

University of Massachusetts
Systemwide Enterprise Risk Management Program

Risk Assessment - Consequence Rating Scale

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