



RISK SCORE CARD

RISK IMPACT	5	4	3	2	1
FINANCIAL	Greater than \$50 million	\$25 million to \$50 million	\$5 million to \$25 million	\$100,000 to \$5 million	Less than \$100,000
REPUTATION	Extreme impact <ul style="list-style-type: none"> Loss of public trust Sustained high visibility National news attention Significant third-party actions 	High impact <ul style="list-style-type: none"> Confirmed, public embarrassment High news profile Sustained news coverage regional/national Third party actions 	Moderate impact <ul style="list-style-type: none"> Confirmed, public embarrassment Moderate news profile Un-sustained regional/national news coverage Possible third-party action 	Low impact <ul style="list-style-type: none"> Confirmed Low news profile Local one-time coverage No third-party actions 	No impact <ul style="list-style-type: none"> Unconfirmed rumor No news item
MISSION/ OPERATIONS	Core missions impaired, operationally disabling <ul style="list-style-type: none"> Loss of accreditation Significant penalties and debarment from further research funding Loss of intellectual property All services stopped Unit eliminated 	Operations must shift significantly to adjust to conditions created by consequences of risk-related incident or control failure <ul style="list-style-type: none"> Placed on probation by the accrediting agency Assigned significant penalties by compliance agencies Unable to provide specific services for 6 months 	Operational changes are necessary to adjust to conditions created by consequences of risk-related incident or control failure <ul style="list-style-type: none"> Non-compliance with one or more accreditation standards Regulations or policies that might trigger a letter of warning Difficulty providing services for 6 months 	Consequences of risk-related incident or control failure are tangible, but operations remain largely intact and maintain status quo <ul style="list-style-type: none"> Difficulty meeting accreditation standards, or regulatory requirements, or granting agency terms & conditions Minor degradation of services provided 	Operations are unaffected, but risk awareness and monitoring is appropriate
LIFE SAFETY	Extreme impact <ul style="list-style-type: none"> Severe permanent injuries Multiple deaths Irreversible damage to the environment Felony violations of law Significant fines for regulatory noncompliance Lawsuits, significant liability Significant delay or extended implementation 	High impact <ul style="list-style-type: none"> Injuries are extensive or may result in a death Reversible environmental damage Identified violation of law or regulation Lawsuits and significant liability Significant delay or extended implementation 	Moderate impact <ul style="list-style-type: none"> Injuries requiring medical treatment Reversible environmental damage Possible violations of law or regulations Restoration accomplished in reasonable time 	Low impact <ul style="list-style-type: none"> Injuries may occur requiring first-aid treatment Minimal environmental damage Not violating law or regulation Minimal delay or start date 	No impact <ul style="list-style-type: none"> No injuries No environmental damage Immediate implementation or no delay
RISK LIKELIHOOD	5	4	3	2	1
DESCRIPTION	Almost certain; expected to occur next year (100%)	Likely; probably will occur next 2 years (50%)	Possible; may occur next 3 years (33%)	Unlikely; not likely to occur next 5 years (20%)	Rare; not likely to occur next 10 years (10%)

IMMEDIATE RESPONSE STRATEGIES

RISK SCORE *	VERY HIGH RISK (81-100)	HIGH RISK (61-80)	MODERATE RISK (41-60)	LOW RISK (21-40)	VERY LOW RISK (1-20)
CONSEQUENCES	<ul style="list-style-type: none"> • Extreme financial loss • Extreme reputational impact • Core mission impaired • Loss of life or severe injury 	<ul style="list-style-type: none"> • High financial loss • High reputational impact • Operations shift • Extensive injury, possible loss of life 	<ul style="list-style-type: none"> • Moderate financial loss • Medium to low reputational impact • Operational changes • Injuries requiring medical treatment 	<ul style="list-style-type: none"> • Low financial loss • Low to no reputational impact • Operations largely intact with some difficulty • Injuries requiring first aid 	<ul style="list-style-type: none"> • Negligible financial loss • No reputational impact • Operations unaffected • No injuries
IMMEDIATE ACTIONS	<ul style="list-style-type: none"> • Requires essential and immediate allocation and organization of resources to manage/mitigate the risk • Establish plans and countermeasures • Treat/reduce risk 	<ul style="list-style-type: none"> • Requires priority allocation of resources for management and/or mitigation • Establish plans and countermeasures • Treat/reduce risk 	<ul style="list-style-type: none"> • Allocation of resources for study is desirable • Risk should be monitored for increases in impact or likelihood • Monitor risk 	<ul style="list-style-type: none"> • Generally, does not require action, but should be reviewed periodically • Monitor risk 	<ul style="list-style-type: none"> • No action required • Accept risk

*Risk Score = Impact Sum (Financial impact + Reputation impact + Mission/Operations impact + Life Safety impact) x Likelihood of 1 to 5