

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