



Board of Trustees

Audit Committee

December 13, 2023

1:30 p.m.

Conference Room 107, Parenzo Hall

A live stream of the meeting for public viewing will also take place at the following link: <https://www.westfield.ma.edu/live>

1. Call to Order

Committee Chair Jasmin

2. Approval of Minutes

a. October 11, 2023

Committee Chair Jasmin

3. Items for Discussion

- a. Internal Audit Follow-Up: Student Accounts/Bursar
- b. Enterprise Risk Management (ERM)

Stephen Taksar/Lisa Freeman
Stephen Taksar/Tom Kettle

4. Items for Information

- a. Internal Audit Update/Report: Grants Office
- b. Audit Committee Policy (0460)
- c. Conflict of Interest Update

Boston Consortium Internal Audit
Committee Chair Jasmin
Committee Chair Jasmin

Attachment(s):

- a. Minutes 10-11-23 (Draft)
- b. Internal Audit Follow-Up (Tracker)
- c. Enterprise Risk Management (Memo)
- d. Enterprise Risk Management (Report)
- e. Conflict of Interest Update



Board of Trustees

Audit Committee

October 11, 2023

Minutes

President's Boardroom, Horace Mann Center

A live stream of the meeting for public viewing also took place on YouTube.

MEMBERS PRESENT: Committee Chair Theresa Jasmin, Vice Chair William Reichelt, Secretary Madeline Landrau, Trustee Dr. Gloria Williams, and Board Chair Ali Salehi, ex-officio member

MEMBERS PARTICIPATING REMOTELY: Trustee Melissa Alvarado

TRUSTEE GUESTS PRESENT: Trustees Daniel Currier, George Gilmerⁱ, Dr. Robert Martin, and Chris Montemayor

Also present and participating were Westfield State University President Dr. Linda Thompson, Administration and Finance Vice President Stephen Taksar, Assistant Vice President of Information Technology Services Alan Blair, Assistant Director of Veterans and Military Services Robert Vigneault, Director of Emergency Preparedness and Response Tom Kettle, as well as Dave Dilulis and Ryan Sheehan from WithumSmith & Brown, PC., and joining remotely were Samantha Spezeski and Michael Santolucito of The Boston Consortium for Higher Education.

Committee Chair Jasmin called the meeting to order at 2:04 PM and a roll call was taken of the committee members participating as listed above. It was announced that the meeting was being livestreamed and captured as recorded.

MOTION made by Trustee Williams, seconded by Trustee Landrau, to approve the minutes of the June 13, 2023, meeting. There being no discussion, **ROLL CALL VOTE** passed motion unanimously with Trustees voting in the affirmative: Reichelt, Landrau, Alvarado, Williams, Jasmin, and Salehi.

Motion – FY23 Audit Report. WithumSmith & Brown, PC representatives highlighted the information provided in the required communications and financial statements. The State Ethics office was consulted to confirm that there are no issues with student trustee Daniel Currier working as an intern at their firm. Trustee Currier did not perform any work on the audit of the University's or the Foundation's financial statements, and will recuse himself from voting on the audit report. Now required to be added to the assets and liabilities are subscription-based IT agreements with payments over a year. At adoption, this added \$750K in assets and liabilities to the University's balance sheet, but had little impact on the University's net position. The auditors also discussed the OPEB liabilities reflected on the University's balance sheet, which reflect obligations that will be paid by the state but are reflected in the financial statements of the state's various institutions. Because of these liabilities, none of the state universities have a positive net position. The figures without the OPEB numbers give a more accurate view of the University's financial health.

MOTION made by Trustee Landrau, seconded by Trustee Williams, to recommend approval to the full Board:

To accept the annual report for fiscal year ending June 30, 2023, as prepared by the university's Administration and Finance Division and to authorize the submission of this report to the State Comptroller's Office, the Massachusetts Department of Higher Education, and the State Auditor's Office, as required by the Massachusetts Department of Higher Education. This annual report includes the Westfield State University FY23 Financial Statements, audited by WithumSmith and Brown, P.C.

There being no further discussion, **ROLL CALL VOTE** passed motion unanimously with Trustees voting in the affirmative: Reichelt, Landrau, Alvarado, Williams, Jasmin, and Salehi.

Internal Audit Report: Student Accounts/Bursar. Boston Consortium representatives reviewed the objectives and scope of the key areas reviewed in the internal audit of the Student Accounts/Bursar office. Boston Consortium concluded based on their audit that controls over processes and procedures appear to be functioning as designed, but there were five areas where opportunities for improvement exist. The findings and management's responses were discussed. The addendum provided common industry practices to consider in benchmarking policies. Committee Chair Jasmin stated the findings and management responses will be added to future meeting agendas for discussion and The Boston Consortium will provide an open issues matrix to use at each meeting.

Internal Audit Update: Grants Office. The next internal audit performed by the Boston Consortium will be of the Grants office. A review of the procedures for pre- and post-awards will be made with information on best practices.

External Audit Update: Payment Card Industry Data Security Standards (PCI-DSS). The state-mandated PCI assessment found zero findings again this year. The University has been in compliance with the standards, as amended, from 2017-2022. The University asked to be assessed at the current and future regulations to be implemented in 2025 and was fully compliant in both levels.

External Audit Update (State Auditor): Cybersecurity Awareness Training. The University is one of 19 state agencies being audited specifically for employees' completion of annual cybersecurity training. The audit will be completed next summer. Students are currently exempt from the training, but it was suggested to include them.

Compliance Survey Update (Dept. of Veterans Affairs): VA Beneficiary Records. The Department of Veterans Affairs conducted a virtual survey in August to confirm that the University was in compliance with the VA's requirements related to programs for veterans. There was one small finding that was considered to be a clerical error. All other areas audited were found to be in compliance. There are 261 students using VA services and 300 students that are military connected.

Enterprise Risk Management (ERM) Update. The ERM team identified the top ten risks in the context of the likelihood and risks of them happening. The next step is to identify the top three-to-four and then assign names to the risks to start addressing and mitigating. Enrollment and cybersecurity were at the top of the risks. The ERM team will provide advice to cabinet and will then share at an upcoming committee meeting.

There being no other business,

MOTION made by Trustee Landrau, seconded by Trustee Williams, to adjourn. There being no discussion, **Motion passed unanimously**. There being no discussion, **ROLL CALL VOTE** passes motion unanimously with Trustees voting in the affirmative: Reichelt, Landrau, Alvarado, Williams, Jasmin, and Salehi.

Meeting adjourned at 3:24 PM.

Attachments presented at this meeting:

- a. Draft Minutes of 6-13-23
- b. Motion – FY23 Audit Report
- c. FY23 Audit Report (Required Communication)
- d. FY23 Audit Report (Draft)
- e. Internal Audit Report, Student Accounts, Bursar
- f. Internal Audit Update, Grants Office
- g. External Audit Update, Payment Card Industry Data Security Standards (PCI-DSS)
- h. External Audit Update (State Auditor), Cybersecurity Awareness Training
- i. Compliance Survey Update (Dept. of Veterans Affairs), VA Beneficiary Records
- j. Compliance Survey Update (Dept. of Veterans Affairs), VA Beneficiary Records (Report)

Secretary's Certificate






I hereby certify that the foregoing is a true and correct copy of the approved minutes of the Westfield State University Board of Trustees Audit Committee meeting held on October 11, 2023.

Madeline Landrau, Secretary

Date

ⁱ Trustee Gilmer joined the meeting at 2:22 PM

Westfield State University
Internal Audit Recommendations Tracking
Updated: 11/30/2023

	Report	Audit Date	Responsible Department(s)	Recommendation	Status	Notes
1	Student Accounts	10/11/2023	Finance/Information Technology/Student Accounts	Inaccurate CGCE billing rules-Management should ensure that the course creators are following all necessary steps to determine that course billing rules are correct before allowing students to register for courses.	In progress 	A funding request of 20,000 was secured for Banner training on rate table structure. Alan Blair, CIO is reaching out to our Ellucian rep to get a statement of work and estimated cost. Meetings have been taking place with a staff member from the Registrar's Office who is familiar with CGCE billing rules. The Registrar's Office has also reviewed their course set-ups to ensure that courses with special billing rules are coded correctly. The University is also in the process of implementing a new report writing software, Argos, which we intend to use to build more robust reports in an effort to crosscheck billing data and identify any errors in audit mode, before bills are generated.
2	Student Accounts	10/11/2023	All applicable departments-Student Accounts has been initiating	Communication and Clarification of Roles between Departments. Management should ensure that the communication and the clarification between Residence Life and the Bursar are clear and sufficient. This will ensure that University policies are being followed and all departments are operating with the same information.	In progress 	Monthly meetings with support Departments have taken place starting September 22, 2023. Communication has slightly increased but progress on moving forward on initiatives has been slow.
3	Student Accounts	10/11/2023	Student Accounts/Finance	Student cash payments. Management should consider requiring all international students to use the wire service to pay for tuition and fees instead of paying cash in person. Further, Management should discuss cash free options for all payments on campus.	In progress 	The University had minimal cash payments from international students and has other options for them to pay (i.e. wire service, credit cards). No progress has been made on considering cash free options for all payments on campus. We will research best practices in higher education as a first step.
4	Student Accounts	10/11/2023	All applicable departments-Student Accounts will initiate	Inconsistent Application of Policies. Management should ensure that policies are being followed. Any deviation from policy should be documented to note a sufficient reason. If policy does not reflect true practice, then it should be changed.	In progress 	A cross-divisional meeting will be scheduled after the start of the spring semester. Policies will be reviewed for practice vs. policy and changes will be recommended to the appropriate Vice President(s).
5	Student Accounts	10/11/2023	Finance/Information Technology	Banner Reporting. Management should work with IT to determine how they can obtain the capability of running historic reports in Banner.	In progress 	CIO and Institutional Research Office has been meeting to determine schedule to take snapshot of database. Phase 2 is to determine feasibility of installing data warehouse.

ADMINISTRATION AND FINANCE

MEMORANDUM

TO: Financial Affairs Committee, Board of Trustees

FROM: Stephen Taksar, Vice President, Administration and Finance
Thomas Kettle, Director, Emergency Preparedness and Response

DATE: December 13, 2023

SUBJ: Enterprise Risk Management (ERM) Update

Campus leadership has been working to advance our planning to implement the new Enterprise Risk Management Program at Westfield State University. The attached report is a current update on the planning process and program. It should be considered a “working draft” while campus leadership continues to refine and develop our risk management strategies. Progress is summarized below, along with next steps in the process.

Progress to Date:

- Ongoing updates to the Audit Committee.
- Developed updated structure and process for Enterprise Risk Management Program.
- Formed working group to advise President’s Cabinet.
- Met with President’s Cabinet several times to share updates and seek support.
- Preliminary risks have been identified.

Next Steps

- Cabinet assesses results of preliminary risks with a strategic lens, may modify final sequence and priority.
- Determine top three risk areas.
- Assign responsibilities for developing risk mitigation plans.
- Integrate risk mitigation plans into strategic planning and resource allocation process.

As the Enterprise Risk Process unfolds, the campus will update the working draft document and provide a final report before the end of the fiscal year.



Westfield State University - FY2024

ENTERPRISE RISK MANAGEMENT REPORT

DRAFT / 11-29-23

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1. Executive Summary

The Westfield State University implements Enterprise Risk Management to enhance our understanding of the University's exposure to enterprise risk, increase visibility, and transparency of activities related to mitigating risk, enrich information sharing across the University, and support informed decision-making.

The University's Enterprise Risk Management (ERM) Program aims to strengthen and achieve new milestones in maturing the ERM Program. These milestones include:

Updating the ERM program's implementation plan to better align with the University's organizational structure.

- Developing a framework and tool to document and measure the effectiveness of ongoing risk mitigation strategies.
- Developing a "risk aware" culture within all units at the University.

The ERM Program continues to foster collaboration and seek opportunities to improve and enhance the program to provide impact and value to the University.

2. Scope of the Report

This report details the activities of the University's ERM Program completed since its re-establishment.

a. About the University's Enterprise Risk Management Program

Enterprise Risk Management (ERM) is a framework that enables the University to anticipate, assess, and manage significant risks that may impact the University's ability to achieve its mission, strategic goals, or objectives. The ERM Program aligns with United Educators risk management guidelines by creating and protecting value for the University through collaboration and continued improvement.

The ERM Program was implemented to:

- Enhance our knowledge of the University's exposure to risk across the campus.
- Increase understanding of how effective the University is in mitigating risk.
- Broaden information sharing across the university.
- Better inform critical decision-making.

The ERM Program enlists a collaborative, cross-disciplinary approach to risk management and assessment to enhance transparency and provide value to the University.

b. Governance Structure

- The ERM Program governance structure defines roles and responsibilities across the ERM Program. This ensures diverse representation in the ERM process from across disciplines and facilitates integration of strategies across the University. The governance structure is comprised of the following:
- Audit Committee: The Audit Committee is part of the WSU Board of Trustees (BOT), it fully supports the ERM Program and provides oversight to the Program. The BOT Audit Committee receives updates on the Program at a regular meeting of the Committee; additional BOT committees and Full Board are provided updates as needed.

- **President’s Cabinet:** Consisting of the President and the President’s senior staff. The Cabinet actively supports the program, providing direction and guidance as needed. Cabinet members are the Risk Owners and select their Risk Teams.
- **ERM Working Group:** Consisting of campus ERM representatives from five different disciplines on campus. The ERM Working Group identifies and assesses risks.
- **Risk Teams:** Led by a Risk Lead the membership may vary from risk to risk, but Risk Teams are responsible for identifying strategies and mitigating risks.
- **Risk Management:** Led by the Director of Emergency Preparedness and Response. Facilitates and provides guidance during the ERM process and provides reports to the Cabinet and Audit Committee as needed.

For more detailed information about the ERM Program governance structure, please see Appendix B.

3. ERM Program Activities

Under the ERM Program’s governance structure (see Appendix B), the University has continued to implement and enhance our program following an annual program cycle. This cycle incorporates risk assessment and prioritization, identification and development of risk mitigation strategies, assessment of risk mitigation strategies, and routine publication of information about ERM Program. Throughout this cycle, the University continuously implements risk mitigation strategies.

Graphic 5: Enterprise Risk Management Program Cycle



The following sections provide updates on programmatic activities implements in each component of the cycle.

a. **Identify and Assess Risks**

The University's ERM Program focuses risk that may result in university-wide impacts.

Under the University's ERM Program, the University contemplates several types of risks:



- Operational risk which may affect the University's ability to implement its operations.
- Financial risk which may cause financial instability or substantial loss of assets for the University.
- Legal and/or Compliance risk which may create or increase legal exposure and/or affect the University's ability to comply with internal and external regulations, policies, and procedures.
- Workforce risk which may impact the University's ability to recruit or retain faculty and staff and/or maintain a positive workplace culture.
- Reputational risk which may impact the University's brand and/or reputation.

- Life safety risks which may impact the health and/or safety of students, faculty, or staff.

When conducting risk assessments, the ERM Program assesses the university's exposure to risks, meaning risks are assessed based on their potential impact to the University prior to implementation of risk mitigation strategies. Risks are assessed and rated using two risk assessment tools to answer questions related to specific risk factors:

- Likelihood: Could the University experience this risk?
- Consequence: To what degree would the University be impacted by this risk?

The ERM Working Group is responsible for assessing the likelihood and consequence of risks identified as having an impact.

The ratings are then calculated to generate a risk's Total Risk Score (see Appendix A).

b. **Risk Assessment**

During FY 2023, the ERM Program was reinstated after a hiatus since 2018. The Director of Emergency Preparedness and Response was charged with facilitating the ERM process this included streamlining the implementation plan utilizing guidance from United Educators, a leading risk transfer and risk

management partner helping educational institutions identify, prevent, respond to, and recover from adversity and risks, enabling them to advance their mission.

c. Prioritize Risks



With Total Risk Scores calculated, the FY24 risks were then prioritized. Risks are prioritized based on the Total Risk Score, with the highest score ranked first.

The top FY 24 risks are detailed in Table 2 below. These risks align with priority risks identified by others in the higher education sector.

The full FY24Risk Registry is detailed in Appendix A.

Table 2: Top FY 2024 Risks (Based on Total Risk Scores)

Risk	Definition of Risk
Enrollment and Retention	Inability to sustain and/or increase enrollment of in-state, out-of-state, international, residential, commuter, undergraduate and/or graduate students.
Campus Preparedness	Inability to develop, maintain and/or implement capabilities to maintain continued operations during incidents, resources to support the physical and mental health, development, and well-being of students, and maintain consistent oversight of registered student organizations
Staff Capabilities	Inability to maintain a skilled and capable workforce to align with assigned responsibilities. Often a loss of an employee can lead to a single point of failure without succession planning. Organizational structure must align with strategic initiatives.
Deferred Maintenance	Inability to maintain facilities, including the prioritization of ongoing and deferred maintenance, and/or develop facilities and infrastructure to attract and retain students, staff and faculty, and to support critical infrastructure.
Cyber	Inability to safeguard data and/or information systems to prevent unauthorized access - whether intentional or unintentional - by foreign or domestic actors or vendors with whom the University conducts business.
Change Management	Inability to properly oversee the management of change, change is constant; embracing changes ensures that employees can adapt to new technologies, processes, and market trends.
Union Relations	Maintaining a productive labor environment creates a collaborative, stable, and productive work environment.
Regulatory Compliance	Inability to adhere to laws, regulations, and guidelines created by the designated governing body.

d. Identify, Assess and Implement Risk Mitigation Strategies



Risk mitigation is the core of any ERM Program. While it is impactful to understand risk and risk exposure, it is equally, if not more important to understand the strategies being implemented to address risk and provide transparency on the effectiveness of these strategies in reducing risk exposure.

The ERM Program has designed and is in the process of undertaking a more comprehensive approach not only to systematically document ongoing mitigation strategies, but also assess the effectiveness of mitigation strategies in reducing risk exposure. Because this framework is in the early stages of implementation, this report does not detail the multitude of

ongoing mitigation strategies being employed across the University; rather, the results of the new framework and associated mitigation strategies will be detailed in future reports.

Under this new framework, the ERM Program has utilized a template from United Educators that allows the University to document ongoing risk mitigation strategies for each of our FY24 risks and assess the effectiveness of those strategies in reducing risk exposure. This template provides a platform to document ongoing risk mitigation strategies, assess those strategies, and evaluate their impact on reducing risk.

When considering a risk mitigation assessment, the ERM Program defined the following requirements:

- Documentation of risk mitigation strategies for transparency and common operating picture
- Demonstration of progress (or lack of progress) in reducing risk exposure
- Correlation of risk mitigation assessment to a risk's Total Risk Score
- Achieve all of this through a single, user-friendly process and tool

There are three components of the assessment which include:

- Evaluate the effectiveness of individual risk mitigation strategies on a risk
- Compare effectiveness of multiple risk mitigation strategies on a risk
- Evaluate the aggregate effectiveness of all risk mitigation strategies on a risk

Through this template, the University can document risk mitigation strategies, provide transparency on risk mitigation strategies, demonstrate progress in mitigating risk as well as areas that may require additional attention, and enable more robust discussion on risk and risk mitigation priorities. The tool generates a Residual Risk Score for each risk, reflecting the effectiveness of risk mitigation strategies and demonstrating progress in reducing the University's risk exposure.

The tool does not track key performance indicators, define specific action items, or change the Total Risk Score of a risk.

The tool is currently being piloted with a subset of the ERM Working Group. The ERM Program intends to roll out the tool to the full ERM Working Group in FY2023.

e. [Issue ERM Report](#)

In accordance with the annual program cycle, the ERM Program is issuing this report to detail activities of FY24. The next ERM Report will be issued in FY25.

4. [Conclusion](#)

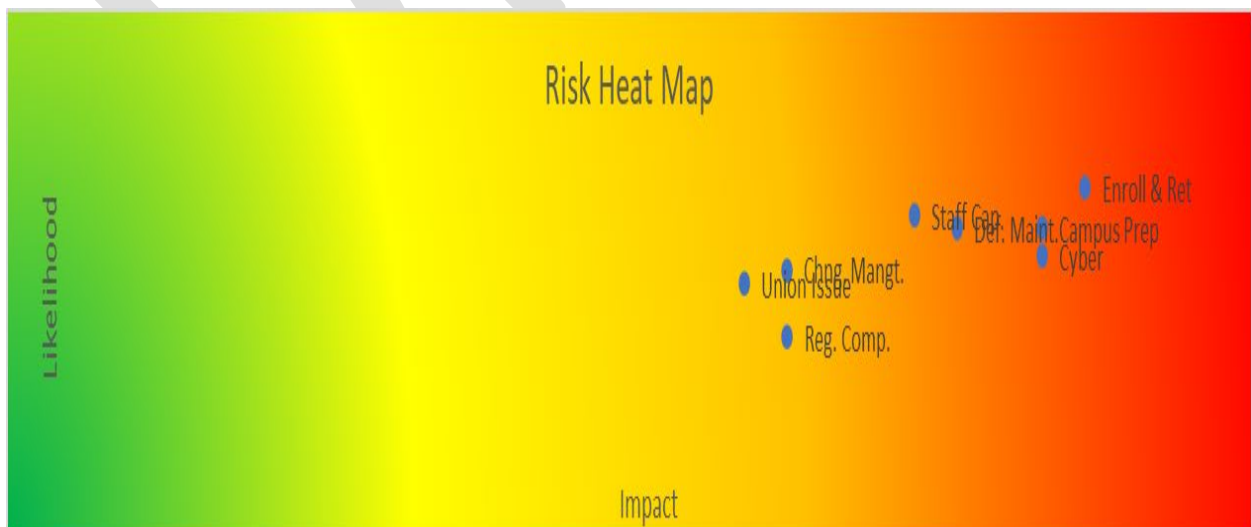
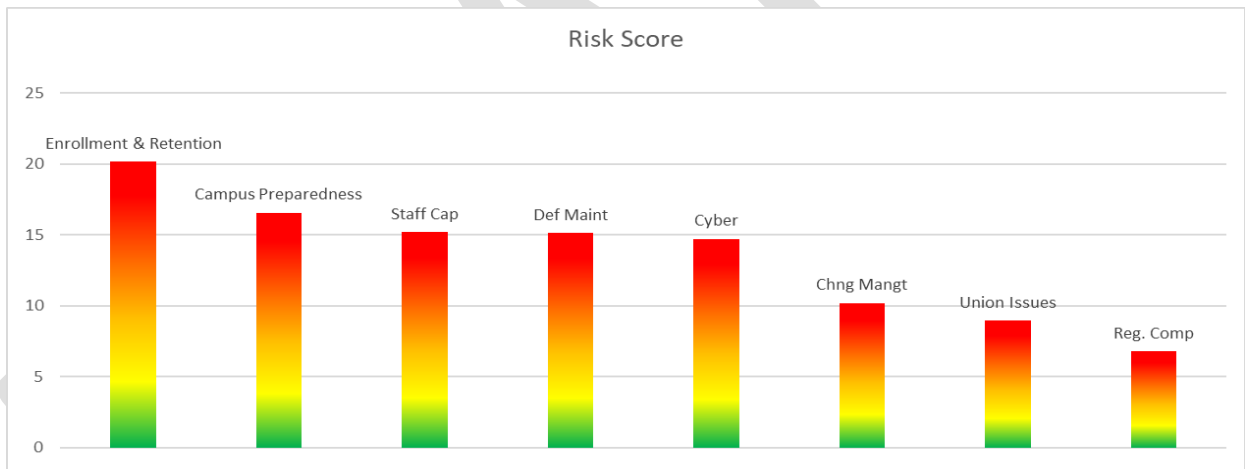
FY 2024 is the first active year for the University ERM Program. The Program continues to mature by enhancing the Program's risk assessment tools, conducting a new risk assessment to generate the FY24 Risk Registry, developing a tool to both document and assess the effectiveness of risk mitigation strategies, and increasing visibility of the Program to peers.

As we look forward, the ERM Program intends to continue to mature and make substantial progress in documenting and assessing risk mitigation strategies. These activities will further integrate risk management and the ERM Program into the culture and operations of the University.

Appendix A: Westfield State University FY24 Risk Registry

Table A1: ERM Risk Registry

RiskName	Impact 0-5	Likelihood 0-5	Risk Score 0-25
Enrollment & Retention	4.8	4.2	20.2
Campus Preparedness	4.6	3.6	16.6
Staff Capabilities	4.0	3.8	15.2
Deferred Maintenance	4.2	3.6	15.1
Cyber	4.6	3.2	14.7
Change Management	3.4	3.0	10.2
Union Issues	3.2	2.8	9.0
Regulatory Compliance	3.4	2.0	6.8



Appendix B: ERM Governance Structure Roles and Responsibilities

The ERM Program has a formal governance structure which defines roles and responsibilities under the Program. The governance structure consists of campus ERM committees, the ERM Working Group, the ERM Executive Committee, the President's Council, and the Board of Trustees.

a. ERM Cabinet Group

The ERM Cabinet Group is responsible for validating the risks identified and assessed by the ERM Working Group and prioritizing those risks. The Cabinet is also responsible for affirming mitigation strategies, approving the ERM report, and ensuring the report is provided to the Audit Committee.

The ERM Cabinet Group is comprised of leadership from across the University:

- Director of Emergency Preparedness and Response (DEPR)
- Leadership from the Cabinet:
 - Vice President, Administration and Finance
 - Vice President, Academic Affairs
 - Vice President Student Affairs and Enrollment
 - Vice President, Advancement
 - Chief of Staff

See Appendix C for the current ERM Executive Committee Membership.

b. ERM Working Group

The ERM Working Group is truly the working body of the Enterprise Risk Management Program. The ERM Working Group is responsible for identifying and assessing risk across the University.

The ERM Working Group consists of:

- Director of Emergency Preparedness and Response: The Director of Emergency Preparedness and Response serves as the chair of the working group.
- A designated subject matter expert from campus divisions: These subject areas are as follows:
 - Academic Affairs
 - Student Affairs & Enrollment
 - Athletics
 - Administration & Finance
 - Advancement

See Appendix D for the current ERM Working Group Membership.

By bringing these voices together under the ERM Working Group, we ensure a multi-disciplinary approach to identifying risks, as well as enabling comparative risk assessments across the University and across critical subject areas.

Members of the mitigation subcommittee vary with each risk, but each relevant subject matter expert participates, and we can pull in stakeholders that may not formally be part of the ERM working group, who may be critical to mitigating the risk. This also brings mitigation activities under the formal ERM governance structure.

c. Risk Team

The Risk Teams are determined by the risk owners; they will identify, assess, and coordinate mitigation of campus-specific risks.

- Complete a risk management plan for assigned risk, documenting the description of the risk, likelihood and Consequence assessment, response, and current control activities.
- Participate in the development of the risk management strategy in conjunction with the Risk Lead.
- Provide feedback and insights into the assessment of risks.
- Communicate and educate constituents on the importance and value of a risk management program.

Appendix C: ERM Cabinet Group Membership

Table C1: ERM Cabinet Group

Last Name	First Name	Title	Division
Thompson	Linda	University President	President's Office
McMahon	Lisa	Vice President	Advancement
Caruso	David	Vice President / Provost	Academic Affairs
Taksar	Stephen	Vice President	Administration & Finance
Hearn	Kevin	Vice President	Student Affairs / Enrollment
Lenfest	Richard	Director	Athletics
Pierce	Larue	Vice President	JEDI
Freeman	Michael	Chief of Staff	President's Office
Kettle	Thomas	Director	Emergency Preparedness

Appendix D: ERM Working Group Membership

Table D1: ERM Working Group Membership

Last	First	Title	Division
Kettle	Thomas	Director/Chair	Administration & Finance
Casciano	Tony	Director/Chief	Student Affairs / Enrollment
Jennings	Brian	Associate Provost	Academic Affairs
Hynes	William	Director	Advancement
Bals	Nancy	Assistant Director	Athletics

Appendix E: Risk Assessment Tools

The ERM Program implements three risk assessment tools to evaluate risk and generate a risk registry: likelihood (Graphic E1) and consequence (Graphic E2). Each tool guides assessors in identifying ratings for each risk.

a. Likelihood Risk Assessment Tool

The Likelihood risk assessment tool assesses whether the University could experience a risk, providing four rating options: unlikely (value of 1), possible (value of 2), likely (value of 3), certain or almost certain (value of 4).

Graphic E1: Risk Assessment Tool – Likelihood

Rating	Description	OR	Probability of Occurrence	OR	Rate of Occurrence
4 Certain or Almost Certain	HIGH - Almost certain to occur, expected in most circumstances	OR	>75%	OR	more than 2x per year
3 Likely	MEDIUM HIGH - Likely to occur or will probably occur		50 to 75%		1-2x per year
2 Possible	MEDIUM - Possible, this could occur		25 to 50%		once every 2-5 years
1 Unlikely	LOW - Unlikely, not expected to occur		Up to 25%		more than 5 years

b. Consequence Risk Assessment Tool

The Consequence assessment tool assesses how impactful a risk may be across six categories:

- Service disruption or impact to operations
- Financial impact
- Legal/compliance
- Workforce
- Reputation
- Life safety

The tool guides assessors in identifying ratings for the risk in each category: negligible (value of 1), low (value of 2), medium (value of 3) or high (value of 4). The ratings for the six categories are then added together to create a total consequence value for the risk.

Graphic E2: Risk Assessment Tool – Consequence

Rating	Service Disruption, Process Impact on Operations	Financial Impact	Legal/ Compliance	Workforce	Reputation	Life Safety
4 High	Serious disruption to or failure of service AND/OR Significant impacts to two or more campuses	State appropriation reduction of more than 15 percent AND/OR Loss of revenue or increase in expenses of greater than 15 percent or combination of both	Increased state or federal regulatory scrutiny for additional campus(es) AND/OR External agency sanctions such as debarment or civil and/or criminal liability AND/OR Litigation exposure with significant financial (\$10M+), reputational or precedent exposure AND/OR Substantial audit findings	Inability to recruit or retain employees with essential knowledge, skills and abilities AND/OR Work culture is defined by excessive internal conflict or widespread negativity AND/OR Inability to collaborate across the University or limited information sharing and cooperation AND/OR Low level of trust among colleagues	Negative national media coverage or negative social media activity (“viral”) for multiple days AND/OR Tangible, long-term impacts to enrollment (more than one cycle), philanthropy and public support AND/OR Significant personnel actions AND/OR Widespread internal reaction	Fatality or permanent disability to one or more people
3 Medium	Moderate disruption to service AND/OR Significant impact to one campus	State appropriation reduction of 10-15 percent AND/OR Loss of revenue or cost increase of 5-10 percent, or combination of both	Restrictions or requirements placed on the University’s operational activities AND/OR Substantial (\$1M+) regulatory fines and/or response costs AND/OR Moderate audit findings AND/OR Litigation with substantial financial (\$1M - \$10M), reputational or precedent exposure	Difficulty recruiting or retaining employees with essential knowledge, skills and abilities AND/OR Work culture experiences frequent internal conflict or significant AND/OR Significant obstacles to collaboration AND/OR Decreased information sharing in many circumstances	Negative regional (northeast) media coverage or some negative social media activity AND/OR Tangible, short-term impacts to enrollment (one cycle), philanthropy and public support AND/OR Significant internal reaction	Serious injury of one or more people
2 Low	Minor impact to service AND/OR Some impact to more than one campus	1 - 5 percent revenue loss or expense increase or combination of both	Regulatory fines (less than \$1M) AND/OR Minor audit findings AND/OR Litigation with financial (less than \$1M), reputational or precedent exposure AND/OR Internally imposed consequences or requirement for formal corrective action	Minor impact to recruitment or retention AND/OR Work culture experiences some internal conflict or negativity AND/OR Challenges with collaboration AND/OR Decreased information sharing and cooperation in limited circumstances	Negative local media coverage or minimal social media activity AND/OR Moderate on-campus/internal reaction	Minor injury to more than one person
1 Negligible	Annoyance	Less than \$100,000 impact	No to minimal impact	No to minimal impact to recruitment or retention AND/OR No to minimal impact to workplace culture AND/OR No to minimal impact to collaboration or information sharing	No to minor internal reaction	No impact or minor injury to individual

Subject: MA State Conflict of Interest Mandatory Training

From: Human Resources <hr@westfield.ma.edu>

Sent: Friday, March 31, 2023 10:53 AM

To: University Communications <UniComm@westfield.ma.edu>

Subject: MA State Conflict of Interest Mandatory Training



2023 STATE ETHICS COMMISSION CONFLICT OF INTEREST ANNUAL TRAINING REQUIREMENTS

It is that time of year again, and we are excited to share that the state is now offering a new, user friendly, online training platform!!

The State Ethics Commission recently launched a new conflict of interest law online training course and learning platform. Human Resources is excited to share how this advancement has made this process easier for you as an employee. On July 1, 2009, Governor Patrick signed into law the Ethics Reform Bill, Chapter 28 of the Acts of 2009 which made changes to the Conflict of Interest Law, G.L. c. 268A, and instituted mandatory notification and education requirements.

All state, county, and municipal employees, including members of boards and commissions, must complete online training as required by General Laws c. 268A, § 28 within 30 days of becoming employed, elected, or appointed as a public official, **and every two years thereafter**. The law also requires all public employees to **annually** acknowledge that they have received a summary of the conflict of interest law.

To access the training and summary acknowledgement, please visit <https://massethicstraining.skillburst.com/> (Chrome browser is recommended). This link will bring you to the MA State Ethics Commission online Training Portal.

Information about using the Training Portal:

1. Public employees will self-register and gain immediate access to the online training program. You will be instructed to register by entering your email address and creating a password.
 - a. It is advised you choose your work e-mail address as your username
 - b. Your affiliated public entity is **Westfield State University**

2. Once the registration process is complete you will be e-mailed a link to begin completing your training and education requirements. The training is one-hour long. You may pause and resume the training if necessary.
3. Once you have created an account and logged in, you will have 30-days to complete the course.
4. Once the training is complete, your certificate of completion will be stored in the system. ***You no longer need to print out or forward the certificates to Human Resources!***

While WSU Human Resources will be able to view who has completed the training, the caveat to this is only those who comply with the mandatory self-registration will be identified in the Westfield State University State Ethic's Commission account. **This new system places the responsibility for compliance and follow up on the employee.** WSU Human Resources will continue to send out the initial notification each year with subsequent reminders.

Human Resources is here should you have any questions or need assistance with the program.

Best Regards,

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