### Risk Classification

<table>
<thead>
<tr>
<th>Academic</th>
<th>Compliance</th>
<th>Financial</th>
<th>Operational</th>
<th>Reputational</th>
<th>Research</th>
<th>Strategic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Risks affecting EDUCATIONAL goals and processes, including (both individual and institutional) student and faculty related issues.</td>
<td>Risks related to LEGAL or REGULATORY issues, including federal, state or local laws and University policies and procedures.</td>
<td>Risks based on inadequate DESIGN or FUNCTION of the University's monetary and accounting processes.</td>
<td>Risks based on the action of INDIVIDUAL(S) or EXTERNAL EFFECTS towards the execution of University processes.</td>
<td>Risks which involve how the University's rank, regard, or STATUTE is perceived by others.</td>
<td>Risks involving SPONSORED PROGRAM activities, including clinical trials, scientific experimentation, and independent analysis.</td>
<td>Risks affecting the University's ability to set and achieve a HIGH-LEVEL VISION, including long term goals and standards of excellence.</td>
</tr>
</tbody>
</table>

### Examples Include (SAMPLE risks only – not an all-inclusive list):

**Academic Admin.**
- Application volume falls
- Insufficient financial aid

**Illegal/Unethical Behavior**
- Faculty conflict of interest
- Reconcile spend to budget

**Budget Management**
- Projects not funded
- NCAA rules violations

**Athletics**
- Team safety at events
- Bad public relations w/ city

**External Relations**
- Negative article in press
- University logo is misused

**Marketing**
- Continuity planning issues
- Drop in reputation

**Research Administration**
- Falsification of results
- Insufficient training for lab

**Governance & Strat. (cont.)**
- Outdated org structure
- Strategic Plan not aligned

**Academic Quality**
- Academic quality is reduced
- Rankings are reduced

**Intellectual property loss**
- Non-compliance/standards

**Cash Issues**
- Cash deposits are lost
- Petty cash is stolen

**Emergency Preparedness**
- Disaster response
- Continuity planning issues

**Marketing**
- University logo is misused
- Drop in reputation

**Faculty Issues**
- Inappropriate recruiting
- Can't acquire top faculty

**Non-compliance w/laws**
- Insufficient taxes are paid

**Compensation**
- Payroll is not deposited
- Employee retention

**Employment**
- Training employees
- Study Abroad Liability

**Insurance**
- Sudden rise in claims
- Effort reporting problems

**Research Compliance**
- Conflicts of Interest

**Education Abroad**
- Travel safety for students
- Accessibility to countries

**Non-Regulatory Compliance**
- Conflicts of Interest
- Policy Compliance

**Financial Management**
- Financial misstatement
- Incorrect transactions

**Facilities**
- Facilities unusable
- Insufficient org comm.

**Internal Communications**
- Emerg. comm. failure
- Grant info is incorrect

**Student Services**
- Insufficient psyh support
- Safety of transport drivers

**Endowment**
- Low Investment Return
- Monies not used correctly

**Health & Safety**
- Campus & Event Safety
- Occupational Safety

**Process Oversight**
- Human error on process
- Insufficient project mgmt

**Research Safety**
- Insufficient safety protocols
- Lack of humane animal care

**Student Safety**
- Alcohol/drug abuse
- Harassment

**Funding**
- Alumni unhappy on incident
- Capital proj underfunded

**Process Oversight**
- Human error on process
- Insufficient project mgmt

**Research Safety (cont.)**
- Animal care and feeding
- Human subject testing

**Technology**
- Contracts not reviewed
- Malware. Viruses infect PCs

**Purchasing & Development**
- Privacy breaches

**Risk Measurement**

### IMPACT

<table>
<thead>
<tr>
<th>Monetary</th>
<th>Process</th>
<th>Human</th>
<th>Image</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>5</strong> Direct or Indirect Costs &gt; $10 Million</td>
<td>Interruption or Outage: &gt; 1 Month</td>
<td>Loss of life involved w/ incident.</td>
<td>Significant and lasting impact on University's reputation, community rep, peer relations.</td>
</tr>
<tr>
<td><strong>4</strong> Direct or Indirect Costs &gt; $1 Million to $10 Million</td>
<td>Interruption or Outage: &gt; 1 Week to 1 Month</td>
<td>Significant injuries involved w/ incident.</td>
<td>Substantial, but potentially temporary impact on University's reputation, community rep, peer relations.</td>
</tr>
<tr>
<td><strong>3</strong> Direct or Indirect Costs &gt; $100K to $1 Million</td>
<td>Interruption or Outage: &gt; 1 Day to 1 Week</td>
<td>Injuries involved with incident.</td>
<td>Minor, likely temporary impact on University's reputation, community rep, peer relations.</td>
</tr>
<tr>
<td><strong>2</strong> Direct or Indirect Costs &gt; $10K to $100K</td>
<td>Interruption or Outage: &gt; 1 Hour</td>
<td>Minor injuries involved with incident.</td>
<td>Minor impact on University's reputation.</td>
</tr>
<tr>
<td><strong>1</strong> Direct or Indirect Costs &lt; $10K</td>
<td>Interruption or Outage: &lt; 1 Hour</td>
<td>No injuries or loss of life involved w/ incident.</td>
<td>No impact on University's reputation.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Monetar</th>
<th>Process</th>
<th>Human</th>
<th>Image</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>5</strong> Direct or Indirect Costs &gt; $10 Million</td>
<td>Interruption or Outage: &gt; 1 Month</td>
<td>Loss of life involved w/ incident.</td>
<td>Significant and lasting impact on University's reputation, community rep, peer relations.</td>
</tr>
<tr>
<td><strong>4</strong> Direct or Indirect Costs &gt; $1 Million to $10 Million</td>
<td>Interruption or Outage: &gt; 1 Week to 1 Month</td>
<td>Significant injuries involved w/ incident.</td>
<td>Substantial, but potentially temporary impact on University's reputation, community rep, peer relations.</td>
</tr>
<tr>
<td><strong>3</strong> Direct or Indirect Costs &gt; $100K to $1 Million</td>
<td>Interruption or Outage: &gt; 1 Day to 1 Week</td>
<td>Injuries involved with incident.</td>
<td>Minor, likely temporary impact on University's reputation, community rep, peer relations.</td>
</tr>
<tr>
<td><strong>2</strong> Direct or Indirect Costs &gt; $10K to $100K</td>
<td>Interruption or Outage: &gt; 1 Hour</td>
<td>Minor injuries involved with incident.</td>
<td>Minor impact on University's reputation.</td>
</tr>
<tr>
<td><strong>1</strong> Direct or Indirect Costs &lt; $10K</td>
<td>Interruption or Outage: &lt; 1 Hour</td>
<td>No injuries or loss of life involved w/ incident.</td>
<td>No impact on University's reputation.</td>
</tr>
</tbody>
</table>

### LIKELIHOOD

<table>
<thead>
<tr>
<th>Monetary</th>
<th>Process</th>
<th>LIKELIHOOD</th>
<th>EVENT</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>5</strong> Direct or Indirect Costs &gt; $10 Million</td>
<td>Interruption or Outage: &gt; 1 Month</td>
<td>&gt; 95% Chance of Occurring in 1 Year</td>
<td>Certain to occur</td>
</tr>
<tr>
<td><strong>4</strong> Direct or Indirect Costs &gt; $1 Million to $10 Million</td>
<td>Interruption or Outage: &gt; 1 Week to 1 Month</td>
<td>80% - 95% Chance of Occurring in 1 Year</td>
<td>Almost certain to occur</td>
</tr>
<tr>
<td><strong>3</strong> Direct or Indirect Costs &gt; $100K to $1 Million</td>
<td>Interruption or Outage: &gt; 1 Day to 1 Week</td>
<td>20% - 80% Chance of Occurring in 1 Year</td>
<td>May occur or may not occur</td>
</tr>
<tr>
<td><strong>2</strong> Direct or Indirect Costs &gt; $10K to $100K</td>
<td>Interruption or Outage: &gt; 1 Hour</td>
<td>5% - 20% Chance of Occurring in 1 Year</td>
<td>Not likely to occur</td>
</tr>
<tr>
<td><strong>1</strong> Direct or Indirect Costs &lt; $10K</td>
<td>Interruption or Outage: &lt; 1 Hour</td>
<td>&lt; 5% Chance of Occurring in 1 Year</td>
<td>Very rarely will occur</td>
</tr>
</tbody>
</table>

* When ranking risks, the impact is weighted twice as heavily as the likelihood.