

BOARD OF GOVERNORS

Risk Matrix for Reports

Score	Impact of Risk	Strategic	Legal	Operational	Technological	Financial	Reputational
5	Very high	Activity does not support any pillar in Strategic Plan or other strategic planning documents or policies	Potential for major litigation; Termination of Contracts for Default; Criminal charges for non-compliance with regulation; significant regulatory orders	Activity has potential for internal/external fraud, injury to students or workers, damage to physical assets, business disruption, changes to processes	Requirement for major change to Enterprise IT system or significant upgrade to several faculty/department significant IT systems; Create single point of failure to critical system(s); Requires collection of large amounts of personal data (i.e. whole community)	Financial exposure of activity is \$4,000,000 and up	Growing significant coverage in national, international and social media
4	High	Activity supports one of the pillars in the Strategic Plan and one other planning document or policy	Potential for single major or numerous moderate litigation; Potential for increase for default of contract or increased assumption of risk assumed under contract; Potential for fines and orders under regulation	Activity has potential for injury to students or workers, damage to physical assets, business disruption, changes to processes	Requirement for significant change to Enterprise IT system or several faculty/department IT systems; Requires collection of significant amounts of personal data (i.e. all students or large research sample)	Financial exposure of activity is between \$3,000,000 and \$4,000,000	Wide coverage in national and social media

Score	Impact of Risk	Strategic	Legal	Operational	Technological	Financial	Reputational
3	Medium	Activity supports two of the pillars in the Strategic Plan and two other planning documents or policies	Single moderate litigation or numerous small litigation; Contract terms provide some form of indemnity for the University but not completely reciprocal; Potential rescinding of licenses required by regulation	Activity has potential for damage to physical assets, business disruption, changes to processes	Requirement for changes to several faculty/department IT systems; Requires collection of data from several groups of 2000 or less	Financial exposure of activity between \$2,000,000 and \$3,000,000	Some coverage in regional media (but controlled) and low level of coverage in social media
2	Low	Activity supports three of the pillars in the Strategic Plan and two other planning documents or policies	Single minor litigation; Reciprocal indemnity included in contract; Minimum compliance with regulation	Activity has potential for damage to physical assets; changes to processes	Requirement for changes to one faculty/department IT systems; Requires collection of data from one group of 1000 or less	Financial exposure of activity is between \$1,000,000 and \$2,000,000	Minor coverage in local and social media
1	Very Low	Activity supports all four of the pillars in the Strategic Plan and two other planning documents or policies	Threat of litigation required small payout; Indemnity clause fully in favour of the University with Risk fully transferred; University exceeds requirement for compliance under regulation	Activity has potential for changes to processes	No IT system changes required No collection of personal data	Financial exposure of activity is between 0 and \$1,000,000	No mention in any news or social media

Note: The text in each box are examples to assist with assessing the associated risks and are not inclusive of all potential risks under each category. Please contact the Director, Risk and Insurance should you have any questions regarding the Risk Matrix and how to assess any risks thereunder.