

University of Massachusetts Enterprise Risk Management Program Update

Audit and Risk Committee

April 1, 2025



University of Massachusetts

Amherst • Boston • Dartmouth • Lowell • Medical • Law

A&F Accountability Framework

Independent and objective assurance that analyzes data, processes, policies and controls

Standard processes to provide reasonable assurance regarding achievement of objectives



Reliable, timely information that is accessible and understandable

Systematic approach to identifying, assessing and managing risks across the organization

Over the Past Decade, UMass Has Implemented Numerous Strategies for Long-Term Financial Sustainability

These strategies set a strong foundation that enables the University to manage through current challenges

Enrollment
Enrollment Monitoring & Reporting
Enrollment Assumptions Assessment
Tuition Analysis
Strategic Tuition Pricing Analysis
Admissions Sharing Pilot

Policy and Changes in Law
Reserve Policy & Standards
Capital Policy & Standards
Business & Travel Expense Policy & Standards
Travel Policy & Standards
Line of Credit

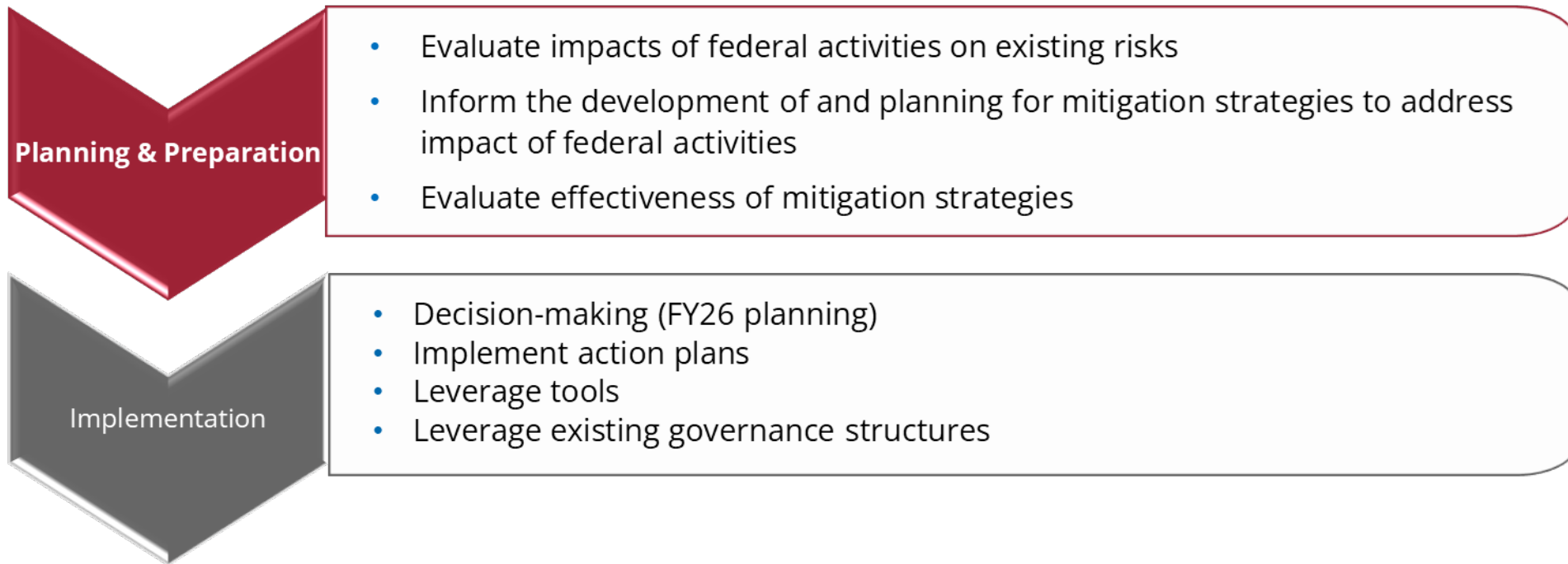
Tools
A&F Executive Dashboard
SPARC™
SPARCPro™
Deferred Maintenance Dashboard
MATRX™
UMPlan
Concur
BuyWays
Healix Sentinel
SLATE (Admissions & Enrollment)
SprinTAX

Organization
Unified Procurement Services Team
Employee Services Team (Travel & Expense, Payroll)
Enterprise Risk Management Program

Data & Transparency
Quarterly Projections
Budget Ledger
Balance Sheet Monitoring
Key Financial Ratios
Budget Solutions Tracking
Fiscal Health Scorecard

Mature ERM Program Provides Framework to Plan for Mitigation Strategies

- UMass Systemwide Enterprise Risk Management Program is one of the most mature programs in higher education
- Provides consistent methodology and approach to understanding risk



ERM Framework Facilitates Risk-Based Analysis of Impacts



80% of University's Top 10 Risks are impacted

- Top 10 Risks most impacted:
 - Research
 - Financial Sustainability
 - Enrollment
 - Facilities and Deferred Maintenance
 - DEIA

ERM Data Informs Planning & Preparation

- Gather and analyze data
- Inform development of mitigation strategies to address impacts
- Inform decision-making

Federal Funding: by the Numbers

Developed for information and consistency in reporting financial impacts of federal initiatives.



Total \$961M

- Student Financial Aid: \$423M
- All Other: \$538M



Top Funding Agencies

- Dept of Education (Student Aid): \$423M
- National Institute of Health: \$285M
- National Science Foundation: \$64M



By Type

- Student Financial Aid: \$423M
- Direct: \$387M
- Facilities & Admin (Indirect Cost): \$151M



Federally Funded Employees:

- Total FTEs* = 2,184
- Total HC = 9,706

Next Steps: Implementation

- Leverage existing governance structures to:
 - Evaluate mitigation strategies
 - Implement prioritized mitigation strategies
 - Re-evaluate strategies throughout implementation

Appendix

FY24 Systemwide Risk Registry

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

Rank	Risk
11	Information Privacy
12	Sustainability
13	All-Hazards Planning and Response Capabilities
14	Labor Relations
15	Data Management
16	Vendor Risk Management
17	Sexual Assault Policies and Response Procedures
18	NCAA Regulations
19	IT Disaster Recovery
20	Continuity Planning

Rank	Risk
21	Environmental and Public Health, & Safety Regulations
22	Alcohol and Substance Abuse
23	Fraud, Waste, Abuse
24	Crisis Communication Coordination
25	Uninsured Loss
26	Multi-State Payroll Taxation
27	Multi-State Business Taxation
28	Employment Laws and Regulations
29	Policies/Procedures Regarding Minors on Campus
30	Academic Quality and Standards
31	Oversight of Student Organizations