

UMass Systemwide Enterprise Risk Management Program Update

Audit and Risk Committee Meeting
December 12, 2025



University of Massachusetts

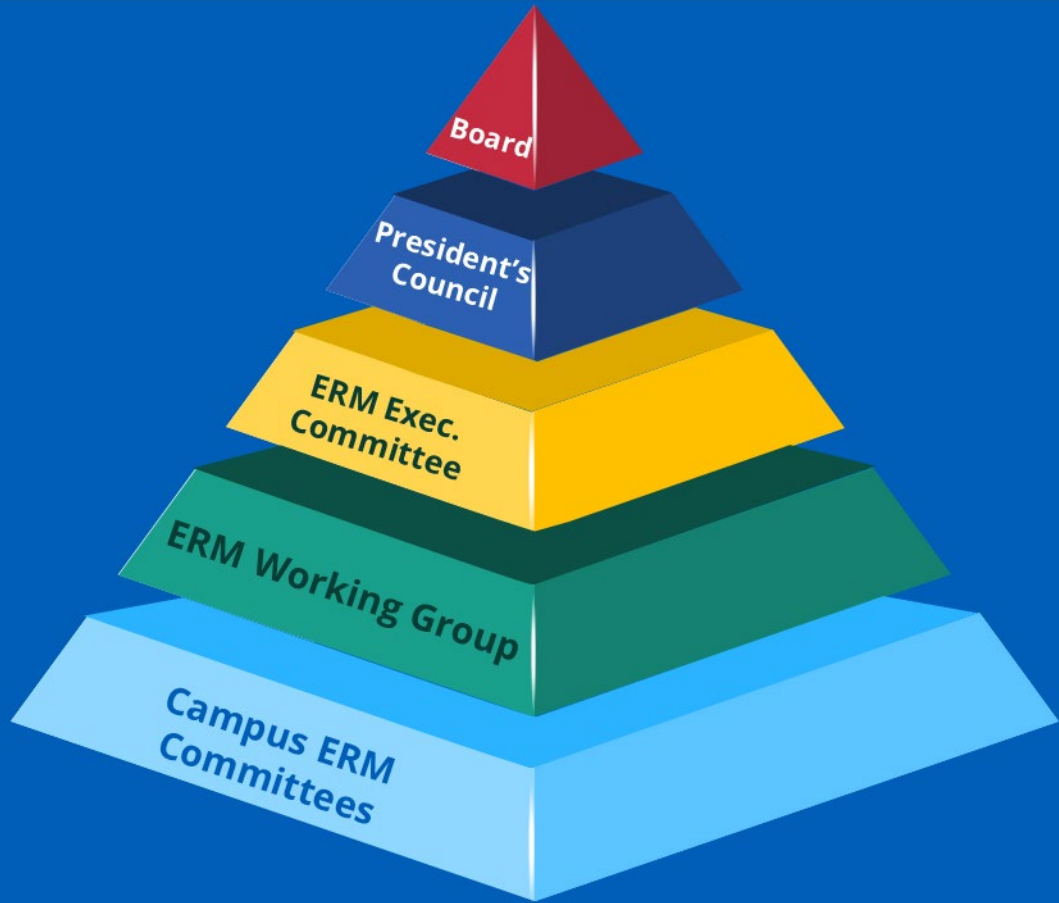
Amherst • Boston • Dartmouth • Lowell • Medical • Law

Agenda

- FY26 Systemwide Risk Registry
- ERM Program Updates
- Next Steps

ERM Program Overview

Governance with Defined Roles and Responsibilities



Two-Year Program Cycle



ERM Risk Assessment Process

Risks are evaluated for the inherent (unmitigated) risk each presents to the University system

Responsibility of	Process Step	Action
ERM Working Group	1	Review existing risk registry risks and risk definitions
	2	Assess inherent Likelihood of risk impacting the University system, answering the question: <i>What is the likelihood the University system will experience this risk?</i>
	3	Assess inherent Consequence (impact) the risk would have on the University system, identifying the impact the risk would have on the University in each of six categories: <i>Operations, Finance, Legal/Compliance, Workforce, Reputation, Life Safety</i>
ERM Executive Committee	4	Validate ERM Working Group Risk Assessment
	5	Assess Urgency of risks taking into account strategic priorities, current mitigation data, etc. to answer the question: <i>How soon does this risk area need to be prioritized?</i>
ERM Program	6	Generate updated Risk Registry using risk assessment data

Significant Shift in Risk Landscape

- The ERM Program assesses the inherent exposure of risks
 - Because of this, there typically is not a significant shift in risk ranking from assessment to assessment
- FY26 has seen a significant shift in our inherent risk landscape
 - This has resulted in a substantive shift in FY26 risk ranking

Dec. 5, 2025 **The Boston Globe**
In Massachusetts visit, Trump's NIH chief defends move to prioritize funding research in places like Iowa, Nebraska

Dec. 4, 2025 **FitchRatings**
U.S. Public Finance Higher Education Outlook 2026
Stronger Headwinds Across the Sector

Dec. 2, 2025 **S&P Global**
U.S. Not-For-Profit Higher Education 2026 Outlook:
Lower Expectations For Higher Education

Dec. 2, 2025 **The New York Times** **Nov. 17, 2025**
The U.S. Is Funding Fewer Grants in Every Area of Science and Medicine | *New International Student Enrollments Plummeted This Fall, Survey Finds*

Nov. 18, 2025 **The Washington Post**
Trump administration announces dismantling of parts of Education Dept.

FY26 Systemwide Risk Registry

FY26 Rank	Risk	FY24 Rank
1	Financial Sustainability	4
2	Enrollment	1
3	Research	8
4	Facilities and Deferred Maintenance	3
5	Diversity, Equity, Inclusion and Accessibility	9
6	Information Security	2
7	Student Health & Mental Health Support	5
8	Artificial Intelligence	6
9	Attract, Recruit, Retain Faculty and Staff	10
10	All-Hazards Planning and Response Capabilities	13

FY26 Rank	Risk	FY24 Rank
11	International Activities	7
12	Data Privacy	11
13	Labor Relations	14
14	Athletic Regulations	18
15	Data Management	15
16	IT Disaster Recovery	19
17	Academic Quality and Standards	30
18	Vendor Risk Management	16
19	Title IX	17
20	Crisis Communication Coordination	24

FY26 Rank	Risk	FY24 Rank
21	Policies/Procedures Regarding Minors on Campus	29
22	Environmental and Public Health, & Safety Regulations	21
23	Sustainability	12
24	Fraud, Waste, Abuse	23
25	Continuity Planning	20
26	Multi-State Taxation	26 & 27
27	Employment Laws and Regulations	28
28	Alcohol and Substance Use Disorder	22
29	Oversight of Student Organizations	31

■ Priority Risks

Significant Ongoing & Planned Mitigation Activities on Top 10 Risks

FY26 Rank	Risk
1	Financial Sustainability
2	Enrollment
3	Research
4	Facilities and Deferred Maintenance
5	Diversity, Equity, Inclusion & Accessibility
6	Information Security
7	Student Health & Mental Health Support
8	Artificial Intelligence
9	Attract, Recruit, Retain Faculty and Staff
10	All-Hazards Planning and Response Capabilities

- Expanded analysis in 5-year forecast
- Improved sensitivity analysis on federal policy impacts
- Broadened awareness of enrollment strategies
- Enhanced modeling of capital investment on fiscal health
- Expanded Deferred Maintenance Dashboard
- Consistent systemwide cybersecurity training
- Real-world incident responses

ERM Program Updates



- Recently elected by membership to serve on Board of Directors
 - Sworn in on October 15, 2025
- Selected to present at both regional and national conferences for the past four years
 - Selected as “Best of Conference” (for the 4th year)
- Requested to present at the March 2026 ERM Conference

Looking Ahead: Risk Mitigation Documentation and Assessment



- Leverage ERM Governance members to identify risk owners
- Bring together risk owners
- Review documented mitigation strategies
- Document additional mitigation strategies
- Assess mitigation strategies
- Compile data