Risk
Misinformation being disseminated

Mitigating Factors
Teams are assigned to review content before being released publicly (e.g. weekly Provost's Digest)
Strategic

**Faculty Recruitment & Retention**
Risk Significance = Major = Action and review by risk owners
Risk Likelihood = Possible 36-65%

*How is Risk Identified (where & who does info. come from, include titles and departments)*
Faculty recruitment and retention issues are generally identified during regular one-on-one meetings between the Provost and Deans; general awareness of risk to recruitment and retention of underrepresented groups developed from attention to media reports, advocacy groups, government directives

*Why is Risk Happening - Contributing Factors*
A competitive marketplace for faculty, particularly underrepresented groups; possible hiring bias or vice versa, possible hiring bias that might exclude candidates of excellence for a variety of reasons

*What Are The Consequences / Impacts of This Risk*
Loss of research and teaching excellence; turnover costs to replace departing faculty.

*Mitigating Factors*
The Provost can work with Deans to provide recruitment incentives such as start up funds and spousal position funding, as well as salary anomaly approvals in retention cases.

*How Does Risk Interface With Other Portfolios*
All academic divisions are vulnerable

*How is Risk Communicated*
PDAD&C is a potential forum for discussion; annual budget review meetings; formal and informal meetings between central and divisional academic leadership; internal divisional meetings between Deans and Chairs

*How Often is Risk Reviewed*
On-going

**Political Government**
Risk Significance = High = Action and review by President
Risk Likelihood = Likely 66-90%

*How is Risk Identified (where & who does info. come from, include titles and departments)*
Constant communications with government insiders; tracking of media reports, industry consultants, social media

*Why is Risk Happening - Contributing Factors*
New funding directives are issued by governments based on lack of understanding, lack of consultation with PSE sector; political reasons; new regulations

*What Are The Consequences / Impacts of This Risk*
Loss of government funding, whether reduction of grant, tuition fees and other fees charged to students; loss of other funding leveraged by government funding

*Mitigating Factors*
Relationships built with government contacts;
How is Risk Communicated
TVP; P &; D is a potential forum for discussion

How Often is Risk Reviewed
on-going

Quality of Student
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Possible 36-65%

How is Risk Identified (where & who does info. come from, include titles and departments)
Annual budget review meetings with academic divisions are one forum for identifying student quality issues; student academic progress coordinators may notice trends; metrics as calculated by Enrolment Services also serve to identify student quality issues.

Why is Risk Happening - Contributing Factors
Programs are not perceived to be of high quality; inadequate student financial aid to support all excellent applicants such that only those who can afford to pay are applying; budget model incentives to fill spots in all programs, even when demand is low

What Are The Consequences /Impacts of This Risk
Reputational risk is high when graduating poor quality students

Mitigating Factors
Regular program quality review process identifies student quality issues and provides opportunity to redress.

How Does Risk Interface With Other Portfolios
All academic divisions are vulnerable

How is Risk Communicated
Through discussions at TVP, P &; D, Registrarial group; with divisions during the annual budget review process; one-on-one with Deans and Provost

How Often is Risk Reviewed
on-going

Reputation
Risk Significance = High = Action and review by President
Risk Likelihood = Almost Certain 91-100%

How is Risk Identified (where & who does info. come from, include titles and departments)
Constant monitoring of mainstream and social media; alumni feedback; government feedback

Why is Risk Happening - Contributing Factors
Greater awareness and interest by the public in how institutions manage issues such as sexual harassment, freedom of expression, etc.

What Are The Consequences /Impacts of This Risk
Reputational risk is high when institution has been caught off guard and is unable to respond appropriately
**Mitigating Factors**
Greater awareness among university administration to bring forward issues at very early stages

**Staff Recruitment & Retention**
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Possible 36-65%

*How is Risk Identified (where & who does info. come from, include titles and departments)*
As new roles are searched, candidate pool paucity is identified in specific sectors of employee groups (e.g. CAOs, general finance, info tech).

*Why is Risk Happening - Contributing Factors*
No internal pipeline exists to train and prepare staff for promotions in certain areas (e.g. CAOs); lack of recruitment strategy for specialized areas (e.g. IT professionals); workload for admin positions can be crushing

*What Are The Consequences /Impacts of This Risk*
Loss of exceptional performers; promotion of poorly qualified individuals; bad staff morale

**Mitigating Factors**
Local managers attempt to succession plan and support staff development for promotional opportunities; informal networks of managers work to ensure good staff are retained and promoted, and that poor performers do not continue

*How Does Risk Interface With Other Portfolios*
HRE

*How Often is Risk Reviewed*
on-going
Compliance

Grant Sponsors / Donation Compliance
Risk Significance = High = Action and review by President
Risk Likelihood = Rare 0-10%

How is Risk Identified (where & who does info. come from, include titles and departments)
Vice-Principal: Research; Director Advancement (re 'donation' compliance)

Why is Risk Happening - Contributing Factors
There is significant internal and external funding, and investigators operate with a high degree of autonomy. Variation in conditions attached to donations.

What Are The Consequences / Impacts of This Risk
Suspension or termination of affected activity; penalties and sanctions; reputational impact; negative impact on donor relations.

Mitigating Factors
Oversight by departmental administrative assistants, Business Services, Office of the VP: Research; Director of Advancement; reporting requirements; internal audits

How Does Risk Interface With Other Portfolios
Primarily reputational risk

How Does Risk Interface With Governance Committee
Report to governance by VP: Research or Director of Advancement when significant issue arises

How is Risk Communicated
Principal Investigators (PI’s) are informed of granting body (or donor) requirements for each account held

How Often is Risk Reviewed
Granting agency annual reporting requirements; annual accountability reports; regular monitoring of related expenditures; reports back to donors.

Regulatory Reporting / External Financial Reporting
Risk Significance = High = Action and review by President
Risk Likelihood = Rare 0-10%

How is Risk Identified (where & who does info. come from, include titles and departments)
CAO; Registrar; VP: Research; Business Services

Why is Risk Happening - Contributing Factors
Multiple operations and programs that operate with high degree of autonomy

What Are The Consequences / Impacts of This Risk
Suspension or termination of affected activity; penalties and sanctions; reputational impact
Mitigating Factors
Oversight by departmental administrative assistants, Business Services, Office of the VP: Research; Director of Advancement; reporting requirements; internal audits

How Does Risk Interface With Other Portfolios
Multiple portfolios are impacted and Financial and Budget Services is the common connector

How Does Risk Interface With Governance Committee
Report to governance when significant issue arises

How is Risk Communicated
Report to governance when significant issue arises

How Often is Risk Reviewed
Typically there are annual reporting requirements; annual accountability reports; regular monitoring of reporting requirements on a day to day basis.

Allegations of Research Misconduct
Risk Significance = High = Action and review by President
Risk Likelihood = Rare 0-10%

How is Risk Identified (where & who does info. come from, include titles and departments)
VP: Research; department/unit Chairs

Why is Risk Happening - Contributing Factors
Researchers and Principal Investigators (PI's) operate with a high degree of autonomy; publish without oversight

What Are The Consequences /Impacts of This Risk
Suspension or termination of affected activity; penalties and sanctions; reputational impact

Mitigating Factors
Oversight by VP: Research; UTM policy on research misconduct

How Does Risk Interface With Other Portfolios
Largely in VP: Research portfolio, but can impact VP: Academic with responsibilities to undergraduate and graduate students

How Does Risk Interface With Governance Committee
Report to governance when significant issue arises

How is Risk Communicated
PI to educate researchers; UTM policy on research conduct; information provided to new researchers by graduate departments, undergraduate research projects, and internship projects

How Often is Risk Reviewed
All new researchers are provided background training; annual accountability reports

Other Compliance: Legal & Regulatory: FIPPA
Risk Significance = Major = Action and review by risk owners
Risk Likelihood = Almost Certain 91-100%
How is Risk Identified (where & who does info. come from, include titles and departments)
Director, UTM I&;ITS, UTM FOIL Director, UTM Partnerships and Legal Counsel

Why is Risk Happening - Contributing Factors
There is a significant volume of PII (student, staff, and faculty, but mostly student) housed in systems under the administration of UTM personnel. Systems on premises in our datacenters, in the cloud, on workstations, phones, and tablets on and off campus house PII with or without the clients full understanding; Use of unauthorized email and storage services (Gmail, Dropbox, etc.) without fully understanding the licensing obligations, or taking full advantage of security/privacy settings.

What Are The Consequences /Impacts of This Risk
Reputational damage in the case of public breaches; Potential compliance violations with FIPPA/PHIPA or associated regulations; Direct financial implications in the form of credit monitoring for affected parties; Potential litigation from those whose information was disclosed or manipulated in the breach.

Mitigating Factors
Information security awareness, outreach, and training; Information and privacy risk assessments on new systems; Information and cyber risk controls and systems; Increased awareness and spend on information and cyber risk institutionally; Initiatives to centralize asset management (endpoints such as computers or phones) to ensure encryption and proper disposal; Initiatives to push storage of PII to centrally managed services; Investment in resources+ tasked with compliance and prevention - Information Security Analyst, Information Security Administrator, and new legal counsel on staff.

How Does Risk Interface With Other Portfolios
All portfolios represented at UTM Executive Committee are affected.

How Does Risk Interface With Governance Committee
UTM IT Strategic Advisory Committee is responsible for oversight of information security risks at UTM, reporting up to the Executive Committee and linked by membership to the UofT ISC.

How is Risk Communicated
Privacy awareness and security are included in virtually all I&;ITS security awareness campaigns and departmental talks. A high degree of privacy awareness is promoted and encouraged within, and outside, the department.

How Often is Risk Reviewed
This is part of normal routine operations and is ever present in a significant volume of work that occurs at UTM. There is no set review.

Financial

Investment Risk: Capital Market & General Economic
Risk Significance = Low = Requires no attention apart from monitoring
Risk Likelihood = Unlikely 11-35%

How is Risk Identified (where & who does info. come from, include titles and departments)
Primarily central responsibility; at UTM, Principal, CAO and Executive Director of Advancement regular monitor developments and assess potential local impacts.

Why is Risk Happening - Contributing Factors
Uncertain interest rates; stability of credit rating
What Are The Consequences /Impacts of This Risk
Reduction of income can affect distribution of operating budget

Mitigating Factors
Conservative investment projections; some carry forward funds; prudent fiscal management and financial planning.

How Does Risk Interface With Other Portfolios
Primarily impacts Office of Advancement and returns on endowed Chairs, some student awards

How Does Risk Interface With Governance Committee
Report to Governance when significant issue arises

How Often is Risk Reviewed
Ongoing through Finance and Budget Services and other leadership and management staff.

Cash Flow
Risk Significance = Low = Requires no attention apart from monitoring
Risk Likelihood = Unlikely 11-35%

How is Risk Identified (where & who does info. come from, include titles and departments)
CAO; Financial &; Budget Services; VP: Research; supported by central CFO and by Budget &; Planning.

Why is Risk Happening - Contributing Factors
Inefficient/duplicate procedures results from extensive autonomy and lack of knowledge in individual departments

What Are The Consequences /Impacts of This Risk
Temporary suspension of activities or borrowing. Inefficient/duplicate procedures result in unoptimized use of resources.

Mitigating Factors
Oversight by Financial &; Budget Services; CAO; VP: Research but not always possible to control due to extensive autonomy

How Does Risk Interface With Other Portfolios
Potential impact in all portfolios

How Does Risk Interface With Governance Committee
Report to Governance when significant issue arises

How is Risk Communicated
Guide to Financial Management; specific communications by Financial &; Budget Services, CAO

How Often is Risk Reviewed
Ongoing continuous financial review within all units by department manager or supervisor, oversight by Financial &; Budget Services

Credit
Risk Significance = Low = Requires no attention apart from monitoring
Risk Likelihood = Unlikely 11-35%
How is Risk Identified (where & who does info. come from, include titles and departments)
Registrar; VP: Research; Financial & Budget Services

Why is Risk Happening - Contributing Factors
Registrar; VP: Research; Financial & Budget Services

What Are The Consequences /Impacts of This Risk
Shortfall in expected income, but of relatively low value

Mitigating Factors
Information to students; clarity in contracts

How Does Risk Interface With Other Portfolios
Registrar with student fees; rare issues with contracts in VP: Research portfolio

How Does Risk Interface With Governance Committee
No significant issues have historically arisen; would be reported to Governance if a significant issue arose

How is Risk Communicated
Following the Guide to Financial Management

How Often is Risk Reviewed
Fees collection by Registrar, Residence, Hospitality, Parking, etc. Ongoing by Financial & Budget Services

Collective Bargaining Risk
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Unlikely 11-35%

How is Risk Identified (where & who does info. come from, include titles and departments)
Labour Relations Bargaining Teams Alexander Brat, Executive Director, Labour Relations

Why is Risk Happening - Contributing Factors
Employee unions and Faculty Association provide environment of demands that can be beyond financial resources

What Are The Consequences /Impacts of This Risk
Risks may include: strikes, disruption to work, negative media attention, collective agreement language awarded that limits management rights impacting efficient operations, increased labour costs (i.e. salary, premiums, etc.)

Mitigating Factors
Negotiated settlements; appropriate use of mediation and arbitration Good union/LR relations and a past record of reaching agreements and avoiding major labour disruptions

How Does Risk Interface With Other Portfolios
All portfolios are affected

How Does Risk Interface With Governance Committee
Report to Governance when significant issue arises

How is Risk Communicated
Coordination and information flow from Institutional HR
**How Often is Risk Reviewed**
Ongoing, a centralized University activity

**Donor & Alumni Relations**
Risk Significance = Low = Requires no attention apart from monitoring
Risk Likelihood = Rare 0-10%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
Executive Director of Advancement

**Why is Risk Happening - Contributing Factors**
Absence of institutional strategic plan and vision; lack of fundable assets and inadequate appeal of existing projects; young alumni base without accumulated wealth; limited action plans to connect with prospective donors; economic climate not conducive to philanthropy; insufficient advancement staff and operating resources; academic leadership not trained, engaged or inclined to learn or support advancement activities; institutional reputation not well defined to drive principal gifts; institutional reputation adversely impacted through high-profile issue in the public domain causing a crisis in donor confidence.

**What Are The Consequences /Impacts of This Risk**
Inability to fulfill fund raising goals; lack of funds to advance institutional strategic priorities; ineffective external relations program; decline in institutional reputation.

**Mitigating Factors**
Develop robust external relations strategy; maintain and enhance reputation through differentiated institutional strategic plan; ongoing demonstration of value proposition; introduction of strategic projects that are unique to UTM to drive philanthropy; strong marketing and communications program for all stakeholders (including alumni); strong communications team (media and issues management) to help mitigate public relations crises; investment in advancement staff and operating resources; train and engage academic leadership in advancement activities.

**How Does Risk Interface With Other Portfolios**
Affects the portfolios that are targeted to receive philanthropic support.

**How Does Risk Interface With Governance Committee**
Report to Governance when significant issue arises

**How is Risk Communicated**
Report to Governance when significant issue arises

**How Often is Risk Reviewed**
Ongoing, monthly reports to central Advancement and VP&P

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**Enrolment**
Risk Significance = High = Action and review by President
Risk Likelihood = Possible 36-65%

**Why is Risk Happening - Contributing Factors**
Decisions by levels of government in response to pressures beyond the University; external factors affecting enrollment decisions by prospective students
What Are The Consequences /Impacts of This Risk
Reduction of income; shortfall in the targeted numbers of students; loss of hiring and retention potential

Mitigating Factors
Define international student numbers; establish student and faculty support to manage visa issues; ensure student services for health; active recruitment management strategies

How Does Risk Interface With Other Portfolios
All portfolios have potential to be affected but Registrar' and Student Affairs are the most sensitive

How Does Risk Interface With Governance Committee
Report to Governance when significant issue arises

How is Risk Communicated
Regular briefings of Executive Committee regarding student enrollment; faculty recruitment; close monitoring of enrollment trends.

How Often is Risk Reviewed
Ongoing efforts to communicate with all levels of government; annual reviews of student services

Integrity
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Rare 0-10%

How is Risk Identified (where & who does info. come from, include titles and departments)
Campus Police; Financial &; Budget Services; VP: Research; CAO; (central) Audit

Why is Risk Happening - Contributing Factors
Multiple operations and programs that operate with high degree of autonomy

What Are The Consequences /Impacts of This Risk
Reputation loss; financial loss

Mitigating Factors
Recruitment practices, adequate and effective supervision, Training; reporting requirements; approvals by one-up; audits; policy on ethical conduct

How Does Risk Interface With Other Portfolios
All portfolios are affected

How Does Risk Interface With Governance Committee
Report to Governance when significant issue arises

How is Risk Communicated
Policy training; reporting and performance evaluations

How Often is Risk Reviewed
Ongoing by Financial &; Budget Services; VP: Research; VP: Academic for academic conduct
Liquidity
Risk Significance = Low = Requires no attention apart from monitoring
Risk Likelihood = Rare 0-10%

How is Risk Identified (where & who does info. come from, include titles and departments)
Financial &; Budget Services and departmental business officers - primarily focus by central Financial Services

Why is Risk Happening - Contributing Factors
Multiple operations and programs that operate with high degree of autonomy

What Are The Consequences /Impacts of This Risk
Reputation; minor financial loss

Mitigating Factors
Training; reporting requirements; approvals by one-up; audits; two-deep rule for workplace oversight

How Does Risk Interface With Other Portfolios
Portfolios managing liquid assets such as petty cash are affected

How Does Risk Interface With Governance Committee
Report to Governance when significant issue arises

How is Risk Communicated
Policy training; reporting and performance evaluations

How Often is Risk Reviewed
Ongoing by Financial &; Budget Services

Opportunity Loss
Risk Significance = Low = Requires no attention apart from monitoring
Risk Likelihood = Rare 0-10%

How is Risk Identified (where & who does info. come from, include titles and departments)
CAO; Executive Committee; Business Services and departmental business officers

Why is Risk Happening - Contributing Factors
Multiple operations and programs that operate with high degree of autonomy

What Are The Consequences /Impacts of This Risk
Reputation; minor financial loss

Mitigating Factors
Training; reporting requirements; approvals by one-up; audits

How Does Risk Interface With Other Portfolios
Portfolios dealing with payments; Business Services

How Does Risk Interface With Governance Committee
Report to Governance when significant issue arises

How is Risk Communicated
Policy training; reporting and performance evaluations
How Often is Risk Reviewed
Ongoing by Business Services

Outsourcing
Risk Significance =
Risk Likelihood = Unlikely 11-35%

How is Risk Identified (where & who does info. come from, include titles and departments)
Departmental business officers; Financial &; Budget Services; Facilities Management &; Planning

Why is Risk Happening - Contributing Factors
Multiple operations and programs that operate with high degree of autonomy

What Are The Consequences /Impacts of This Risk
Reputation; minor financial loss

Mitigating Factors
Contract management; Training; reporting requirements; approvals by one-up; audits

How Does Risk Interface With Other Portfolios
Portfolios dealing with payments; Financial &; Budget Services; Facilities Management &; Planning

How Does Risk Interface With Governance Committee
Report to Governance when significant issue arises

How is Risk Communicated
Policy training; reporting and performance evaluations

How Often is Risk Reviewed
Ongoing by Financial &; Budget Services

Procurement
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Possible 36-65%

How is Risk Identified (where & who does info. come from, include titles and departments)
Constant and proactive monitoring of transactions; signing authorities provisions; UTM has its own Procurement staff that work in tandem with Financial &; Budget Services and Facilities Management &; Planning.

Why is Risk Happening - Contributing Factors
Sheer scale of operations and related procurement. Many administrative staff and faculty have very little procurement knowledge

What Are The Consequences /Impacts of This Risk
Not receiving value for money; contravention of university and public sector procurement processes and guidelines.

Mitigating Factors
Signing authority structures; multiple level review of procurement; strong university policies; training and oversight; UTM’s own internal Procurement Unit within Financial &; Budget Services.
**How Does Risk Interface With Other Portfolios**
all units procure goods or services

**How Does Risk Interface With Governance Committee**
policies are approved through governance (institutional)

**How is Risk Communicated**
Regular review and updates/training of staff involved at all levels in procurement.

**How Often is Risk Reviewed**
Constantly

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**Research Applications Disqualification**
Risk Significance = Low = Requires no attention apart from monitoring  
Risk Likelihood = Rare 0-10%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
VP: Research

**Why is Risk Happening - Contributing Factors**
Multiple researchers who operate with a high degree of autonomy

**What Are The Consequences /Impacts of This Risk**
Loss of research support for a specific project; reputational risk

**Mitigating Factors**
Policies regarding research support; internal review process to consider grant and contract terms, and also local impact and support requirements

**How Does Risk Interface With Other Portfolios**
Primarily impacts research office

**How Does Risk Interface With Governance Committee**
Primarily impacts research office

**How is Risk Communicated**
University policy; training in writing of grants and contracts; contracts officer; approval process for all funding applications

**How Often is Risk Reviewed**
Ongoing by VP: Research

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**Decrease in Research Funding**
Risk Significance = Low = Requires no attention apart from monitoring  
Risk Likelihood = Rare 0-10%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
VP: Research

**Why is Risk Happening - Contributing Factors**
Potential reduction in number and/or value of awards by a granting agency; reduction in overhead rates
What Are The Consequences /Impacts of This Risk
Reduction in tri-council income would impact quota of Canada Research Chairs, CFI share, and overhead income

Mitigating Factors
Action by VP: Research to support competitiveness of funding applications; seed funding rounds for preliminary work

How Does Risk Interface With Other Portfolios
Primarily impacts research office

How Does Risk Interface With Governance Committee
Report to Governance when significant issue arises

How is Risk Communicated
Information dissemination by VP: Research; workshops on writing funding proposals

How Often is Risk Reviewed
Ongoing by VP: Research

Operational

Authority/Limit
Risk Significance = Major = Action and review by risk owners
Risk Likelihood = Rare 0-10%

How is Risk Identified (where & who does info. come from, include titles and departments)
Transactional monitoring, review and careful adherence to all university approvals policies and regular review of signing authority limits and hierarchies.

Why is Risk Happening - Contributing Factors
Essentially the scale and scope of business activity across the campus.

What Are The Consequences /Impacts of This Risk
Impacts could represent significant reputational impact.

Mitigating Factors
Strong internal controls, signing authority regimes, reporting, monitoring, auditing. Key responsibility for all levels of management.

How Does Risk Interface With Other Portfolios
All portfolios are affected

How Does Risk Interface With Governance Committee
Report to Governance when significant issue arises

How is Risk Communicated
Focus of orientation and regular updating/review of processes with particular emphasis toward staff involved in transactions.

How Often is Risk Reviewed
Continually (business processing, contracts, monitoring and reporting mechanisms).
**Business Interruption**
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Likely 66-90%

*How is Risk Identified (where & who does info. come from, include titles and departments)*
All Executive Committee members; Business Services; Human Resources; central administration

*Why is Risk Happening - Contributing Factors*
Unanticipated events based on external factors beyond university control

*What Are The Consequences /Impacts of This Risk*
Loss of research materials; loss of classroom time; loss of data

*Mitigating Factors*
Back-up cloud based data systems; back-up generators and emergency power; quarantine plans; plans with local law and emergency services; Business Continuity Planning

*How Does Risk Interface With Other Portfolios*
All portfolios are affected

*How Does Risk Interface With Governance Committee*
Report to Governance when significant issue arises

*How is Risk Communicated*
Emergency preparedness plans, case studies and practice sessions; investment in back-up systems

*How Often is Risk Reviewed*
Ongoing by Finance and Budget Services and central administration

**Capital Project**
Risk Significance = Major = Action and review by risk owners
Risk Likelihood = Likely 66-90%

*How is Risk Identified (where & who does info. come from, include titles and departments)*
Strong management/oversight of all capital projects, from small renovation projects to multi-million dollar new builds. Prescribed capital project procedures designed to identify and mitigate risks.

*Why is Risk Happening - Contributing Factors*
Large number of capital projects undertaken simultaneously.

*What Are The Consequences /Impacts of This Risk*
Missed schedules, over-budget, academic impact of facilities not being ready when needed, contractual disputes. Reputational impact.

*Mitigating Factors*
Comprehensive Capital Project policies and practices; procurement oversight; strong project management functions at all levels. Constant monitoring and reporting.

*How Does Risk Interface With Other Portfolios*
Primary responsibility for Level 2 and Level 3 is an institutional responsibility

*How Does Risk Interface With Governance Committee*
Regular reporting on capital projects
How is Risk Communicated
Risk management practices internalized for all projects; Project Planning Committees, Project Committees, UTM’s Space Planning & Management Committee, capital projects design & construction group within Facilities Management & Planning.

How Often is Risk Reviewed
This has been the focus of the new Executive Director.

Compliance
Risk Significance = Low = Requires no attention apart from monitoring
Risk Likelihood = Likely 66-90%

How is Risk Identified (where & who does info. come from, include titles and departments)
CAO; VP: Academic; VP: Research; Chief Librarian; Director I&ITS

Why is Risk Happening - Contributing Factors
Multiple operations and programs that operate with high degree of autonomy

What Are The Consequences /Impacts of This Risk
Legal action; financial penalties; loss of access; reputational risk

Mitigating Factors
University licences; training and education; policies IITS leverages central licensing on many products, and encourages the campus to invest in site licensing to mitigate compliance and cost risks. IITS also manages an on-site key management service to enable staff/faculty to leverage concurrent licensing. IITS also manages an on-site key management service to enable staff/faculty to leverage concurrent licensing. IITS can also track license utilization via the managed desktop service, to ensure compliance. IITS also consults on hardware purchases and management to ensure encryption and information risk is managed.

How Does Risk Interface With Other Portfolios
Primarily affects portfolios associated with academic operations

How Does Risk Interface With Governance Committee
Approvals for University licenses; report to Governance when significant issue arises

How is Risk Communicated
Information about policies and licences provided by VP: Academic, VP: Research, Library

How Often is Risk Reviewed
Ongoing by Business Services, Library, one focus is on course content

Data Loss
Risk Significance = High = Action and review by President
Risk Likelihood = Unlikely 11-35%

How is Risk Identified (where & who does info. come from, include titles and departments)
Director, UTM I&ITS Additional unit heads, CAO’s portfolio, etc. Office of VP Research
Why is Risk Happening - Contributing Factors
IT - University data assets are not well-understood or inventoried; Controls on the storage and transmission of university data are minimal, undocumented, and/or not widely understood; Significant critical data is stored on endpoints outside the purview of centralized monitoring, auditing, or management.

What Are The Consequences /Impacts of This Risk
Disclosure or misuse of competitive or research materials; Reputational damage in the case of public breaches

Mitigating Factors
Information security awareness, outreach, and training; Localized, voluntary use of centralized storage and transmission services subject to information security controls; Localized, voluntary use of managed endpoint services (desktops and phones) ensuring encryption and proper disposal. Specific research initiatives to consult on services with elevated information security controls.

How Does Risk Interface With Other Portfolios
All portfolios can be affected and units holding personal information have the most sensitive data

How Does Risk Interface With Governance Committee
Governance sets IT policies; report to Governance when significant issue arises

How is Risk Communicated
Training; notifications from Information &; Instructional Technology Services (I&;ITS); security audits; regular updates and measures by I&;ITS

How Often is Risk Reviewed
Ongoing by IT, including action on intrusion attempts; scheduled back-ups

Emergency Communication
Risk Significance = High = Action and review by President
Risk Likelihood = Rare 0-10%

How is Risk Identified (where & who does info. come from, include titles and departments)
CAO; VP&P; Campus Police; VP: Academic; VP: Research; issues management; central administration; Dean of Students; Emergency Management Team

Why is Risk Happening - Contributing Factors
Primarily unanticipated events based on external factors beyond university control; planned response to known issues such as a strike

What Are The Consequences /Impacts of This Risk
Suspension of activities; health and physical safety risk; reputational risk

Mitigating Factors
Defined written plan and training; integrated response; issues management representative; aligned with central University response

How Does Risk Interface With Other Portfolios
All portfolios are affected

How Does Risk Interface With Governance Committee
Report to Governance when significant issue arises
**How is Risk Communicated**
Training for leadership; example scenarios; written protocols as menu driven response

**How Often is Risk Reviewed**
Ongoing, with training sessions and annual reviews to ensure familiarity and that new leadership is aware

**Environmental**
Risk Significance = High = Action and review by President
Risk Likelihood = Rare 0-10%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
CAO; VP: Research; VP: Academic; Principal Investigators; Occupation Health & Safety Committees

**Why is Risk Happening - Contributing Factors**
Multiple operations that operate with high degree of autonomy handling chemical compounds, hazardous waste, biosafety containment, laser sources, radioactive materials

**What Are The Consequences /Impacts of This Risk**
Suspension of activities; health and physical safety risk; legal issues; reputational risk

**Mitigating Factors**
Policies and training; warning systems; limiting quantities; inspections

**How Does Risk Interface With Other Portfolios**
Typically related to laboratory operations but also Health Services

**How Does Risk Interface With Governance Committee**
Governance sets safety policies; report to Governance when significant issue arises

**How is Risk Communicated**
Training; inspections; inventory reporting requirements; policy requirements

**How Often is Risk Reviewed**
Ongoing including snap audits and annual updates to certificates and licences

**Equipment Loss**
Risk Significance = Major = Action and review by risk owners
Risk Likelihood = Rare 0-10%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
CAO; Information Technology manager; VP: Research

**Why is Risk Happening - Contributing Factors**
Equipment failure; power grid surges; deliberate acts

**What Are The Consequences /Impacts of This Risk**
Suspension of activities; health and physical safety risk; reputational risk

**Mitigating Factors**
Security systems; training; warning systems; limited access
How Does Risk Interface With Other Portfolios
All portfolios are affected

How Does Risk Interface With Governance Committee
Governance sets IT policies; report to Governance when significant issue arises

How is Risk Communicated
Training of individuals with access; plans with emergency services

How Often is Risk Reviewed
Ongoing for security and safety systems with monthly inspections

Health & Safety
Risk Significance = High = Action and review by President
Risk Likelihood = Unlikely 11-35%

How is Risk Identified (where & who does info. come from, include titles and departments)
Very active Occupational Health & Safety Committee that regularly reviews higher-risk sites (such as laboratories). Regular reviews, surveillance of campus activities and developments by UTM's Police, Dean of Student Affairs, Executive Director Facilities Management &; Planning and the Emergency Management Team.

Why is Risk Happening - Contributing Factors
UTM campus is a large, complex setting with a total population of around 16,000 - it is essentially a small town.

What Are The Consequences/Impacts of This Risk
Depends totally on the risk and how that manifests itself.

Mitigating Factors
Depends totally on the risk and how that manifests itself. Emergency Response protocols among three campuses are full integrated.

How Does Risk Interface With Other Portfolios
Emergency Response protocols among three campuses are full integrated.

How is Risk Communicated
Emergency Management Protocols

How Often is Risk Reviewed
Constantly

Intellectual Property Risk
Risk Significance = High = Action and review by President
Risk Likelihood = Rare 0-10%

How is Risk Identified (where & who does info. come from, include titles and departments)
VP: Research; Chief Librarian; Executive Director of Advancement

Why is Risk Happening - Contributing Factors
Potential for theft
**What Are The Consequences /Impacts of This Risk**
Financial loss; sanctions by sponsors; reputational risk

**Mitigating Factors**
Security protocols for data systems; vigilance in external use; licensing protocols; clarity of approvals that are required

**How Does Risk Interface With Other Portfolios**
Primarily affects academic portfolio

**How Does Risk Interface With Governance Committee**
Governance sets policies; report to Governance when significant issue arises

**How is Risk Communicated**
Policies about use; requirements of sponsors are understood with sign-off; security requirements for data storage and transmission

**How Often is Risk Reviewed**
Ongoing by VP: Research, Library

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**Leadership**
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Unlikely 11-35%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
Executive Committee and those reporting to VP&P

**Why is Risk Happening - Contributing Factors**
Multiple operations that operate with high degree of autonomy; changing personal situations and pressures

**What Are The Consequences /Impacts of This Risk**
Reduction in unit effectiveness; decrease in morale; potential challenges in recruitment and retention; financial loss; reputational risk

**Mitigating Factors**
Process of selection of leaders; support of leaders for success and career advancement; integration as a team member

**How Does Risk Interface With Other Portfolios**
All portfolios are affected

**How Does Risk Interface With Governance Committee**
Governance sets policies; report to Governance when significant issue arises

**How is Risk Communicated**
Search committees are suitably prepared; responsiveness to accountability and performance reviews; implementation of career development training and opportunities

**How Often is Risk Reviewed**
Annual performance and accountability reviews; action when concerns arise
**Loss of Key Staff/Succession Risk**
Risk Significance = High = Action and review by President
Risk Likelihood = Unlikely 11-35%

*How is Risk Identified (where & who does info. come from, include titles and departments)*
Executive Committee and those reporting to VP & P; all departmental and unit managers, supervisors; HR

*Why is Risk Happening - Contributing Factors*
Unexpected events that impact continuity

*What Are The Consequences /Impacts of This Risk*
Reduction in unit effectiveness; challenge in course or program delivery; decrease in morale; potential challenges in recruitment and retention; financial loss; reputational risk

*Mitigating Factors*
Plans for covering every position in case of absence through cross-training; sufficient inclusion of selected personnel so that replacement of leadership position can take place; succession planning; 2017 development of protocol for Dean, Academic’s Office to handle unexpected death of faculty member provide timely and helpful support immediately to cover replacement of teaching obligations, counselling for students, staff and faculty.

*How Does Risk Interface With Other Portfolios*
All portfolios can be affected

*How Does Risk Interface With Governance Committee*
Report to Governance when significant issue arises

*How is Risk Communicated*
Process of regularly ensuring coverage of any position while incumbent is away; ensuring that data access can be achieved during absences; regular review of anticipated turnover

*How Often is Risk Reviewed*
Ongoing by VP: Academic, CAO, VP & P, VP: Research; Director HR

**Organizational Structure**
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Rare 0-10%

*How is Risk Identified (where & who does info. come from, include titles and departments)*
Very active Occupational Health & Safety Committee that regularly reviews higher-risk sites (such as laboratories). Regular reviews, surveillance of campus activities and developments by UTM’s Police, Dean of Student Affairs, Executive Director Facilities Management &; Planning and the Emergency Management Team.

*Why is Risk Happening - Contributing Factors*
UTM campus is a large, complex setting with a total population of around 16,000 - it is essentially a small town.

*What Are The Consequences /Impacts of This Risk*
Depends totally on the risk and how that manifests itself.
Mitigating Factors
Depends totally on the risk and how that manifests itself. Emergency Response protocols among three campuses are full integrated.

How Does Risk Interface With Other Portfolios
Emergency Response protocols among three campuses are full integrated.

How is Risk Communicated
Emergency Management Protocols

How Often is Risk Reviewed
Constantly

Partnering
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Rare 0-10%

Why is Risk Happening - Contributing Factors
Unexpected lack of demand; lack of leadership; financial or infrastructure constraints

What Are The Consequences /Impacts of This Risk
Reduction in program effectiveness; financial loss; reputational risk

Mitigating Factors
Monitoring of student demand; establishing an effective budget; suitable leadership; performance reviews All partnership agreements are now being reviewed by Internal Legal Counsel

How Does Risk Interface With Other Portfolios
Primarily affects academic portfolios

How Does Risk Interface With Governance Committee
Report to Governance when significant issue arises; significant partnerships are reported to Governance

How Often is Risk Reviewed
Typically involves annual performance reviews

Physical Facilities
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Unlikely 11-35%

How is Risk Identified (where & who does info. come from, include titles and departments)
Regular monitoring of all facilities and infrastructure; annual maintenance/repair provisions in financial plans; constant reporting of deficiencies as they are identified.

Why is Risk Happening - Contributing Factors
UTM campus represents significant inventory of physical structures and supporting infrastructure (campus is now 50 years old).

What Are The Consequences /Impacts of This Risk
Interruption of use of facilities, possible impact on continuing research projects, additional significant and unanticipated costs.
**Mitigating Factors**
Constant monitoring and action.

**How Does Risk Interface With Other Portfolios**
Any portfolio could be impacted

**How Does Risk Interface With Governance Committee**
Report to Governance when significant issue arises;

**How is Risk Communicated**
Annual maintenance reporting and regular operational maintenance reporting

**How Often is Risk Reviewed**
Regularly

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**Individual Behaviour**
Risk Significance = High = Action and review by President
Risk Likelihood = Possible 36-65%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
Dean of Students Affairs; Assistant Deans; Health Services; Accessibility services; Residences; Phys Ed services. Faculty and staff are also aware of the need to report concerning behaviours.

**Why is Risk Happening - Contributing Factors**
Natural characteristic of the typical age-group that makes up our large student population.

**What Are The Consequences /Impacts of This Risk**
Health and safety; legal liabilities; reputational risk; risk to individual’s degree attainment.

**Mitigating Factors**
Multi-disciplinary team that deals with the most concerning behaviors, including: mental health; safety; legal; behavioural professionals.

**How Does Risk Interface With Other Portfolios**
Potentially could impact almost all portfolios.

**How Does Risk Interface With Governance Committee**
Report to Governance when significant issue arises through university’s High Risk Team.

**How is Risk Communicated**
Student Code of Conduct and policies; training during orientation and following up during first year; active student support programming; messages jointly delivered with Student Unions

**How Often is Risk Reviewed**
Ongoing by all involved.

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**System Access**
Risk Significance = High = Action and review by President
Risk Likelihood = Rare 0-10%
How is Risk Identified (where & who does info. come from, include titles and departments)
CAO; Information Technology manager, Registrar

Why is Risk Happening - Contributing Factors
Deliberate efforts to access secure information

What Are The Consequences /Impacts of This Risk
Legal action; reputational risk; financial loss

Mitigating Factors
System security; monitoring of access

How Does Risk Interface With Other Portfolios
All portfolios can be affected

How Does Risk Interface With Governance Committee
Governance sets IT policies; report to Governance when significant issue arises

How is Risk Communicated
Training; security audits; establishment and refreshing of security protocols

How Often is Risk Reviewed
Ongoing, including action on intrusion attempts and monitoring of access

System Development
Risk Significance = Low = Requires no attention apart from monitoring
Risk Likelihood = Rare 0-10%

How is Risk Identified (where & who does info. come from, include titles and departments)
CAO; Information Technology manager, Registrar

Why is Risk Happening - Contributing Factors
Outdated structures that do not reflect evolution to new circumstances

What Are The Consequences /Impacts of This Risk
Reduction in unit effectiveness; challenge in course or program delivery; potential challenge in recruitment; financial loss; reputational risk

Mitigating Factors
Wide participation in selection and design of new systems

How Does Risk Interface With Other Portfolios
All portfolios can be affected

How Does Risk Interface With Governance Committee
Governance sets IT policies; report to Governance when significant issue arises

How is Risk Communicated
Community invitations to participate in new system development; performance reviews of system effectiveness

How Often is Risk Reviewed
Ongoing by IT and CAO
Social Activism
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Possible 36-65%

How is Risk Identified (where & who does info. come from, include titles and departments)
Intelligence led policing, social media, Communications Department, faculty, UTMSU, or from the activists/protestors themselves.

Why is Risk Happening - Contributing Factors
Dissatisfaction or perceived frustration with governmental or university policy and/or actions, social or environmental activism.

What Are The Consequences /Impacts of This Risk
Possible impact to university operations and/or reputation to the university. In extreme albeit rare occurrences possible risk of harm to persons or damage to assets.

How Does Risk Interface With Other Portfolios
Executive Committee considers actions and reactions so that all portfolios are represented

How Does Risk Interface With Governance Committee
Report to governance when significant issue arises

How is Risk Communicated
Information flows from and is distributed to all Executive Committee members and is coordinated by Student Affairs, Campus Police and the Office of Advancement, with information flagged to the local Issues Management coordinator

How Often is Risk Reviewed
Ongoing by Dean of Students, Communications, Campus Police, VP&P, VP: Academic

Other Operational: ITS Business Information Risk
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Unlikely 11-35%

How is Risk Identified (where & who does info. come from, include titles and departments)
CAO and IITS Director

Why is Risk Happening - Contributing Factors
Potential for poor allocation of personnel, under or over resourcing of groups or projects, lack of coordination.

What Are The Consequences /Impacts of This Risk
Financial impact, delays in project timelines, unrealistic expectations on individuals or groups.
**Mitigating Factors**

IITS has operationalized ServiceNow, a service management product to track and manage not only its own work but is assisting other departments with their work management as well. IITS in this role is a business enabler for UTM as a whole. IITS has onboarded business workflows from multiple portfolios (FMP, Student Services, Campus Police, among others) into ServiceNow, and will continue to function as a Service Management Centre of Excellence on campus. Additionally, IITS has taken on intake and triaging for the FMP service points to remove duplication of resources, and improve service. IITS has implemented strict change management according to ITIL best practices to increase coordination, increase awareness, and mitigate against the adverse effects of conflicting changes. IITS has increased its Project Management capacity, and will do so further in the near future, to: organize and allocate resources more efficiently, prevent waste, deliver projects on time, improve coordination from within the department and intra-departmental coordination. IITS has undergone a restructuring, including the launch of a brand new Service Desk, to more efficiently and quickly respond to community needs.

**How Does Risk Interface With Other Portfolios**

Business operations largely falls within the department under the IITS Director and naturally to the CAO portfolio. As noted, some IITS improvements have enabled other departments to improve their business operations as well.

**How Does Risk Interface With Governance Committee**

Overall business operations and efficiency would be reported on to Governance by the CAO.

**How is Risk Communicated**

This is a general operations and organisational risk to UTM; changes to business practices are communicated when required on an per issue basis.

**How Often is Risk Reviewed**

Ongoing.

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**Strategic**

**Faculty Recruitment & Retention**

Risk Significance = High = Action and review by President  
Risk Likelihood = Rare 0-10%

**How is Risk Identified (where & who does info. come from, include titles and departments)**

Vice Dean, Faculty and Vice Principal, Academic & Dean

**Why is Risk Happening - Contributing Factors**

Primarily due to very high cost of housing in the GTA; Location of campus and primary emphasis on undergraduate education is also a contributing factor vis-à-vis STG campus and other more urban graduate-oriented universities. Unprecedented growth in very popular fields such as Computer Science and lack of ability of university to compete with private sector for PhD graduates

**What Are The Consequences /Impacts of This Risk**

Reputational because word gets out that we do not have the ability to attract most highly sought-after scholars in competitive fields. Particularly in terms of diversity and extremely popular areas of study.
Mitigating Factors
Situation is regularly monitored by Chairs and Directors as they receive feedback regularly from their faculty and their recruits during the hiring cycle. They report to Vice Dean, Faculty if there are issues re: quality of candidates and/or problems with the quality of the offers being made to possible hires.

How Does Risk Interface With Other Portfolios
Reputational but also fundamental in that pathbreaking research and teaching is difficult to undertake without superb faculty in place

How Does Risk Interface With Governance Committee
Faculty recruitment and retention is overseen by Vice Provost, Faculty and the Provost. Also the President. We should come up with a housing subsidy that actually makes a difference to junior faculty.

How is Risk Communicated
Via weekly discussion with the Vice Provost, Faculty re: offers and retention issues.

How Often is Risk Reviewed
Ongoing

Non-compliance with Governance Requirements
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Rare 0-10%

How is Risk Identified (where & who does info. come from, include titles and departments)
Governance secretariat; VP&P; VP:Research; VP: Academic; CAO

Why is Risk Happening - Contributing Factors
Multiple operations and individuals that operate with high degree of autonomy

What Are The Consequences /Impacts of This Risk
Potential legal issues; deficient leadership; loss of morale; reputational cost

Mitigating Factors
Oversight by VP: Academic, VP: Research and VP&P; CAO; suitable training and career advancement opportunities

How Does Risk Interface With Other Portfolios
Can impact all portfolios with the academic portfolios being the most sensitive

How Does Risk Interface With Governance Committee
Ongoing reviews by Governance secretariat; frequent meetings of VP: Academic, VP: Research and VP&P with their reports

How is Risk Communicated
University policy and procedures are reinforced; all new administrators are informed and trained

How Often is Risk Reviewed
Annual performance reviews and accountability reports; monthly meetings of Chairs and Directors; weekly meeting of Executive Committee
Reputation
Risk Significance = High = Action and review by President
Risk Likelihood =

How is Risk Identified (where & who does info. come from, include titles and departments)
Principal Investigator, Provost, Legal Counsel, UTM VP&P, Dean and VP Academic (UTM), VP Research & Innovation, VP Advancement, VP Communications, Departmental Chair (CPS), Executive Director of Marketing and Communications (UTM), Executive Director of Advancement (UTM).

Why is Risk Happening - Contributing Factors
Inadequate media relations strategy during a recent crisis; isolation of affected faculty/staff from communications planning and support; no communications plan to rebuild reputation, confidence and trust in the affected area following a recent crisis.

What Are The Consequences /Impacts of This Risk
Community stakeholders lose confidence in UTM’s research agenda; current and prospective donors withdraw support; long-term funding from all sources (private and public) for research area is compromised.

Mitigating Factors
VP Advancement and Executive Director of Advancement (UTM) communicated with donors before, during and after media crisis to allay concerns and retain support. Executive Director of Advancement (UTM) working with principal investigator and Advancement Communications team to design campaign communications material that focus on the strengths, merit and vision of research area.

How Does Risk Interface With Other Portfolios
Risk affects VPRI, Advancement, Communications, and Government Relations portfolios.

How Does Risk Interface With Governance Committee
Governing Council and UTM Campus Council fully briefed on issue

How is Risk Communicated
Report to Governance on status of issue through UTM VP&P.

How Often is Risk Reviewed
Regularly through Provostial and VPRI channels as well as the UTM executive committee.

Research Risk
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Rare 0-10%

How is Risk Identified (where & who does info. come from, include titles and departments)
VP:Research; VP:Academic; CAO

Why is Risk Happening - Contributing Factors
Inherent health and safety risks of procedures and equipment; risks associated with ethics and conduct

What Are The Consequences /Impacts of This Risk
Suspension or termination of affected activity; penalties and sanctions; reputational impact

Mitigating Factors
Health and Safety training; ethical protocol requirements and approvals; regular inspections.
How Does Risk Interface With Other Portfolios
Research labs and experiential learning with external partners touch on Research portfolio and academic Dean portfolio

How Does Risk Interface With Governance Committee
Report to governance when significant issue arises; ethics approvals from ethics committee

How is Risk Communicated
Communication protocol in place - Professor of an ROP course that requires fieldwork to explicitly warn students of possible physical risks prior to taking the course. Training requirements; written ethics policies and procedures; Occupational Health & Safety committees and personnel.

How Often is Risk Reviewed
Ongoing in that all researchers must have evidence of appropriate training; VP:Research reviews ethics approvals

University leadership
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Rare 0-10%

How is Risk Identified (where & who does info. come from, include titles and departments)
Principal; Vice-Principal Academic and Dean; Vice-Principal Research; Dean of Student Affairs; Registrar; Executive Director Advancement, CAO

Why is Risk Happening - Contributing Factors
Large number of employees with distributed management system

What Are The Consequences /Impacts of This Risk
Loss of efficiency, opportunity cost in recruitment, retention, sponsorship

Mitigating Factors
Regular performance reviews, strategic planning cycles, Academic Plan 2017 and ABR

How Does Risk Interface With Other Portfolios
All portfolios are impacted, and academic portfolios are the most sensitive

How Does Risk Interface With Governance Committee
Priorities, vision and mission are considered and confirmed by Campus Council, Campus Affairs Committee, and Academic Affairs Committee

How is Risk Communicated
Campus governance meetings with tri-campus Vice-Presidents; monthly briefing of President; weekly meetings of Executive Committee

How Often is Risk Reviewed
Campus governance every 1-2 months; monthly meetings with tri-campus Vice-Presidents; monthly briefing of President; weekly meetings of UTM Executive Committee
Compliance

**Grant Sponsors / Donation Compliance**
Risk Significance = Low = Requires no attention apart from monitoring
Risk Likelihood = Unlikely 11-35%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
VP Research Advancement

**Why is Risk Happening - Contributing Factors**
Terms of gift Lack of understanding of obligations of those responsible

**What Are The Consequences /Impacts of This Risk**
impact future funding penalties, sanctions

**Mitigating Factors**
• ensure expectations are complied to • position in place to work with PI and dept

**How Does Risk Interface With Other Portfolios**
• affecting reputation and impact on ability to garner more resources

**How Does Risk Interface With Governance Committee**
• affecting reputation and impact on ability to garner more resources

**How is Risk Communicated**
• benchmarking • accountability • donor requiring reporting

**How Often is Risk Reviewed**
annually

**Legal & Regulatory**
Risk Significance = Low = Requires no attention apart from monitoring
Risk Likelihood = Unlikely 11-35%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
Local legal counsel and in coordination with Senior Legal Counsel and Counsel in VP portfolios

**Why is Risk Happening - Contributing Factors**
Students, faculty or staff do not abide by legislation, regulations or policies
Students, faculty or staff do not abide by other legally enforceable obligations, such as, for example: Grant funding requirements; Contractual obligations, and Intellectual property rights
Legislative obligations

**Mitigating Factors**
Policies and procedures, legal education and compliance activities. Some examples include: Auditing by funding regulatory and funding agencies
Policy on approval and execution of contracts and documents
Freedom of information and privacy training
Academic administrator training and business officer training
Affiliation agreements Compliance education by Research Services and Innovation @ U of T
Academic appointments policies and other human resources
How Does Risk Interface With Other Portfolios
HR, Procurement, legal counsel

How Does Risk Interface With Governance Committee
Ongoing legal reporting as per governance process

How is Risk Communicated
as per policies and procedures and regulatory processes

How Often is Risk Reviewed
as per policies and procedures and regulatory processes

Financial

Cash Flow
Risk Significance = Low = Requires no attention apart from monitoring
Risk Likelihood = Possible 36-65%

How is Risk Identified (where & who does info. come from, include titles and departments)
Director-Financial Services, CAO

Why is Risk Happening - Contributing Factors
• enrolment targets not met • revenues less than expected • charged by centre with various pieces that were not communicated • local expenditures are tracked carefully, shortfalls expected but can't control centre what government will do in terms of revenue

What Are The Consequences /Impacts of This Risk
• experience shortfall or deficit • constrain ability to achieve our goals

Mitigating Factors
• modeling and forecasting • annual budget process • management variance reports • purchasing policies, competitive bids

How Does Risk Interface With Other Portfolios
• registrars, dean's office

How Does Risk Interface With Governance Committee
campus affairs

How is Risk Communicated
• ongoing management reports

How Often is Risk Reviewed
Monthly

Credit
Risk Significance = Low = Requires no attention apart from monitoring
Risk Likelihood = Possible 36-65%
How is Risk Identified (where & who does info. come from, include titles and departments)
Director - Financial Services, CAO

Why is Risk Happening - Contributing Factors
• customer having financial problems, unable to meet obligation

What Are The Consequences / Impacts of This Risk
• lost revenue

Mitigating Factors
• regular follow up on outstanding receivable balances

How Does Risk Interface With Other Portfolios
n/a

How Does Risk Interface With Governance Committee
n/a

How is Risk Communicated
• ongoing reporting

How Often is Risk Reviewed
Monthly

Enrolment
Risk Significance = Major = Action and review by risk owners
Risk Likelihood = Possible 36-65%

How is Risk Identified (where & who does info. come from, include titles and departments)
Dean, CAO (St. George but Effort to attract students is done locally

Why is Risk Happening - Contributing Factors
• restricting enrolment targets • tuition increases • international student issues

What Are The Consequences / Impacts of This Risk
• decreased resources • ability to meet obligations and achieve goals/strategies

Mitigating Factors
• Central maintaining advocacy piece with Government and informed of changes • Locally: ensure revenue diversification • multi budget review process in projecting impact on government decisions

How Does Risk Interface With Other Portfolios
Institutional wide impact

How Does Risk Interface With Governance Committee
• governance cycle as appropriate

How is Risk Communicated
• ongoing reporting

How Often is Risk Reviewed
annually
**Integrity**
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Unlikely 11-35%

*How is Risk Identified (where & who does info. come from, include titles and departments)*
Principal, Dean, VP research, CAO, Senior team

*Why is Risk Happening - Contributing Factors*
Academic fraud Labour unrest, strikes Student protest leading to violence or property damage Controversial events on campus, either externally- or internally- sponsored Intensified competition for research and innovation funding and related awards Funding redistribution and regional capacity-building by provincial and national governments (i.e. the 'peanut-butter problem') Negative 'ranking' and survey results at the national or international level

*What Are The Consequences /Impacts of This Risk*
- reputation impacts
- recruitment number risk
- enrolment risk

*Mitigating Factors*
- Regular internal communication on issues as they arise
- Proactive and regular communication with key stakeholders
- Appropriate policy framework
- Communication of University of Toronto values and excellence
- Continued advocacy for merit-based allocation of funds or research and innovation
- Response to situations consistent with policies and process, values and ethical positions.

*How Does Risk Interface With Other Portfolios*
Institutional wide impact

*How Does Risk Interface With Governance Committee*
as applicable

*How is Risk Communicated*
internal/external review body

*How Often is Risk Reviewed*
identified internally, raised at chain of command

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**Liquidity**
Risk Significance = Low = Requires no attention apart from monitoring
Risk Likelihood = Possible 36-65%

*How is Risk Identified (where & who does info. come from, include titles and departments)*
Financial services and other depts

*Why is Risk Happening - Contributing Factors*
- random acts of petty theft

*What Are The Consequences /Impacts of This Risk*
- loss of assets

*Mitigating Factors*
- use of credit cards and not cash
- checks and balances
- adequate supporting documentation
How Does Risk Interface With Other Portfolios
• impact dept., not necessarily across the board portfolio impact

How Does Risk Interface With Governance Committee
• governance cycle as appropriate

How is Risk Communicated
• ongoing reporting (eg. Fixed assets)

How Often is Risk Reviewed
annually

Opportunity Loss
Risk Significance = Low = Requires no attention apart from monitoring
Risk Likelihood = Unlikely 11-35%

How is Risk Identified (where & who does info. come from, include titles and departments)
Financial services, CAO, other

Why is Risk Happening - Contributing Factors
• time value constraints • transact and admin constraints

What Are The Consequences /Impacts of This Risk
• effects operations • poor return on funds

Mitigating Factors
• management practices (HR, financial services, senior team)

How Does Risk Interface With Governance Committee
n/a

How is Risk Communicated
ongoing reporting

How Often is Risk Reviewed
as applicable

Outsourcing
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Possible 36-65%

How is Risk Identified (where & who does info. come from, include titles and departments)
Financial Services, Facilities Mgmt

Why is Risk Happening - Contributing Factors
• not sufficient resources finished in required times • not overseeing or effective project management

What Are The Consequences /Impacts of This Risk
• interruption of service • project not completed on time • cost of litigation, delays • safety issue
**Mitigating Factors**
- monitor contracts closely

**How Does Risk Interface With Other Portfolios**
dependent on contract

**How Does Risk Interface With Governance Committee**
as applicable

**How is Risk Communicated**
- regular reporting

**How Often is Risk Reviewed**
- annually

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**Procurement**
Risk Significance = Low = Requires no attention apart from monitoring
Risk Likelihood = Unlikely 11-35%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
Financial services, CAO and others

**Why is Risk Happening - Contributing Factors**
- process not followed
- outsourc community low availability

**What Are The Consequences /Impacts of This Risk**
- purchasing power diminishes

**Mitigating Factors**
- pre-qualified bidders, policies in place

**How Does Risk Interface With Other Portfolios**
as per procurement requirements arise

**How Does Risk Interface With Governance Committee**
as applicable

**How is Risk Communicated**
as appropriate/contract to contract

**How Often is Risk Reviewed**
contract to contract

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**Operational**

**Authority/Limit**
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Rare 0-10%
**How is Risk Identified (where & who does info. come from, include titles and departments)**
Financial services, CAO

**Why is Risk Happening - Contributing Factors**
- cutting corners to get job done

**What Are The Consequences /Impacts of This Risk**
- create financial loss, reputational issues, moral impact

**Mitigating Factors**
- strong authority limits and practices

**How Does Risk Interface With Other Portfolios**
across many portfolios

**How Does Risk Interface With Governance Committee**
as applicable

**How is Risk Communicated**
ongoing reporting

**How Often is Risk Reviewed**
as applicable

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**Business Interruption**
Risk Significance = Major = Action and review by risk owners
Risk Likelihood = Possible 36-65%

**How is Risk Identified (where & who does info. come from, include titles and departments)**
Executive Team, institutional portfolios

**Why is Risk Happening - Contributing Factors**
- issues beyond control (power failure, weather, IT)

**What Are The Consequences /Impacts of This Risk**
- operation shut down/business interruption

**Mitigating Factors**
- IT infrastructure redundancy at UTSC redundant link to St. George • back up power to critical infrastructure

**How Does Risk Interface With Other Portfolios**
across portfolios

**How Does Risk Interface With Governance Committee**
as applicable

**How is Risk Communicated**
- as risk arises

**How Often is Risk Reviewed**
- as risk arises
**Capital Project**
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Possible 36-65%

*How is Risk Identified (where & who does info. come from, include titles and departments)*
Project Manager - University Planning, Design &; Construction, Project Manager - Facilities Management
Project Manager - Design &; Construction Management

*Why is Risk Happening - Contributing Factors*
could be a variety of factors, including delivery issues, unanticipated field problems, contractor problems

*What Are The Consequences /Impacts of This Risk*
in the worst case, missing completion date could jeopardize delivery of academic or research programs

*Mitigating Factors*
can help to reduce or eliminate risk

*How Does Risk Interface With Other Portfolios*
impact on various portfolios and operations

*How Does Risk Interface With Governance Committee*
as applicable

*How is Risk Communicated*
ongoing assessment communicated to senior executives

*How Often is Risk Reviewed*
on an ongoing basis

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**Compliance**
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Rare 0-10%

*How is Risk Identified (where & who does info. come from, include titles and departments)*
ITTS

*Why is Risk Happening - Contributing Factors*
• access to management of desktops for software storage • lack of tools and practices for monitoring
• unauthorized student activity outside of control

*What Are The Consequences /Impacts of This Risk*
• reputation risk • financial risk

*Mitigating Factors*
• campus license agreement with Microsoft • UTSC manage desktop (restricted access to work stations)
• appliance that manages systems software and compliance

*How Does Risk Interface With Other Portfolios*
across portfolios

*How Does Risk Interface With Governance Committee*
as applicable
How is Risk Communicated
• communications as per unauthorized use policy

How Often is Risk Reviewed
incident basis

Data Integrity
Risk Significance = Major = Action and review by risk owners
Risk Likelihood = Unlikely 11-35%

How is Risk Identified (where & who does info. come from, include titles and departments)
IITS

Why is Risk Happening - Contributing Factors
• technology issues, inappropriate procedure to access to information • user error

What Are The Consequences /Impacts of This Risk
• reputation • loss of confidential information

Mitigating Factors
• access to data restricted and in secure facility • mandatory encryption in place • information security guidelines

How Does Risk Interface With Other Portfolios
across portfolios

How Does Risk Interface With Governance Committee
as applicable

How is Risk Communicated
as risk arises

How Often is Risk Reviewed
on an ongoing basis

Emergency Communication
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Possible 36-65%

How is Risk Identified (where & who does info. come from, include titles and departments)
Communications, Campus Safety and Security, Executive Level

Why is Risk Happening - Contributing Factors
Inadequate training Human error Network failure Inability to access channels externally Communications objectives not defined Target audience(s) not well-defined Failure to share information and do so in a timely manner

What Are The Consequences /Impacts of This Risk
- Reputational risk - inefficient communication channels
Mitigating Factors
Clarity of message “Noise” on the channel Agreement on roles and responsibilities

How Does Risk Interface With Other Portfolios
across portfolios

How Does Risk Interface With Governance Committee
across portfolios

How is Risk Communicated
ongoing basis

How Often is Risk Reviewed
on an ongoing basis

Environmental
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Possible 36-65%

How is Risk Identified (where & who does info. come from, include titles and departments)
The responsibility for this is shared by Environmental Health & Safety and the department dealing with these substances on an ongoing basis VP research, facilities management, EHS

Why is Risk Happening - Contributing Factors
• biohazardous waste improperly decontaminated or disposed • procedures not followed • for unlawful purpose exposure/lack of control

What Are The Consequences /Impacts of This Risk
• release of infectious material into water/air • non compliance result in research funding risk

Mitigating Factors
• waste handling procedures • classroom training and on site • biosafety and ongoing communication site visits from waste handling group treatment and autoclaving ongoing basis

How Does Risk Interface With Other Portfolios
Facilities mgmt., academic units

How Does Risk Interface With Governance Committee
as applicable

How is Risk Communicated
• ongoing reporting

How Often is Risk Reviewed
annually for permit renewal/s as well ongoing basis

Health & Safety
Risk Significance = Low = Requires no attention apart from monitoring
Risk Likelihood = Unlikely 11-35%
How is Risk Identified (where & who does info. come from, include titles and departments)
Senior team (VP research, dept heads, Dean's office) PI's, EHS staff and by JHSC members, facilities mgmt

Why is Risk Happening - Contributing Factors
The extensive range of research and teaching activities involving hazardous materials. The variety of hazardous materials (radioisotopes, chemicals, biological, lasers, x-rays). The ongoing need to both commission and decommission labs. Increasingly complex federal, provincial and municipal requirements regarding all types of hazardous materials. The size and complexity of the organization. The large numbers of people who use and visit the campus daily. The budget constraints that limit preventive maintenance on an aging infrastructure. Time and performance pressures. The location of the St. George campus in a major urban setting.

What Are The Consequences /Impacts of This Risk
Poor employee health; Lost time from work; Lost funding; Increased costs and administrative burden for high hazard work (eg Bio-Containment Level 3 certification)

Mitigating Factors
** all identified mitigating factors are due to risk management practices

How Does Risk Interface With Other Portfolios
Health and Well-being for accommodations, WSIB claims; Risk Management and Insurance for student, contractor, visitor accident/incident claims; Research Services for release of funding dependent on compliance with granting agencies

How Does Risk Interface With Governance Committee
as applicable

How is Risk Communicated
Health and safety reporting in place per incident

How Often is Risk Reviewed
Annually for permitted lab work (or more frequently with addition of new hazardous materials or change in procedures) statistical analysis, quarterly reviewed

Leadership
Risk Significance = Low = Requires no attention apart from monitoring
Risk Likelihood = Unlikely 11-35%

How is Risk Identified (where & who does info. come from, include titles and departments)
executive Team

Why is Risk Happening - Contributing Factors
• insufficient training and resources • inability to provide performance rewards • poor or inconsistent management skills

What Are The Consequences /Impacts of This Risk
• reputation impacts • employee morale impacts • integrity impacts

Mitigating Factors
• mentoring program, leadership development • ODLP • performance reviews • employed development

How Does Risk Interface With Other Portfolios
across portfolios
How Does Risk Interface With Governance Committee
as applicable

How is Risk Communicated
various reporting

How Often is Risk Reviewed
at least annually

Loss of Key Staff/Succession Risk
Risk Significance = Low = Requires no attention apart from monitoring
Risk Likelihood = Possible 36-65%

How is Risk Identified (where & who does info. come from, include titles and departments)
HR

Why is Risk Happening - Contributing Factors
•mat leave, sick leave, retiring, high turnover, death

What Are The Consequences /Impacts of This Risk
•high turnover •loss of leaders, experienced employees •inexperienced employees

Mitigating Factors
•personnel development of employees •competitive salary and benefits

How Does Risk Interface With Other Portfolios
HR oriented

How Does Risk Interface With Governance Committee
as applicable

How is Risk Communicated
various reporting

How Often is Risk Reviewed
as applicable

Organizational Structure
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Unlikely 11-35%

How is Risk Identified (where & who does info. come from, include titles and departments)
HR and unit heads

Why is Risk Happening - Contributing Factors
•campus continues to grow •with growth requires ongoing evaluation of org structure

What Are The Consequences /Impacts of This Risk
•staff dissatisfaction and work load
Mitigating Factors
regular review and meetings with head of units

How Does Risk Interface With Other Portfolios
n/a

How Does Risk Interface With Governance Committee
n/a

How is Risk Communicated
n/a

How Often is Risk Reviewed
n/a

Partnering
Risk Significance = Low = Requires no attention apart from monitoring
Risk Likelihood = Possible 36-65%

How is Risk Identified (where & who does info. come from, include titles and departments)
CAO, Principal, executive director advancement, dean, VP research, Director of Partnerships and Legal Counsel

Why is Risk Happening - Contributing Factors
• UTSC continues to reach out to build partnerships and alliances to achieve broader campus objectives

What Are The Consequences /Impacts of This Risk
• reputational risk

Mitigating Factors
• establishment of partnership database • creation of dir. Ol partnerships • regular stakeholder meetings

How Does Risk Interface With Other Portfolios
see risk identification

How Does Risk Interface With Governance Committee
as applicable

How is Risk Communicated
regular updates to exec team to campus exec

How Often is Risk Reviewed
annually

Physical Facilities
Risk Significance = Low = Requires no attention apart from monitoring
Risk Likelihood = Rare 0-10%

How is Risk Identified (where & who does info. come from, include titles and departments)
Director - Facilities Management
Why is Risk Happening - Contributing Factors
usually a result of deferred maintenance not actioned

What Are The Consequences /Impacts of This Risk
could jeopardize business continuity, high cost implications to fix if not maintained.

Mitigating Factors
ongoing preventative maintenance and attention to the more serious deferred maintenance items

How Does Risk Interface With Other Portfolios
see consequences

How is Risk Communicated
formally via year-end report to Business Board

How Often is Risk Reviewed
formally - annually, informally - ongoing

Individual Behaviour
Risk Significance = Moderate = Immediate attention - Management to monitor
Risk Likelihood = Possible 36-65%

How is Risk Identified (where & who does info. come from, include titles and departments)
Dean of students, Safety and Security

Why is Risk Happening - Contributing Factors
• Age of students (high risk age group) • change in living environment

What Are The Consequences /Impacts of This Risk
• institutional reputation • student reputation • recruitment and enrolment impacts

Mitigating Factors
• student welfare committee • early identification of programs in place (flourish) • numerous supports and resources

How Does Risk Interface With Other Portfolios
student affairs, Office of the dean and Director of campus safety

How Does Risk Interface With Governance Committee
as applicable

How is Risk Communicated
on going basis with confidentiality adherence

How Often is Risk Reviewed
monthly and as per incident

System Access
Risk Significance =
Risk Likelihood =

How is Risk Identified (where & who does info. come from, include titles and departments)
See IITS