Attendees: Kristi Simpson (Acting Chair), Wency Lum, Rachael Scarth, Kane Kilbey, Jim Dunsdon, Andrew Coward, Tom Downie, Tom Phipps, Don Barnhardt, Ron Proulx, Rob Johns, Murray Griffith, Ben McAllister, Andy Mavretic, Bill Trott (for Julia Eastman), Mel Groves (for Bruce Kilpatrick), Rhonda Ljunggren (recorder)

Regrets: Gayle Gorrill, Adrian Round, Nancy Wright

1. Approval of Agenda

The meeting agenda was approved as circulated.

2. Chair’s Remarks

Ms. Simpson mentioned the unfortunate events in Fernie where several people passed away when exposed to ammonia that escaped from the local rink. Discussion ensued around the UVic ice rink which is monitored 24/7 with sensors to pick up any ammonia escape, as well as the fact we have boiler mechanics that are available around the clock. There is always a minimum of two people on shift as well as cameras and equipment monitored by security staff.

We will look at processes to improve and minimize our risk after the report comes out of the Fernie incident.

Mr. Johns advised that he has held a table top exercise for an ammonia leak incident and will invite the Saanich Fire department to contribute to another exercise.

Committee discussion raised the question of any alternatives to ammonia, which is the most common system for ice rinks.

3. Adoption of minutes of the meeting held April 25th, 2017

The minutes of the meeting held April 25th, 2017 were approved as circulated.

4. Business Arising:

4.1 Travel risk management policy (K. Kilbey)

Mr. Kilbey updated the committee on the work of the working group to review UVic’s off-campus travel policy. The policy is close to its final version and will return to the Cross-Institutional Steering Committee for review before further consultation occurs.
Options have been explored for having a central registry system and technology options are being investigated. Most Canadian post-secondary institutions are using the organization International SOS which offers a variety of emergency travel medical services and includes a travel registry.

UVic will also provide units and departments with other tools to support travel related initiatives.

The travel registry program is to be funded through IT Governance, with Dr. Wright forwarding the proposal through ASSC.

In summation, UVic is ready with the policy and tool and the website should be operational early in the new year.

4.2 Enterprise Risk Management Audit Update (A. Coward)

Mr. Coward outlined the ERM audit process. We now have results from the report, which are very positive compared to peers in BC and Western Canada regarding leadership and participation.

Nineteen recommendations came out of the report, with those pertinent to this committee including:

- Risk reporting will now only be going to the January BOG instead of in both January & November. This will provide an opportunity for the RMSC to provide feedback.
- Implementing Risk Appetite Statements – stating comfort level with rating of various risks. Risk appetite statements will be reviewed with Executive in December and the Board in April/May.
- Program integration with other programs/projects (i.e., capital projects, etc.)
- Departmental training for risk registers, upon request.
- Quantification of risk mitigation – more quantification within risk descriptions including a timeline for future mitigation strategies.
- Impact Table update – no material changes, with most changes clarifying nuances between major and moderate impacts. Will include administrative departments in addition to faculties.

5. New Business

5.1. Enterprise Risk Management Impact Table (A. Coward)

Mr. Coward reviewed wording changes in the impact tables with the committee.

5.2 Enterprise Risk Management- Review of High & Medium Risks (A. Coward)

Mr. Coward reviewed the very high and high strategic risks with the committee, noting a few changes in risk trends from 2016 to 2017.

Mr. McAllister referenced for the committee the annual process of risk reviews:

- The April RMSC meeting involves reviewing/updating the editorial sections of the risks; identifying changes to the indicators, mitigation strategies and any other necessary future strategies.
• The October meeting is for examining the scoring of risks to ensure the medium risk ratings are still current, and identifying that trends and risk mitigation owners are still appropriate.

The committee proceeded to conduct an overview of each medium risk, with risk owners asked to provide comments for the committee and speak to any changes.

5.3 Emergency Planning Update (R. Johns)

Mr. Johns updated the committee on emergency planning activities on campus. On the public education side, there has been emergency preparedness week with a number of workshops, as well as the ShakeZone on campus September 12th. The BC Shakeout on October 19th involved a test of the emergency notification system. 17K texts and 32.5K emails were sent out, with an increase in the number of text subscribers by 137% over the last two years. Almost 100% of faculty and staff have enrolled to receive notifications. Mr. Johns offered kudos to Communications & Marketing who ran the tests via text/email/twitter/VOIP/digital signage and website updates.

Emergency Planning is almost finished with fire drills for this year, with 91 performed to date and E-Hut scheduled for next week. The EOC has had exercises and training, with another exercise scheduled in November. The emergency call center is staffed and running up to speed.

5.4 Business Continuity Management (B. McAllister)

Mr. McAllister reminded the committee that late last year and early this year he conducted around 40 interviews to identify key functions that would significantly impact the university if they were halted. At the April meeting of the RMSC, a report was in the process of being finalized for the Board of Governors at the end of May. This report identified around 70 critical functions that the university performs. The report also committed to reporting back to the Board in May 2018 on the amount of effort and resources required for a department to propose solutions that will either reduce the likelihood of a disruption from occurring, or reduce the severity if the disruption occurs. A timeline is also needed for tackling these 70 items.

Mr. McAllister also advised that he is getting close to finalizing a survey/interview that should help to provide a road map to understanding the effort required for a department to propose solutions, and will also help determine which functions to focus on first.

Payroll has agreed to pilot the program once it has been refined. Discussions will start with function owners late November and will continue into the new year.

5.5 Social Engineering Fraud (M. Griffith)

Mr. Griffith noted that in August a Canadian university was the victim of an $11.8M fraud resulting from fraudulent emails directed to accounts payable staff requesting changes to banking information for 14 local construction firms. The banking information was updated in the vendor file without any verification of authenticity. Subsequent disbursements resulted in funds being redirected to fraudulent accounts, leaving the legitimate vendor unpaid. According to media reports, the majority of the funds have been traced and were recoverable.
In response to this incident, UVic immediately implemented changes in process, including:

- Banking information change requests will only be accepted by mail or in person.
- Banking information received on invoices will no longer be accepted and vendors must submit a hard copy form with a void cheque or bank teller stamp.
- When new or changed information is received, staff will phone the vendor and confirm its authenticity with two staff initialing the verification and input.

In addition, Financial Services will also be exploring the development of an automated email to be sent directly to vendors and employees, advising them that their banking information has been changed and to contact Financial Services if they did not initiate the change.

Mr. Griffith noted that since all UVic emails are available on its public-facing website, this may be a discussion point in the future. He also noted that UVic’s $250K social engineering insurance has been increased to $500K.

5.6 Cyber Security Update (W. Lum)

Ms. Lum reported that there has been an 800% increase in the number of security attacks detected since blocks were put in place. In 2015, six security reviews were conducted, but in 2017, 22 security reviews have already been conducted to date. Systems is working to build a cybersecurity program and enhancing existing technologies with improvements to firewalls. In recent years the big ransomware attacks (heartbleed, wannacry, etc.) have been tied to patching, therefore UVic needs to be proactive around patching without any delays despite a complex decentralized IT environment.

6. Reports

6.1 Due Diligence Report

- FMGT (R. Proulx)

Mr. Proulx noted that the 2017 report is substantively unchanged from the previous year’s report.

There being no further discussion, the meeting was adjourned at 2:45 pm.

Next meeting: April 23rd, 2018: MWB Boardroom 120, 1:30 – 3:00 pm