Risk Assessment - Consequence Rating Scale

Rating	Service Disruption, Process Impact on Operations	Financial Impact	Legal / Compliance	Workforce	Reputation	Life Safety	Rating
4 High	Serious disruption to or failure of service AND/OR Significant impacts to more than two campus	State appropriation reduction of more than 15 percent AND/OR Loss of revenue or increase in expenses of greater than 15 percent or combination of both AND/OR Need to use stabilization fund AND/OR Impacts to all campuses	Increased state or federal regulatory scrutiny for additional campus(es) AND/OR External agency sanctions such as debarment or civil and/or criminal liability AND/OR Litigation exposure with significant financial (\$10M+), reputational or precedent exposure AND/OR Substantial audit findings	Inability to recruit or retain employees with essential knowledge, skills and abilities AND/OR Work culture is defined by excessive internal conflict or widespread negativity AND/OR Inability to collaborate across the system or limited information sharing and cooperation AND/OR Low level of trust among colleagues	Negative national media coverage or negative social media activity ("viral") for multiple days AND/OR Tangible, long-term impacts to enrollment (more than one cycle), philanthropy and public support AND/OR Significant personnel actions AND/OR Widespread internal reaction	Fatality or permanent disability of one or more people	4 High
3 Medium	Moderate disruption to service AND/OR Significant impact to one campus	State appropriation reduction of 10-15 percent AND/OR Loss of revenue or cost increase of 5-10 percent, or combination of both (est. \$175M - \$350M) AND/OR Impacts to BDL or UMA or UMMS	Restrictions or requirements placed on the University's operational activities AND/OR Substantial (\$1M+) regulatory fines and/or response costs AND/OR Moderate audit findings AND/OR Litigation with substantial financial (\$1M - \$10M), reputational or precedent exposure	Difficulty recruiting or retaining employees with essential knowledge, skills and abilities AND/OR Work culture experiences frequent internal conflict or significant AND/OR Significant obstacles to system-wide collaboration AND/OR Decreased information sharing in many circumstances	Negative regional (northeast) media coverage or some negative social media activity AND/OR Tangible, short-term impacts to enrollment (one cycle), philanthropy and public support AND/OR Significant internal reaction	Serious injury of one or more people	3 Medium
2 Low	Minor impact on service AND/OR Some impact to more than one campus	Between \$5M and 1 - 5 percent revenue loss or expense increase or combination of both (est. \$5M to \$175M impact) AND/OR Impacts to up to two campuses	Regulatory fines (less than \$1M) AND/OR Minor audit findings AND/OR Litigation with financial (less than \$1M), reputational or precedent exposure AND/OR Internally-imposed consequences or requirement for formal corrective action	Minor impact to recruitment or retention AND/OR Work culture experiences some internal conflict or negativity AND/OR Challenges with system-wide collaboration AND/OR Decreased information sharing and cooperation in limited circumstances	Negative local media coverage or minimal social media activity AND/OR Moderate on-campus/internal reaction	Minor injury to more than one person	2 Low
1 Negligible	Annoyance	Less than \$5M impact	No to minimal impact	No to minimal impact to recruitment or retention AND/OR No to minimal impact to workplace culture AND/OR No to minimal impact to system-wide collaboration or information sharing	No to minor internal reaction	No impact or minor injury to individual	1 Negligible
Rating							Total Consequence Rating