

Risk Assessment - Consequence Rating Scale

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