

UMAS	MASS IVIASSACIIUSCUS				Consequence Ratings						
FY24 Rank	Risk Name	Risk Definition	Likelihood	Operations	Financial	Legal/ Compliance	Workforce	Reputation	Life Safety	Urgency Rating	
1	Financial Sustainability	Inability to adapt the University's business model to ensure financial sustainability, mitigate risk, and adjust to changing circumstances that influence funding, revenue or expenditures.	High	High	High	Low	High	High	Negligible	High	
2	Enrollment*	Inability to sustain or increase enrollment of in-state, out-of-state, regional, international, residential, commuter, transfer, undergraduate and/or graduate students related to demographic decline, federal activity impacts or other causes.	High	High	High	Negligible	Medium	High	Negligible	High	
3	Research*	Inability to comply with research grant requirements or manage impacts associated with federal activities to the University's research enterprise.	High	Medium	High	Medium	Medium	Medium	Negligible	High	
4	Facilities & Deferred Maintenance	Inability to maintain facilities, including the prioritization of ongoing and deferred maintenance, and/or develop facilities and infrastructure to attract and retain students, staff and faculty, and to support critical research.	High	Medium	High	Medium	Low	Low	Low	High	
5	Diversity, Equity, Inclusion, and Accessibility*	Inability to embed and/or sustain diversity, equity, inclusion, and accessibility principles into employment practices and policies; foster and/or sustain a diverse, inclusive, and welcoming environment on campuses for all students, faculty, and staff; promote and/or sustain a diverse, inclusive, and accessible organizational culture in the workplace; and/or attract, support, and equitably serve a diverse student body and/or provide students equitable access to programs, services and support.	High	Medium	Low	High	Medium	Medium	Negligible	High	
6	Information Security	Inability to safeguard data and/or information systems to prevent unauthorized access - whether intentional or unintentional - by foreign or domestic actors or vendors with whom the University conducts business.	High	Medium	Low	High	Low	Medium	Negligible	High	
7	Student Health & Mental Health Support	Inability to maintain capabilities and resources to support the physical and mental health, development and well-being of students.	High	Low	Negligible	Medium	Negligible	Medium	High	High	
8	Artificial Intelligence*	Inability to set effective protocols for and leverage the opportunities provided by the acceptable use and optimization of artificial intelligence in academics, research and the workplace.	High	Low	Negligible	Medium	Low	Medium	Negligible	High	
9	Attract, Recruit, Retain Faculty & Staff	Inability to attract, recruit, retain and appropriately qualified, skilled and reputable faculty and staff.	High	Medium	Low	Medium	High	Medium	Negligible	Moderate	



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10	All Hazards Planning and Response Capabilities	Inability to maintain all-hazards preparedness, response and mitigation plans and capabilities as part of an integrated emergency management program both at the system level, as well as on each campus. Hazards include but are not limited to hazardous weather, chemical/biological/radiological/ nuclear/explosives (CBRNE) incidents, active shooter threats or incidents, infectious disease outbreaks, acts of civil disobedience, acts of bias and hate, and any additional threats that could impact the health and safety of the campus community or require the evacuation of a facility, a portion of a campus, or an entire campus.	Medium	High	Medium	Medium	Low	Medium	High	Moderate
11	International Activities*	Inability to effectively implement a consistent approach across the University system to manage and support international activities, including University travel, University devices, data and intellectual property, students, employment, trade and sanctions, and business engagements.	High	Medium	Low	Medium	Low	Medium	Negligible	Moderate
12	Data Privacy	Inability to comply with state and federal data privacy standards, regulations and laws, including Health Insurance Portability and Accountability Act (HIPAA), Payment Card Industry (PCI), Personally Identifiable Information (PII), Family Educational Rights and Privacy Act (FERPA) and General Data Protection Regulations (GDPR).	High	Medium	Low	Medium	Low	Medium	Negligible	Moderate
13	Labor Relations	Inability to maintain productive labor and employee relations.	Medium	Medium	Medium	Medium	Medium	Low	Negligible	Moderate
14	Athletic Regulations	Inability to comply with NCAA and other pertinent athletic association regulations or requirements, including but not limited to recruiting guidelines and name/image/likeness.	Medium	Medium	Low	Medium	Low	Medium	Negligible	Moderate
15	Data Management	Inability to provide consistency in data across the University system to support critical information sharing and strategic analytical analysis.	Medium	Medium	Low	Negligible	Low	Low	Negligible	Moderate
16	IT Disaster Recovery	Inability to ensure access to systems and/or data in the event of a disruption in technology services.	Low	Medium	Low	Medium	Low	High	Negligible	Moderate
17	Academic Quality and Standards	Inability to maintain academic quality and standards, including those required for accreditation.	Medium	Low	High	High	High	High	Negligible	Low
18	Vendor Risk Management*	Inability to adequately screen vendors, establish and manage vendor contracts, and manage vendor performance.	High	Medium	Low	Medium	Low	Medium	Negligible	Low



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19	Title IX	Inability to maintain and implement consistent protocols across the University to comply with Title IX and related state and federal requirements, including discrimination based on sex; prevention, detection and response to sexual assault, harassment and other interpersonal violent acts (stalking, domestic violence, etc.); and appointment Title IX coordinators.	Low	Negligible	Low	Medium	Low	Medium	Medium	Moderate
20	Crisis Communications Coordination	Inability to maintain and/or implement systemwide protocols to ensure awareness and coordination of timely communications when an urgent matter or incident impacts the University.	High	Low	Negligible	Low	Low	High	Low	Low
21	Minors on Campus	Inability to maintain and implement procedures to safeguard minors on campus.	Low	Negligible	Negligible	High	Low	Medium	Low	Moderate
22	Environmental, Public Health & Safety Regulations	Inability to comply with local, state and federal environmental, health, public health, and safety regulations and requirements.	Low	Medium	Low	Low	Low	Low	Negligible	Moderate
23	Sustainability*	Inability to implement University and state sustainability standards including energy resiliency, meeting carbon reduction goals, climate resiliency, green building design, sustainable transportation, procurement, food services, water systems, and waste reduction and recycling, and related academic and research programming.	Medium	Low	Medium	Low	Low	Low	Low	Low
24	Fraud, Waste, Abuse	Inability to maintain capabilities to prevent, detect and respond to fraud, waste, and abuse.	Medium	Low	Low	Medium	Low	Medium	Negligible	Low
25	Continuity Planning	Inability to develop, maintain and/or implement capabilities to maintain continued operations during incidents causing sustained disruption to key services or functions; capabilities include developing, maintaining, exercising and implementing continuity plans as part of an integrated emergency management program.	Low	Medium	Medium	Medium	Low	Medium	Low	Low
26	Multi-State Taxation	Inability to appropriately comply with other states' payroll or business tax requirements.	Medium	Negligible	Negligible	Medium	Low	Low	Negligible	Low
27	Employment Laws and Regulations	Inability to comply with local, state and federal employment laws and regulations.	Low	Negligible	Low	High	Medium	Medium	Negligible	Low



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28	Alcohol and Substance Use Disorder	Inability to maintain capabilities and resources to prevent, detect and respond to, and support students impacted by alcohol and substance use disorder on campuses, and maintain compliance with local, state and federal regulations.		Negligible	Negligible	Medium	Negligible	Medium	High	Low
29	Oversight of Student Organizations	Inability to maintain oversight of registered student organizations. (finances, insurance, etc.)	Low	Negligible	Negligible	Low	Negligible	Low	Negligible	Low

^{*} Risk contains sub-elements