

IMPACT					
Financial		Operational	Compliance	Strategic	
Level	Resources, financial structure, ability to meet future financial needs, financial reporting	Continuity of activities, safety and security, IT operations, physical infrastructure, process efficiency, program effectiveness	Legal, regulatory, contractual, accreditation body, NCAA, or other requirements	Organizational reputation, constituent relationships, ability to generate funds, goal achievement	
1	Minor	Insignificant financial impact	Negligible interruption to activities. Minor information technology event. No loss of infrastructure. Negligible effect on efficiency and effectiveness.	Minor incidental compliance violations	No discernable negative impact to reputation and/or goal achievement. Minor media coverage. Negative effect on constituent satisfaction or relationships.
2	Moderate	Notable financial impact	Brief or limited interruption of activities. Notable information technology event. Minor loss of infrastructure. Moderate loss of process efficiency and/or program effectiveness.	Repetitive or systemic compliance violations	Notable temporary negative impact to reputation and/or goal achievement. Some media coverage. Constituent dissatisfaction or strain on relationships.
3	Major	Material financial impact	Major interruption of activities. Major information technology event. Localized loss of infrastructure. Moderate safety or security concerns.	Major compliance violations	Major negative impact to reputation and/or goal achievement. National media coverage. Constituent dissatisfaction and loss of relationships.
4	Severe	Financial impact threatens solvency or ability to continue operations	Extensive interruption of activities. Significant information technology event. Significant loss of infrastructure. Significant safety or security concerns.	Significant, chronic, and/or pervasive compliance violations	Significant negative impact to reputation and/or goal achievement. Persistent national and/or international media coverage. Significant loss of workforce, patients, students and/or donor base.

VELOCITY	
How quickly can the risk impact the organization?	
Level	Category
1	One Year or Greater
2	Weeks to Months
3	Days to Weeks
4	Hours to Days

PREPAREDNESS		
Prevention, detection, recovery, backups, response plans, communication plans, insurance, notifications, emergency management planning		
Level	Category	Description
1	Very Prepared	Significant preparation efforts and risk mitigation strategies are in place. Very few identified issues and/or opportunities for improvement/enhancement exist.
2	Prepared	Moderate preparation efforts and risk mitigation strategies are in place. Some identified issues and/or opportunities for improvement/enhancement exist. Minimal possibility of other unidentified issues or opportunities.
3	Somewhat Prepared	Minimal preparation efforts in place. Major issues and/or opportunities for improvement/enhancement exist. Moderate possibility of other unidentified issues or opportunities.
4	Very Unprepared	Virtually no preparation is in place. Significant identified issues and/or opportunities for improvement/enhancement exist. Strong possibility of other unidentified issues or opportunities.

LIKELIHOOD		
Given the potential risks and effectiveness of existing controls, how likely is it that we will experience a risk event under the activity?		
Level	Category	Average Frequency
1	Very unlikely	Remote possibility of occurrence. (e.g., More than 3 years out)
2	Unlikely	More than remote possibility of occurrence (e.g., Every 1 to 3 years)
3	Likely	Happens with some frequency (e.g., Likely to happen this year)
4	Very likely	Expected to happen or happens often (e.g., Several times per year)