

Risk #	Heatmap Symbol *	Risk Category	Risk Title	Risk Description	Residual Likelihood	Residual Impact	Risk Rating	Ranking
10		Operational	Information Management & Security	The risk that CMTN does not have the mechanisms and expertise in place to effectively manage and safeguard information, resulting in the potential for breaches, data loss, disruptions and impacts to operational effectiveness.	3.7	4.1	15.1	1
17		People	Employee Recruitment and Retention	The risk that CMTN is unable to recruit and retain highly skilled employees in key positions to meet stakeholder and programming needs.	3.5	3.5	12.5	2
21		Strategic	Competition/Shifting Higher Education Landscape	The risk that shifts in CMTN's competitive landscape enables other Higher Education providers to attract students away from CMTN, including changes in regulations pertaining to International Students.	3.2	3.8	12.2	3
2		Facilities	Housing Availability	The risk that CMTN may not provide sufficient student housing options, including accommodations for families, which could deter potential students who wish to relocate their families to the community.	3.1	3.8	11.8	4
20		Strategic	Academic Programming	The risk that CMTN is unable to offer relevant, current academic programs that meet the shifting needs, expectations and demands of both potential and current students.	3.5	3.4	11.7	5
5		Financial	Government Funding	The risk of a decrease or significant change in government funding for post-secondary education.	3.8	3.0	11.5	6
23	*	Strategic	Strategic Enrollment Management	The risk that CMTN remains under-enrolled and is unable to attract and retain quality students to achieve its enrollment targets.	3.0	3.5	10.6	7
15	&	People	Capacity of Resources	The risk that CMTN employees may be over-tasked within their roles and do not have adequate capacity to meet or complete their responsibilities.	2.9	3.5	10.1	8
1		Facilities	Facilities Management	The risk that CMTN is unable to adequately maintain and renew its facilities (and supporting equipment) to continually meet academic programming and student services.	3.4	2.9	10.0	9
19		People	Performance Management	The risk that CMTN staff to experience delays in receiving performance evaluations due to the absence of a systematic and timely feedback mechanism, which could lead to issues in staff development and performance improvement.	2.8	3.6	10.0	10
9		Operational	Health & Safety	The risk that CMTN is not adequately prepared to appropriately manage potential employee and student health & safety issues in field schools, field trips, on campus, or traveling between campuses. This may include serious incidents such as loss of life, debilitating injury,	3.2	3.1	9.9	11
18		People	Labour Disruption	The risk that an agreement cannot be reached with employee groups, leading to a strike or other forms of labor disruption.	3.5	2.5	9.0	12
14		People	Alignment of policies and collective agreements	The risk that CMTN is unable to align its policies and collective agreements with employee groups with the strategic priorities and needs of CMTN.	2.8	3.2	8.9	13
3	#	Financial	Centralized Procurement	The risk that CMTN may adopt varying methods or standards for the acquisition of services and supplies without unified procurement processes or system, potentially leading to challenges in maintaining purchased equipment and the emergence of shadow IT.	2.9	2.9	8.4	14

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22		Strategic	Reputation	Given the small size of the communities around CMTN and the volatile political climate globally, regionally, and federally, there is a risk that any stance taken by the institution or its staff on divisive issues could significantly impact its reputation	2.8	2.9	8.3	15
11		Operational	Information Technology / Systems	The risk that CMTN is unable to effectively implement and support robust, standardized automation/digitization initiatives, administrative and financial systems that meet strategic and operational requirements.	2.8	2.8	7.9	16
8		Operational	Critical Incident / Business Interruption Risk	The risk of significant business interruptions due to an incident or natural disaster that leads to the unavailability of IT, labour, facilities or other resources.	3.0	2.6	7.7	17
13		People	Mental Health	The risk of CMTN falling short in providing sufficient resources for staff and students dealing with mental health issues, potentially leading to mental health emergencies and periods of absence.	2.6	2.8	7.2	18
4		Financial	Financial Fraud	The risk of fraudulent activities perpetrated by employees, stakeholders and/or students against CMTN for personal gain (e.g., misappropriation of information, financial or physical assets, misuse of funds, etc.).	3.0	2.4	7.1	19
6		Governance	Leadership Change	The risk that a significant turnover of board members may bring different strategic priorities or lack of experience, which could potentially disrupt the organization's strategic direction and overall performance.	2.3	2.8	6.4	20
12		Operational	Non-Compliance	The risk that CMTN is exposed to increased student, contractor and employee claims and/or litigation due to legal/regulatory compliance breaches.	2.4	2.5	5.9	21
16		People	Employee Engagement	The risk that CMTN is unable to invest in, and provide its employees with the resources and enabling environment necessary to professionally grow/develop them and keep them engaged.	2.5	2.2	5.7	22
7		Governance	Organizational Governance	The risk that CMTN's board governance practices and organizational alignment, including lines of authority and accountability, may be unclear, potentially leading to overreaching requests and/or conflicts of interest.	2.2	2.4	5.4	23

* - symbol used on the Heat Map if the number can't be seen (i.e., risks are too close together)

Coast Mountain College
Risk Heatmap
Top Risks - Ranked
As of: April 28, 2025

