University of Massachusetts Enterprise Risk Management

Audit Committee

June 10, 2020

University of Massachusetts

Amherst • Boston • Dartmouth • Lowell • Medical School • UMassOnline

Agenda

- **What is Risk?**

- **UMass Enterprise Risk Management Program**

  - **History of ERM at UMass**
  - **ERM Governance Structure**
  - **ERM Program Cycle**
  - **ERM Program Maturity**

- **FY20 Priority Risks, Risks and COVID-19 Response, and Risk Mitigation Strategies**

- **Appendices**

  - **A: ERM Program Governance**
  - **B: Risk Assessment: Rating Methodology**
  - **C: Risk Assessment: Ranking Methodology**
  - **D: Full List of Risks**

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What is Risk?

Risk is the possibility of an issue, event or incident occurring and impacting the ability of the University to achieve its mission, strategic goals, and objectives.

Types of risk:

- Operational: Risk affects the University's ability to implement its operations

- Health and Safety: Risk may result in physical or emotional injuries, or fatalities to students, faculty or staff

- Financial: Risk may result in loss of assets or financial stability

- Reputational: Risk affects the University's reputation, brand or both

- Strategic: Risk affects the University's ability to achieve its strategic goals

- Compliance: Risk affects compliance with externally imposed laws and regulations and/or internally imposed policies and procedures
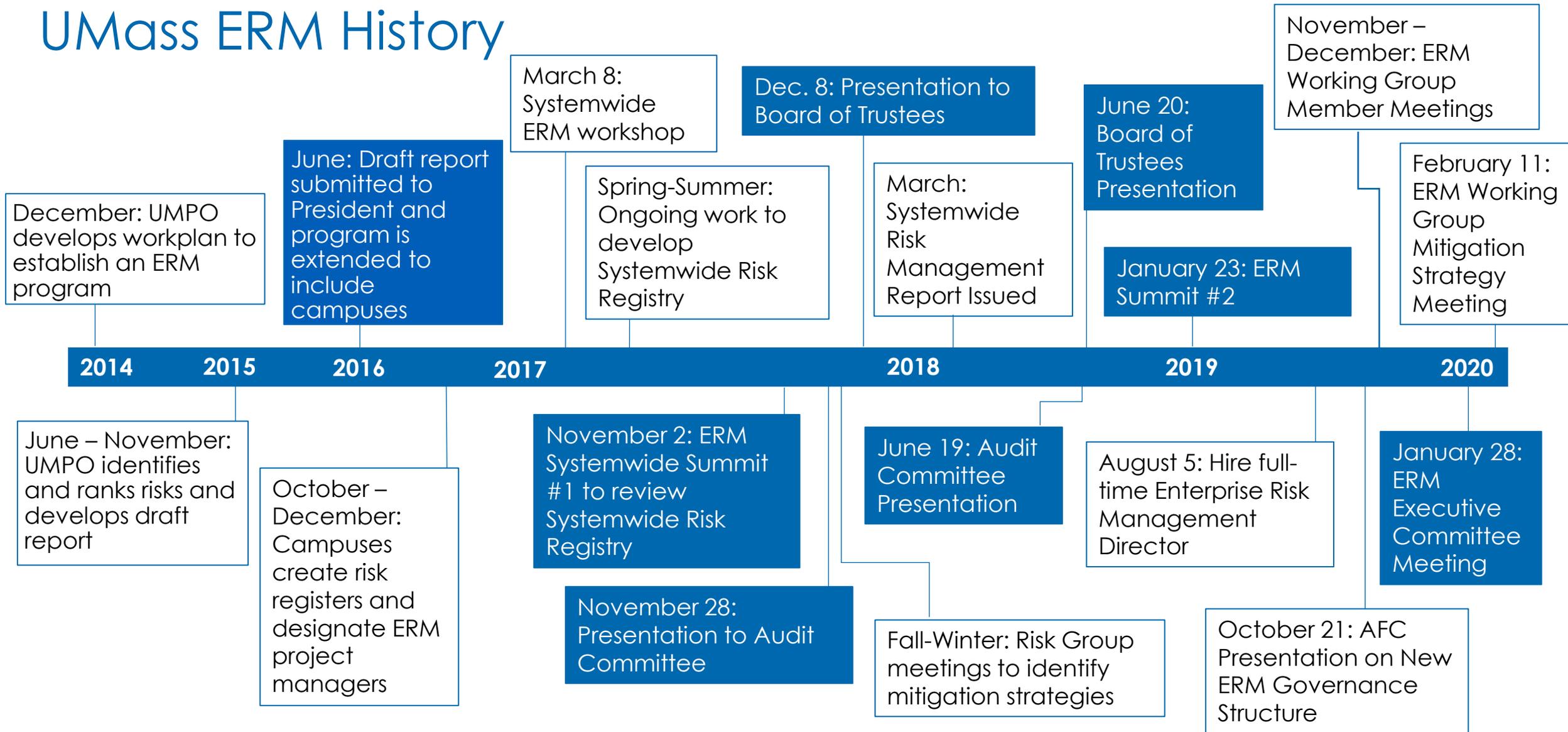
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What is the University of Massachusetts Enterprise Risk Management Program?

The University of Massachusetts ERM Program guides and implements an ongoing process to:
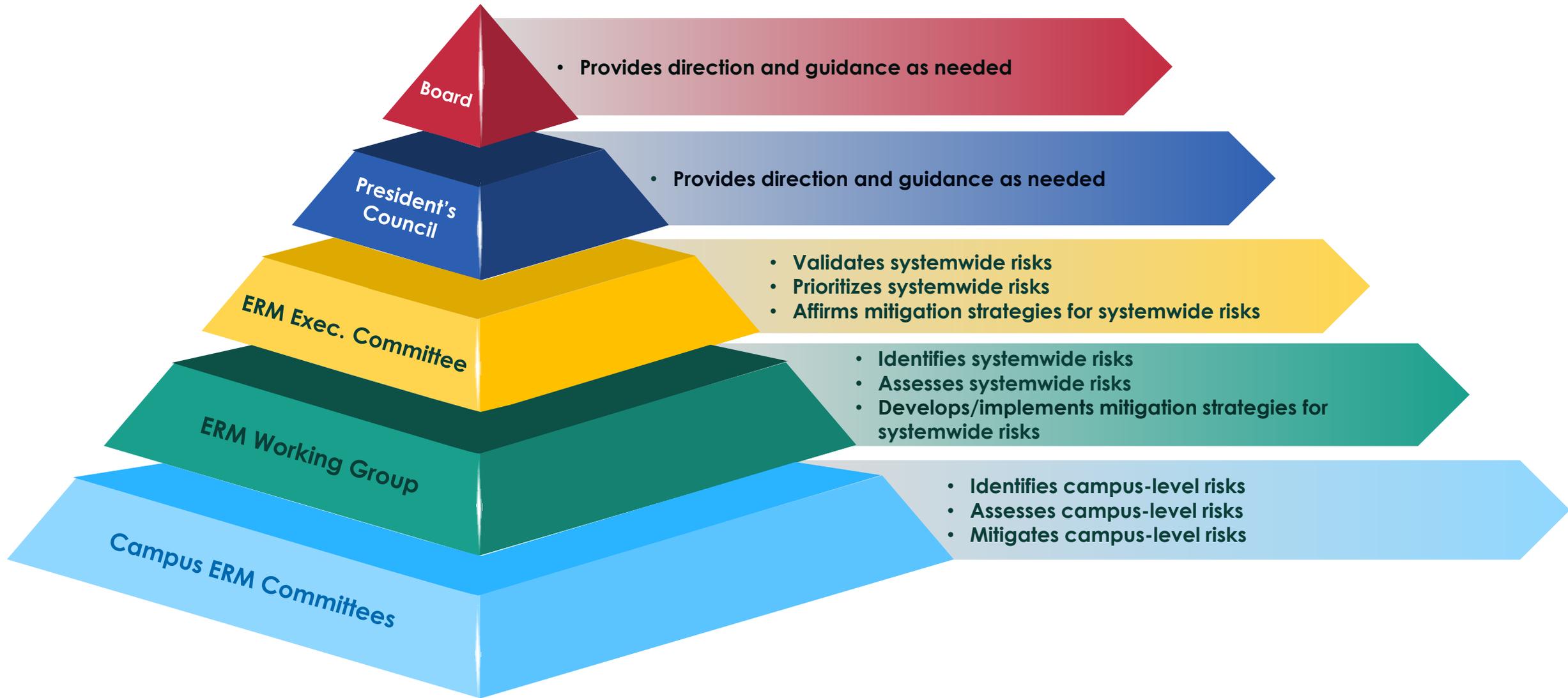
- Proactively identify risks **across the University**

- Assess the potential impact of risks on core mission and strategic initiatives

- Prioritize risks **across the University**

- Where appropriate, ensure implementation of actions to mitigate these risks

- Monitor risks and risk mitigation actions

The UMass ERM Program provides critical risk information to leadership across the University to enable informed decision-making about strategy, policies and programs.
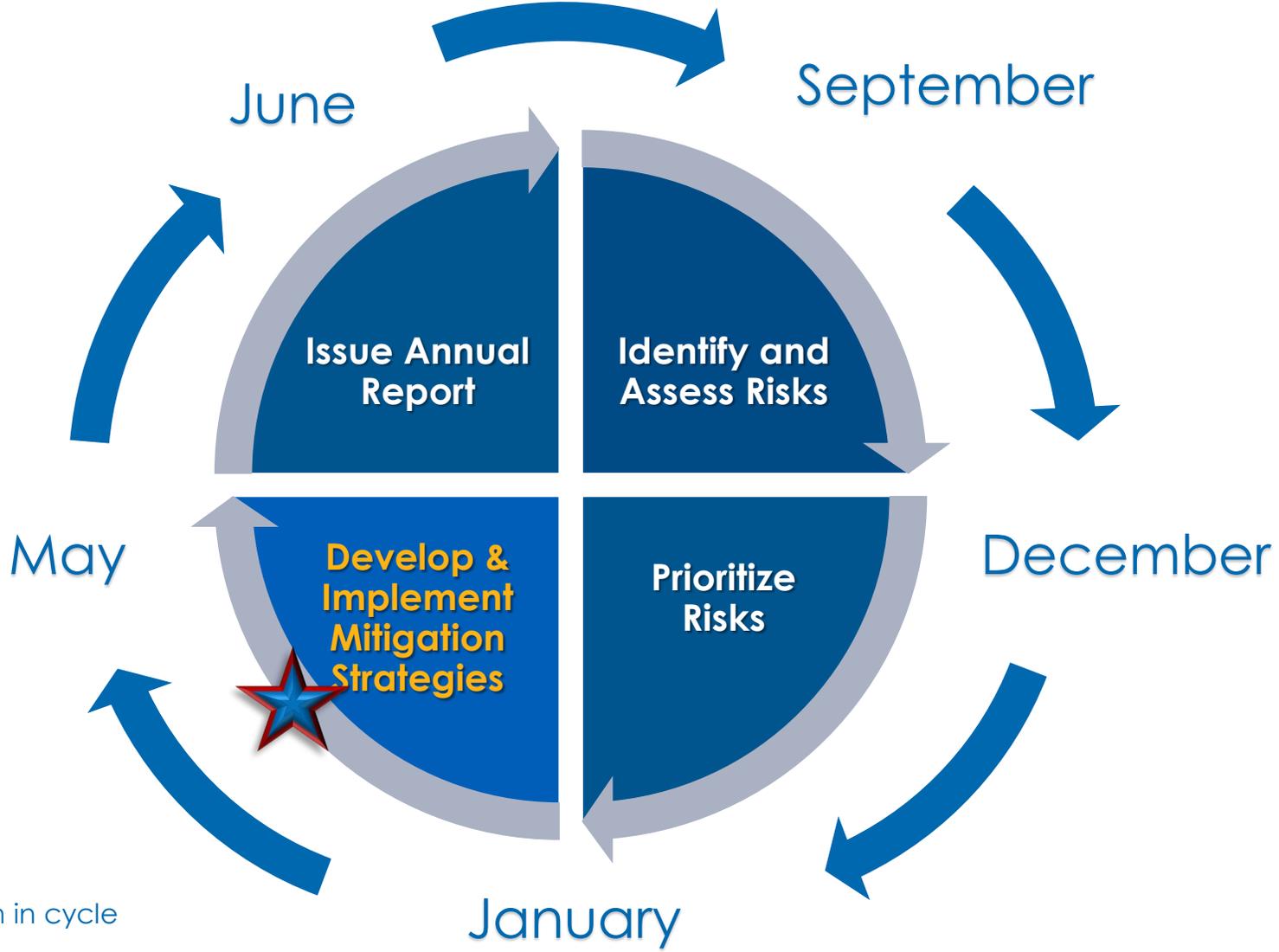
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UMass ERM History

December: UMPO develops workplan to establish an ERM program

June – November: UMPO identifies and ranks risks and develops draft report

June: Draft report submitted to President and program is extended to include campuses

October – December: Campuses create risk registers and designate ERM project managers

March 8: Systemwide ERM workshop

Spring-Summer: Ongoing work to develop Systemwide Risk Registry

November 2: ERM Systemwide Summit #1 to review Systemwide Risk Registry

November 28: Presentation to Audit Committee

Dec. 8: Presentation to Board of Trustees

March: Systemwide Risk Management Report Issued

June 19: Audit Committee Presentation

Fall-Winter: Risk Group meetings to identify mitigation strategies

June 20: Board of Trustees Presentation

January 23: ERM Summit #2

August 5: Hire full-time Enterprise Risk Management Director

October 21: AFC Presentation on New ERM Governance Structure

November – December: ERM Working Group Member Meetings

February 11: ERM Working Group Mitigation Strategy Meeting

January 28: ERM Executive Committee Meeting

2014 2015 2016 2017 2018 2019 2020

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ERM Governance Structure

- **Board** — Provides direction and guidance as needed

- **President's Council** — Provides direction and guidance as needed

- **ERM Exec. Committee**
  - Validates systemwide risks
  - Prioritizes systemwide risks
  - Affirms mitigation strategies for systemwide risks

- **ERM Working Group**
  - Identifies systemwide risks
  - Assesses systemwide risks
  - Develops/implements mitigation strategies for systemwide risks

- **Campus ERM Committees**
  - Identifies campus-level risks
  - Assesses campus-level risks
  - Mitigates campus-level risks

ERM FY20 Program Cycle

June

September

December

January

May

Issue Annual Report

Identify and Assess Risks

Develop & Implement Mitigation Strategies

Prioritize Risks

Denotes current location in cycle

Maturity of UMass ERM Program

The University has undertaken great efforts to mature the University's ERM Program; we are currently considered at mid-range of medium-maturity, and continue to work toward becoming a highly mature program.

Low-Maturity	Medium-Maturity	High-Maturity
• ERM is reactive to the latest campus crisis or hot topic. • The ERM process is ad hoc and vulnerable to personalities or bias. • The risk management department is responsible for risk treatment. • Institutional leaders participate minimally or unenthusiastically. • Risk treatment focuses on fixing issues.	• ERM reacts to past crises while identifying risks to mitigate before they occur. • The ERM process follows the four main steps (identify, assess, plan for/mitigate and monitor risks) and repeats regularly. • Institutional leaders treat ERM as a necessary function to protect the institution. • Risk management is often undertaken by campus leaders at the department level, but accountability could be better.	• ERM identifies emerging risks. • Risks to institutional strategies are considered before adoption. • The ERM process incorporates the four main steps (identify, assess, plan for/mitigate and monitor risks) and repeats regularly. • Risk management is the responsibility of ERM participants who are held accountable for risk treatment. • Institutional leaders develop a risk-aware culture. • ERM manages risks to the institution's mission across silos.

Model from AGB; Information from UE's "Use a Maturity Tool to Advance the ERM Process"

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FY20 Priority Risks, Risks and COVID-19 Response, and Risk Mitigation Strategies

FY20 Priority Risks

Risks were assessed for impact, probability and urgency, which generated a Risk Score for each risk. Risks with a Risk Score of 100 or greater were identified as priority risks.

Rank	Risk
1	Enrollment
2	Information Security
3	Continuity Planning
4	Facilities and Deferred Maintenance
5	Aging Radio Infrastructure and Interoperability
6	All-hazards Planning
7	Data Management

Rank	Risk
8	Financial Sustainability
9	Student Mental Health and Health Support
10	Sexual Assault Policies and Response Procedures
11	International Activities
12	Alcohol and Substance Abuse
13	Crisis Communications Coordination
14	IT Disaster Recovery

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FY20 Priority Risks and COVID-19 Response

Our work around several priority risks enabled us to more effectively respond to COVID-19

FY20 Priority Risk	COVID-19 Activities
Enrollment	Developed projections on impacts of COVID-19 to Fall enrollment
Information Security	Protocols and systems in place to support remote work securely
Continuity Planning	Real-world implementation of business continuity and opportunity to capture best practices and lessons learned
All-hazards Planning	Real-world infectious disease response in Spring and planning for Fall
Student Mental Health and Health Support	Real-world health response to COVID-19 and planning for mental health and health needs for Fall
International Activities	Real-world recall of staff and students from international locations
Crisis Communications Coordination	Systemwide collaboration on COVID-19 Response

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COVID-19 Systemwide Response Coordination

Group	Members	Frequency
Senior Leadership	President Meehan, Chancellors, UMPO Senior Staff	Daily
Administration and Finance Leadership	UMPO, Vice Chancellors of A&F from each campus	2-3 times per week
Human Resources Leadership	UMPO, HR Director from each campus	2-3 times per week
Health and Safety Staff	UMPO, EH&S and/or emergency management from each campus	Once per week
Bursars and Controllers	UMPO and each campus	2-3 times per week
Communications	UMPO and each campus	Daily
Facility Directors	UMPO and each campus	Weekly
Executive Office of Education and Department of Higher Education	UMPO and other higher education segment leads	Daily

Mitigation Strategies

Risk Name	Mitigation Strategies
Enrollment	• Advisory Group on Financial Planning is analyzing enrollment trends • Analysis will influence strategies to mitigate impacts of demographic decline
Information Security	• Cyber Insurance Coverage • Systemwide cyber security tabletop exercise (postponed)
Continuity Planning	• Leverage best practices from response to COVID-19 • Re-assessing plans and strategy

Facilities and Deferred Maintenance	• Capital Policy
	• Effectiveness and Efficiency Group:
	  • Developing strategy to track deferred maintenance
	  • Facilitating reduction in backlog
	  • Influence strategic capital planning
	• Engage in efforts to amend MGL Chapter 29 §30 to allow UMass to insure property

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Mitigation Strategies

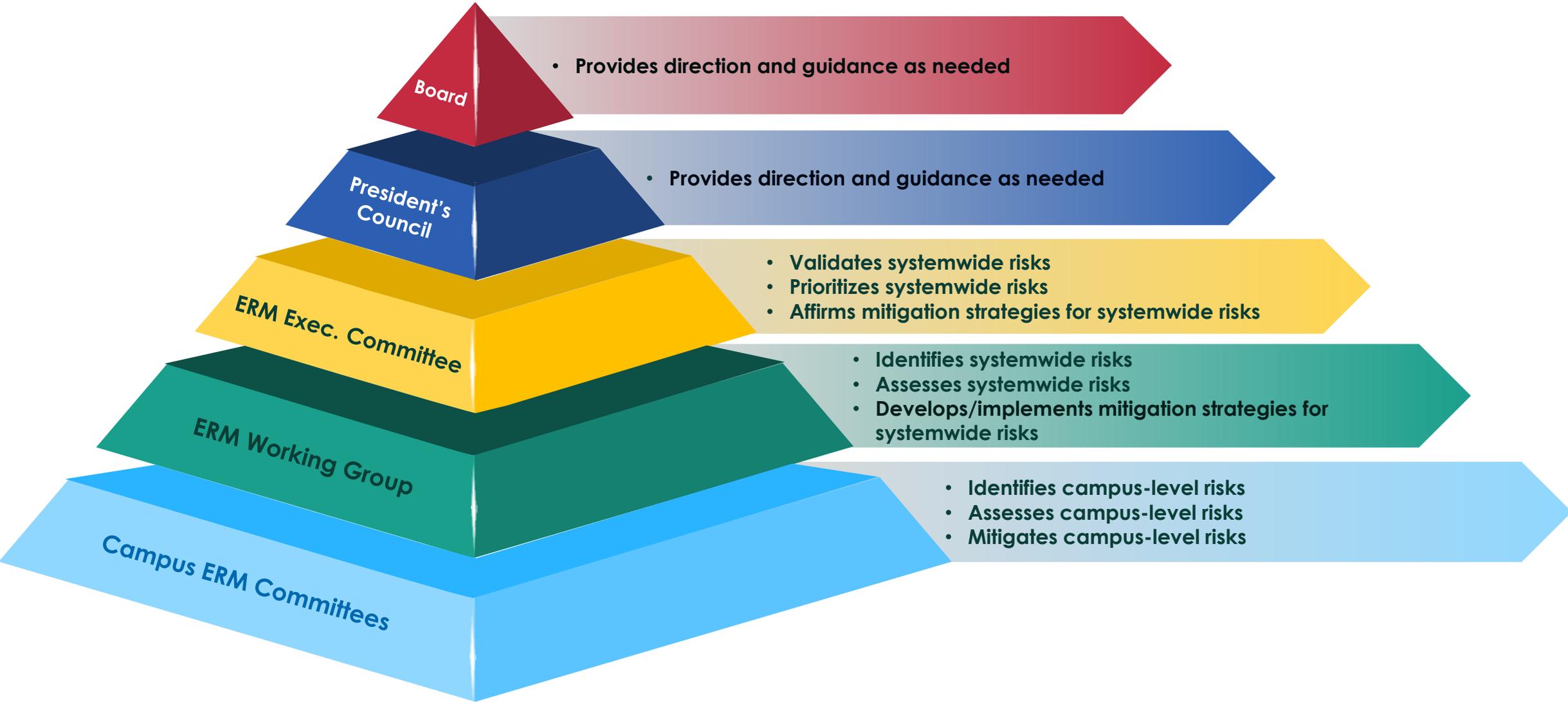| Risk Name	Mitigation Strategies
Aging Radio Infrastructure and Interoperability	• Campuses met with Statewide Interoperability Coordinator for guidance • Lowell has active RFR to make enhancements to infrastructure • Exploring grant opportunities
All-hazards Planning	• Continuous preparedness and planning efforts • Leverage best practices from COVID-19 response
Data Management	• Ongoing data analytics work

Financial Sustainability	• Advisory Group on Financial Planning
	• Establishment of analytics
	  • A&F Executive Dashboard
	  • Position Management
	• UM Plan systemwide rollout
	• Five-year Financial Forecasting
	• Reserve Policy
	• Establish standard ratios for all reporting

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Mitigation Strategies

| Risk Name	Mitigation Strategies
Student Mental Health and Health Support	• Evaluating impacts of changes to Student Health Insurance Program • Evaluating increased demand in wrap-around services • Working with insurance provider to expand international travel insurance coverage to include remote mental health services
Sexual Assault Policies and Procedures	• Reviewing existing policies, administrative standards and protocols to determine whether they meet insurance eligibility requirements
International Activities	• EY Global Risk Assessment Report (tax and regulatory compliance) • EY Home Structure Report (draft) • Evaluating and prioritizing recommendations • Implementation of Travel Registry
Alcohol and Substance Abuse	• Each campus as alcohol and substance abuse prevention and response program in accordance with federal requirements
Crisis Communications Coordination	• Identifying best approach for developing and implementing crisis coordination and communications plan
IT Disaster Recovery	• May 2020 UITS exercise (postponed) • Back-ups and redundancies are in place

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Appendix A

ERM Governance Structure - Membership

ERM Governance Structure

- Provides direction and guidance as needed

Board

- Provides direction and guidance as needed

President's Council

- Validates systemwide risks
- Prioritizes systemwide risks
- Affirms mitigation strategies for systemwide risks

ERM Exec. Committee

- Identifies systemwide risks
- Assesses systemwide risks
- Develops/implements mitigation strategies for systemwide risks

ERM Working Group

- Identifies campus-level risks
- Assesses campus-level risks
- Mitigates campus-level risks

Campus ERM Committees

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ERM Executive Committee Membership

- ERM Director, Chair

- SVP, Administration and Finance, UMPO

- AVP, Administration and Finance, UMPO

- SVP, Academic Affairs, UMPO

- AVP, Academic Affairs, UMPO

- Chief Information Officer

- General Counsel

- Director, Internal Audit

- Research

- Amherst Campus Representative

- Boston Campus Representative

- Dartmouth Campus Representative

- Lowell Campus Representative

- UMMS Campus Representative

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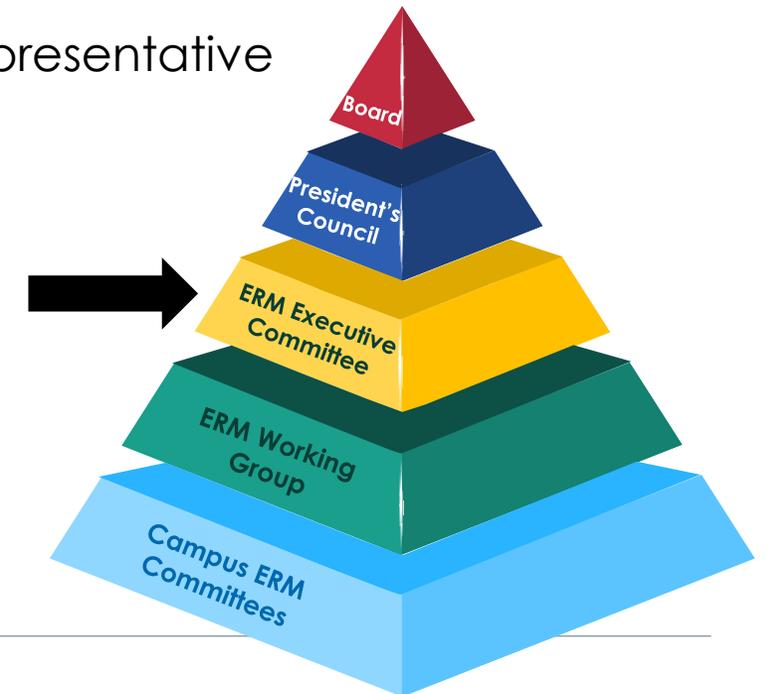
ERM Executive Committee Membership

Last Name	First Name	Campus	Title	Executive Committee Seat
Calise	Lisa	UMPO	Senior Vice President and Treasurer, Administration and Finance	SVP, Administration and Finance
Culverwell	Marcy	Medical	Associate Vice Chancellor, Administration and Finance	Medical School
David	Kyle	UMPO	Director, Internal Audit	Director, Internal Audit
Gamache	Robert	UMPO	Interim Senior Vice President, Academic and Student Affairs	SVP, Academic Affairs
Giuliani	Chris	Boston	Associate Vice Chancellor for Administration and Finance	Boston
Gorzkowicz	Matt	UMPO	Associate Vice President Administration and Finance	AVP, Administration and Finance
Hescock	Jeff	Amherst	Director, Environmental Health and Safety	Amherst
Karberg	Andrew	UMPO	Associate Counsel, Compliance, Ethics, International Affairs	Research
Lagrassa	Michael	Dartmouth	Assistant Vice Chancellor of Administrative Services	Dartmouth
Leone	Gerry	UMPO	General Counsel	General Counsel
Letchford	John	UITS	Chief Information Officer	Chief Information Officer
Miliano	Tom	Lowell	Executive Director, Administrative Services	Lowell
Newman	Katherine	UMPO		AVP, Academic Affairs
Packard	Christine	UMPO	Director, Enterprise Risk Management	ERM Director/Chair

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ERM Working Group Membership

ERM Representatives (10-12 members)

Campus

- Amherst
- Boston
- Dartmouth
- Lowell
- Medical School

UMPO

- ERM Director

Subject Matter Experts (15 members)

- Academic Affairs
- Athletics
- Communications
- Controller
- Facilities
- Finance
- Human Resources
- Information Technology
- Insurance
- International Activities
- Procurement
- Research
- Safety and Security
- Student Affairs
- Taxes
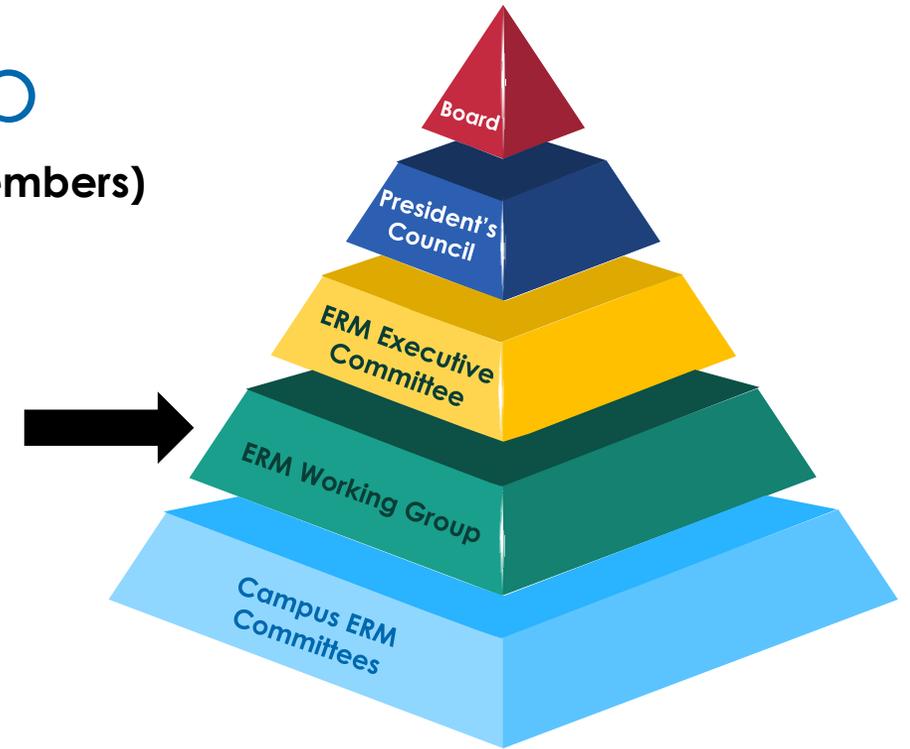
A subgroup for each priority risk will be established comprised of:

- Risk Owners
- SMEs (as needed)
- Meet as often as needed

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ERM Working Group Membership

Last Name	First Name	Campus	Title	Campus ERM Lead	SME	SME Topic
Carragher	Candyce	UMPO	Senior Executive Associate to the Senior Vice President		X	Student Affairs
Cevallos	Barbara	UMPO	Controller		X	Controller
Cho	David	UPST	Chief Procurement Officer		X	Procurement
Coleman	Brian	Medical	Associate CIO – Information Security	X		
Comeau	Justin	Boston	Manager, Emergency Planning & Business Continuity	X		
Conklin	Shane	Amherst	Interim Associate Vice Chancellor for Facilities and Campus Services		X	Facilities
Culverwell	Marcy	Medical	Associate Vice Chancellor, Administration and Finance	X		
Dunlap	John	UMPO	Deputy Chief Human Resources Officer		X	Human Resources
Fiorvanti	Emil	Dartmouth	Chief of Police	X		
Hescock	Jeff	Amherst	Executive Director of Environmental Health and Safety and Emergency Management	X	X	Safety and Security
Karberg	Andrew	Dartmouth	Associate Counsel, Compliance, Ethics, International Affairs (Research seat)		X	Research
Lagrassa	Michael	Dartmouth	Assistant Vice Chancellor of Administrative Services	X		
Leone	Gerry	UMPO	General Counsel		X	Athletics
Mayers	Darryl	Boston	Assistant Vice Chancellor for Contracts and Compliance	X		
Murphy	Colin	UMPO	Director of Marketing and Communications		X	Communications
Packard	Christine	UMPO	Director, Enterprise Risk Management	X		
Pasquini	LeeAnn	UMPO	Assistant Vice President for Budget & Planning		X	Finance
Russell	Andrew	UMPO	Senior Assistant VP of Operations and Associate Treasurer		X	Tax
Smith	Bradford	UITS	Chief Information Security Officer		X	IT
Sullivan	June	Medical	Senior Director, Compliance and Policy	X		
TBD	TBD	UMPO	Associate Vice President, Academic Affairs		X	Academic Affairs
Torres	Sandra	UMPO	Associate Counsel, Immigration & International Services		X	International Activities
Tucker	Josh	UMPO	Insurance Analyst		X	Insurance
Wood	Rick	Lowell	Director, Office of Life Safety and Emergency Management	X		
Yanka	Ruth	Amherst	Executive Director A&F Operations, Vice Chancellor Administration and Finance	X		

Appendix B

Risk Assessment: Rating Methodology

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Risk Assessment – Definitions

- **Risk Assessment:** Process for evaluating risk factors to determine how greatly a risk may affect the University.

- **Risk Factor:** A specific aspect of a risk that helps to evaluate how greatly a risk may affect the University. The University's ERM Program evaluates three risk factors: <u>impact</u>, <u>probability</u> and <u>urgency</u>.

- **Risk Rating:** The numerical value assigned to a risk factor based on the degree to which the risk affects the University.

- **Risk Score:** The product of impact, probability and urgency ratings. Risk Score is used to identify top risks.

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Risk Rating – Existing Methodology

- The University has and continues to use two risk factors to assess risk:

  - Impact

  - Probability

Risk Factor: Impact

The Impact risk factor assesses the degree to which a risk will impact the University.

The Impact risk factor evaluates five categories of impact, and assigns a numerical value to each based on a pre-determined scale.

Risk Categories:

- Strategic
- Financial
- Operational
- Health and Safety
- Reputational

Level of Impact and Associated Numerical Rating:

- Catastrophic (very high)   5
- Critical (high)   4
- Substantial (medium)   3
- Moderate (low)   2
- Minor (negligible)   1

- The five numerical ratings are then added for a Total Impact Rating.

Sample Risk "A" – Evaluating Impact

POTENTIAL IMPACT OF A RISK EVENT, BY RISK CATEGORY					
	A	B	C	D	E
Risk Category	Strategic (S)	Reputational (R)	Operational (O)	Health and Safety (H)	Financial (F)
5 Catastrophic	Incident would call into question the viability of UMass	National publicity >3 days, resignations, drop in rankings --or--- long-term impact across many stakeholder groups	Total failure of service or disablement of the entire UMass campus	Multiple fatalities may occur	The financial viability of UMass is significantly impaired or loss > $10m
4 Critical (High)	Incident would call into question the viability of several major mission critical goals	National publicity or press interest --or- multiyear impact to two or more critical stakeholder groups	Serious disruption to service or serious disruption to the entire UMass campus	Life altering injuries up to and including death to many	The financial viability of UMass may be impaired or loss >$1m & <$10m
3 Substantial (Medium)	Incident would call into question the viability of a single major mission, critical goal, or several minor mission critical goals	Local public and press interest --or-- impact <1 year to mission critical stakeholder group	Disruption to service or disablement to part of the UMass campus	Major injury or death to 1 or more	The financial viability of UMass is unlikely to be called into question or loss >$500K & < $1m
2 Moderate (Low)	Incident would call into question the viability of a single minor mission critical goal	Contained within department but know by UMass --or-- short-term impact to non-mission critical stakeholder	Some moderate impact on service	Multiple minor injuries	Extremely unlikely that the financial viability of UMass will called into question or loss >$50K & <$500K
1 Minor (Negligible)	Incident within acceptable or reasonable range associated with day-to-day activities in terms of mission critical goals	Contained within the department --or--- limited impact to non-critical stakeholder(s)	very minor impact on campus or service	single minor injury	The financial viability of UMass never called into question or loss <$50k
Risk "A"	3	5	2	2	3	15

Total Impact Rating

Total Impact Rating

Impact Scale	Total Impact Rating
Catastrophic	21-25
High (Critical)	16-20
Medium (Substantial)	11-15
Low (Moderate)	6-10
Negligible (Minor)	0-5

Risk Factor: Probability

The Probability risk factor assesses the likelihood of the risk to occur. A numerical value is assigned for each level.

- Almost Certain   5
- Likely   4
- Possible   3
- Unlikely   2
- Rare   1

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Sample Risk "A" – Evaluating Probability

Level / Definition		Chance of occurrence within the general population
5	Almost Certain	Event is expected to occur in most circumstances
4	Likely	Event will probably occur in most circumstances
3	Possible	It is possible that the event will occur at some time
2	Unlikely	It is unlikely that the event will occur at some time
1	Rare	Event may occur only in exceptional circumstances
Risk "A"		4

Risk Rating – Expanded Methodology

- In addition to Impact and Probability risk factors, a third risk factor has been added to the risk assessment process: **Urgency**

- The addition of the Urgency Risk Factors enables us to better compare risks and more accurately identify top risks.

- Evaluates the speed of onset of a risk, or the timeframe in which the University must address the risk (but not necessarily fully mitigate the risk).

- Based on the EAB's best practices principal of "velocity". (EAB is an organization nationally recognized as an expert in Enterprise Risk Management).

- Validated by Arthur Gallagher

- Incorporating an urgency rating helps to ensure the most urgent risks are appropriately prioritized.

- A numerical value is associated with each timeframe.

  - Immediate (12-18 months)   3

  - Near-term (18 months – 5 years)   2

  - Long-term (more than 5 years)   1

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Rating Tool for Urgency Risk Factor – Assessing Risk "A"

	Level	Timeframe
3	**Immediate**	12-18 months
2	**Near-term**	18 months – 5 years
1	**Long-term**	More than 5 years
Risk "A"		**3**

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Appendix C

Risk Assessment: Ranking Methodology

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Ranking Risks

- Ranking risks is the process of compiling numerical ratings of each risk factor to identify top/priority risks.

- The University ERM Program is now using an updated methodology – Risk Score – to rank risks.

Updated Risk Ranking Methodology - Risk Score

- The expanded risk *rating* methodology provides ratings for three risk factors: impact, probability and urgency.

- The updated risk *ranking* methodology multiplies the ratings of the three risk factors to generate an overall **Risk Score**

- The **Risk Score** provides better capability to compare risks across risk groups and categories

$$\text{Impact} \times \text{Probability} \times \text{Urgency} = \text{Risk Score}$$

Risk Name	Impact Rating	Probability Rating	Urgency Rating	Risk Score: Impact x Probability x Urgency
Risk "A"	15	4	3	**180**

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Appendix D

Full List of Risks

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Rank	Risk Name - Short Title	Risk Name - Full	Impact Statement	Impact Rating	Probability Rating	Urgency Rating	Risk Score: Impact x Probability x Urgency
1	Enrollment	Failure to maintain or increase enrollment levels	Failure to maintain or increase enrollment levels as the higher education market faces a demographic decline which will shrink the pool of college-age students and may lead to increased competition and higher tuition discounting by private and other public institutions. Lower enrollments result in loss of financial revenue and decreased financial sustainability.	High --- 17	Likely --- 4	Immediate --- 3	204
2	Information Security	Unauthorized access (intentional or unintentional) to data and/or information systems, including but not limited to acts by domestic or foreign actors, or vendors	Unauthorized access to data and/or information systems - whether unintentional or malicious - by foreign or domestic actors, or vendors with whom the University works, may result in violation of data security regulations, fines and penalties, loss of funding, legal action, impacts to IT infrastructure and operations, and impacts to the University's reputation.	Medium --- 13	Almost Certain --- 5	Immediate --- 3	195
3	Continuity Planning	Failure to implement and exercise continuity planning as part of an integrated emergency management program to ensure critical university operations can be maintained during emergencies, sustained loss of support systems and/or utilities, and/or loss of personnel	Lack of effective continuity planning, as part of an integrated emergency management program, which identifies the most critical operations the university must maintain as well as the resources and personnel needed to maintain those operations, could result in the University being unable to effectively maintain critical university operations at a time they are most needed. This could result in operational, financial and reputational impacts.	High --- 16	Likely --- 4	Immediate ---- 3	192

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Rank	Risk Name - Short Title	Risk Name - Full	Impact Statement	Impact Rating	Probability Rating	Urgency Rating	Risk Score: Impact x Probability x Urgency
4	Facilities and Deferred Maintenance	Inadequate facilities and infrastructure, including failure to prioritize ongoing and deferred maintenance, to support academic growth and research and meet expectations of students and faculty	Inability to maintain (including ongoing and deferred maintenance) and develop facilities and infrastructure that will attract and retain students, staff and faculty and support critical research may impact the University's finances (ability to obtain and compete for research and operational funding, students, and faculty), operations, and ability to set and implement strategic goals and objectives. Lack of facilities could also harm the University's reputation for being a premier academic and research institution.	Medium --- 15	Likely --- 4	Immediate --- 3	**180**
5	Inadequate and Aging Radio Infrastructure	Inadequate and aging radio system infrastructure	Inadequate and aging radio infrastructure at four campuses (Boston, Dartmouth, Lowell and Medical School) hinders emergency communications and public safety operations on the campus, and could impact effective coordination of emergency response and/or public safety operations for large planned events.	Medium --- 15	Likely --- 4	Immediate --- 3	**180**

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Rank	Risk Name - Short Title	Risk Name - Full	Impact Statement	Impact Rating	Probability Rating	Urgency Rating	Risk Score: Impact x Probability x Urgency
6	All-hazards Planning	Failure for the university and its campuses to maintain all-hazards emergency preparedness, response and mitigation plans and capabilities that address hazards that impact a campus, a planned event, and/or university operations.	Failure to maintain all-hazards preparedness, response and mitigation planning as part of an integrated emergency management program for the university as a system and for each campus, could result in ineffective response to an emergency or crisis resulting in injury, loss of life, and/or harm to the University's reputation. Hazards include but are not limited to hazardous weather, CBRNE incidents, active shooter threats and incidents, infectious disease outbreaks, acts of civil disobedience, acts of bias and hate, and any other threats/hazards that require evacuation of campus facilities or an entire campus.	High --- 20	Likely --- 4	Near-term --- 2	160
7	Data Management	Lack of consistency across the university for data collection and data management	Lack of consistency in retaining, maintaining and sharing data impacts the University's ability to identify trends, anticipate issues, and effectively and efficiently strategize on addressing issues and setting strategic goals and objectives.	Medium --- 13	Likely --- 4	Immediate --- 3	156
8	Financial Sustainability	Inability to adapt the University's business model to ensure financial sustainability and mitigation of risk, addressing potential loss of revenue sources and unfunded mandates.	Inability of the University to adapt its business model to meet changes on the horizon could negatively impact the University's financial sustainability.	High --- 17	Possible --- 3	Immediate --- 3	153

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Rank	Risk Name - Short Title	Risk Name - Full	Impact Statement	Impact Rating	Probability Rating	Urgency Rating	Risk Score: Impact x Probability x Urgency
9	Student Health Support	Inability to support the physical and mental health, development and well-being of students	Lack of capabilities to support the physical and mental health, development and well-being of students could result in injury or death, and/or harm to the University and/or campus's reputation.	High --- 17	Possible --- 3	Immediate --- 3	**153**
10	Sexual Assault Policies and Response Procedures	Failure to implement consistent protocols across the University to prevent, detect, prepare for, and respond to sexual assault and other interpersonal violence incidents (rape, stalking, sexual harassment, acts against minors, and domestic violence) to ensure the University meets Title IX, Clery Act, Violence Against Women Act (VAWA) and new insurance requirements.	If the University does not implement consistent protocols and processes to prevent, detect, prepare for and respond to acts of sexual violence, the University could lose funding, insurance coverage and be fined/penalized for lack of compliance with Title IX, VAWA, and the Clery Act.	High --- 17	Possible --- 3	Immediate --- 3	**153**
11	International Activities	Failure to effectively coordinate international activities, including tax compliance, export controls, research, data and data systems integrity, consistently manage and support travel of students, faculty and staff, and protect university and intellectual property.	Inability to coordinate international activities related to tax compliance, export controls, data and data systems, and university and intellectual property can impact the University's finances and reputation. In addition, lack of consistency in managing and supporting students, staff and faculty traveling abroad could result in physical or emotional harm to the traveler, and could impact the University's reputation.	High --- 16	Possible --- 3	Immediate --- 3	**144**

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Rank	Risk Name - Short Title	Risk Name - Full	Impact Statement	Impact Rating	Probability Rating	Urgency Rating	Risk Score: Impact x Probability x Urgency
12	Alcohol and Substance Abuse	Inability to prevent and detect alcohol and substance abuse, support impacted students and meet federal regulations for drug and alcohol prevention	Lack of capabilities to prevent and detect alcohol and substance abuse on campuses, meet federal regulations, and support impacted students could result in injury or death, fines and penalties, and/or harm to the University and/or campus's reputation.	Medium --- 15	Possible --- 3	Immediate --- 3	**135**
13	Crisis Communications Coordination	Lack of coordinated, university-wide crisis communications protocols and processes that address information-sharing and providing situational awareness between an impacted campus and the President's Office during an emergency or other impactful incident	Lack of a coordinated, university-wide crisis communications protocols and processes could result in uncoordinated information-sharing with the media and with impacted students, parents, faculty and staff In addition, lack of coordinated protocols and processes may hinder the campuses' ability to develop surge capacity during an emergency to support information-sharing (call centers, web traffic, etc.). This may harm the University's reputation, impacting enrollment, fundraising, and state funding.	High --- 16	Likely --- 4	Near-term --- 2	**128**
14	IT Disaster Recovery	An event occurs that impacts technology services, disrupting campus operations	A disruption in technology services may have significant impact on the University's operations.	Medium --- 13	Possible --- 3	Immediate --- 3	**117**

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Rank	Risk Name - Short Title	Risk Name - Full	Impact Statement	Impact Rating	Probability Rating	Urgency Rating	Risk Score: Impact x Probability x Urgency
15	Vendor Management	Failure to institutionalize proper scope and deliverables in 3rd party contracts, provide training and effectively manage vendors, including subcontractors, ensuring they comply with contract and security requirements, and adequately deliver on their scopes of work	Failure to ensure vendors, including subcontractors, comply with contract requirements, including completing background and CORI checks when required, ensuring Title IX and other training requirements are complete, maintaining any required insurance coverage, and providing adequate deliverables under their contracted scope of work, may negatively impact the University's operations, finances and reputation, and result in non-compliance with grant terms and conditions. Could also result in penalties, fines and/or legal action.	Medium --- 12	Likely --- 4	Near-term --- 2	96
16	Compliance with Policies/ Procedures Regarding Minors on Campus	Failure to establish, maintain and comply with policies/procedures related to minors on campus	Failure to establish and remain in compliance with policies and procedures related to minors on campus could result in injury to minors, possible fines/penalties, and harm to the University's reputation.	High --- 16	Possible --- 3	Near-term --- 2	96
17	Attract, Recruit, Retain Faculty and Staff	Failure to attract, recruit and retain faculty and staff	Lack of qualified and well-regarded staff and faculty could impact the University's reputation, programs and impact the ability for the University to grow and enhance research and grant opportunities.	Medium --- 15	Possible --- 3	Near-term --- 2	90

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Rank	Risk Name - Short Title	Risk Name - Full	Impact Statement	Impact Rating	Probability Rating	Urgency Rating	Risk Score: Impact x Probability x Urgency
18	Labor Relations	Failure to maintain a climate of safety and civility through positive labor and employee relations	Failure to maintain positive labor and employee relations may impact the University's operational capacity and/or harm the University's reputation and ability to develop strategies around the University's mission and services.	Medium --- 14	Possible --- 3	Near-term --- 2	**84**
19	Building Code Compliance	Failure to comply with building codes and regulations, including accessibility	Failure to comply with building codes and regulations, including ADA accessibility requirements, may result in fines and penalties and may hard the University's reputation.	Medium --- 13	Possible --- 3	Near-term --- 2	**78**
20	Information Privacy	Failure to comply with the Health Insurance Portability and Accountability Act (HIPAA), Payment Card Industry (PCI) standards, Personally Identifiable Information (PII) requirements, Family Educational Rights and Privacy Act (FERPA) and General Data Protection Regulations (GDPR)	Failure to comply may result in fines and penalties, and impact the University's reputation.	Medium --- 12	Possible --- 3	Near-term --- 2	**72**

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Rank	Risk Name - Short Title	Risk Name - Full	Impact Statement	Impact Rating	Probability Rating	Urgency Rating	Risk Score: Impact x Probability x Urgency
21	Uninsured Loss	Uninsured loss for facilities	The lack of legal authority for the University to obtain insurance on its facilities may result in financial impacts to the University.	Medium --- 11	Possible --- 3	Near-term --- 2	**66**
22	Clery Act Compliance	Failure to comply with the Clery Act	Lack of compliance with the Clery Act may result in fines, penalties, and loss of federal funding, and may negatively impact the University's reputation.	Low --- 10	Possible --- 3	Near-term --- 2	**60**
23	Compliance with Employment Law/Regulations	Failure to comply with federal and state employment laws (including tax law) and regulations	Non-compliance with federal and state employment laws and regulations, including tax laws, may result in penalties and fines, legal action, impact the University's operations and employees, and harm to the University's reputation.	High --- 18	Possible --- 3	Long-term --- 1	**54**
24	Compliance with Environmental, Health and Safety Regulations	Failure to comply with environmental, health and safety regulations	Failure to comply with environmental, health and safety regulations may result in fines and penalties, and could negatively impact the University's finances and reputation.	Low --- 9	Possible --- 3	Near-term --- 2	**54**

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Rank	Risk Name - Short Title	Risk Name - Full	Impact Statement	Impact Rating	Probability Rating	Urgency Rating	Risk Score: Impact x Probability x Urgency
25	Oversight of Student Organizations	Lack of oversight in the management of student organizations.	Failure to maintain oversight of student organizations may harm the University's reputation if the acts of the student organization result in harm to students, faculty or staff.	Low --- 10	Almost Certain --- 5	Long-term --- 1	50
26	Compliance with NCAA Regulations	Failure to comply with NCAA regulations, including athletic recruiting guidelines	Failure to comply with NCAA regulations, including athletic recruiting guidelines, could impact the health and safety of student athletes, cause financial impacts to the University, cause harm to the University's reputation and athletic programs, and result in fines and penalties.	Medium --- 15	Possible --- 3	Long-term --- 1	45
27	Compliance with Immigration Rules	Failure to comply with federal immigration rules	Failure to comply with federal immigration rules may result in fines and penalties and impact student, faculty and staff experiences.	Medium --- 12	Possible --- 3	Long-term --- 1	36
28	Compliance with Immunization Requirements	Failure to comply with state mandatory immunization requirements for graduate and undergraduate students	Failure to comply with immunization requirements for undergraduate and graduate students may result in illness of students and harm the University's reputation.	Low --- 9	Possible --- 3	Long-term --- 1	27

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Rank	Risk Name - Short Title	Risk Name - Full	Impact Statement	Impact Rating	Probability Rating	Urgency Rating	Risk Score: Impact x Probability x Urgency
29	Unauthorized Use of Brand	Unauthorized use of the university's brand(s)	Unauthorized use of the University's brand(s) may negatively impact the University's brand and/or reputation	Low --- 8	Possible --- 3	Long-term --- 1	24
30	Compliance with Health Insurance Requirements	Failure to comply with state mandatory health insurance requirements	Failure to comply with health insurance requirements may harm the University's reputation.	Medium --- 11	Unlikely --- 2	Long-term --- 1	22
31	Fraud, Waste, Abuse	Fraud and misappropriation of assets	Instances of fraud, waste and abuse can negatively impact the University's finances, reputation, and may result in fines, penalties and legal action.	Low --- 7	Possible --- 3	Long-term --- 1	21
32	Academic Quality and Standards	Failure to maintain sufficient academic quality standards required for accreditation	Failure to maintain academic quality and standards may result in academic probation and loss of accreditation, and restrict growth opportunities.	High --- 19	Rare --- 1	Long-term --- 1	19

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